



**HOTELSCHOOL  
THE HAGUE**  
*Hospitality Business School*

# At the heart of hospitality

2016 Annual Report





### Since 1929

Strong heritage, established in 1929



### Top 5 Worldwide

Excellent worldwide reputation in a wide range of industries (TNS Global, 2013)



### Career Preparation

Business study set in context of hospitality with a focus on personal development, leadership and management



### International

Over 50 nationalities on our campuses in Amsterdam and The Hague



### Network

Respected network of Alumni working in senior management positions



### Best Price/Quality Ratio

Best price/quality ratio of all the International Hotel Management Schools



### 100% English

International University of Applied Sciences



### International Placements

Two international internships



### Small Community

Small community and classes, warm atmosphere and personal guidance



### Academia

International, industry experienced lecturers with strong academic credentials

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This English version of the 2016 Annual Report is a translation of the original Dutch version.



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Welcome willkommen Welkom 歡迎  
dobrodošao Velkommen teretulnud  
tervetuloa accueil καλωσόρισμα  
Üdvözlet benvenuto powitanie  
bienvenido Välkommen.

# Foreword



*We hereby present you the 2016 Annual Report of Hotelschool The Hague. With this report we, the Board of Directors, render account for the pursued policy and we provide an overview of our organisation, strategic objectives, financial position, governance and the social and economic world in which we are active. The Annual Report is a way for Hotelschool The Hague to strengthen the ties with our stakeholders: students, employees, alumni and (business) partners. Thanks to the commitment and dedication of our employees, students, the Representative Advisory Council, the Board of Trustees, our alumni and many partners, our results were realised in 2016. We would hereby like to express our appreciation and gratitude for that.*

*Rob Risseeuw (Dean)*

*Regine von Stieglitz (Director of Operations)*

*Susanne Stolte (President)*







Since 1929 Hotelschool The Hague has been the oldest independent Hotelschool in the Netherlands. For over 85 years innovation has been a central theme. Nowadays Hotelschool The Hague is an internationally operating, small-scale University of Applied Sciences. The education and research is provided at two locations: The Hague and Amsterdam. More than 2,300 students of 61 nationalities follow the English-language Bachelor or Master programme in the area of Hospitality Management. In addition it employs over 200 employees from more than 17 countries.

## 1.1 General information

### Legal structure

The legal structure is that of foundation with its corporate seat in The Hague. The Hotelschool The Hague Foundation (Hotelschool The Hague) is registered with the Chamber of Commerce under number KvK 41150185. The last amendment of the statutes was on 26 April 2012. The Hotelschool The Hague Foundation is the sole shareholder of the holding Hotelschool The Hague Leadership Development BV. Within this holding private (education) activities are offered. This structure provides for a strict separation of the private and public funding flows. Three private limited companies, each with their own focus, fall under the holding:

1. Hotelschool The Hague Performance Management BV;
2. Hotelschool The Hague Curriculum Consultancy BV;
3. Hotelschool The Hague Masters BV.

The Board of Directors of the Hotelschool The Hague Foundation also makes up the Board of Directors of 'Stichting Internaat Exploitatie'. This foundation was established for the private funding of the Skotels (student accommodations and hotel rooms). Appendix 1 contains more information about the legal structure of Hotelschool The Hague.

### Corporate objectives

Within the limits of its resources Hotelschool The Hague has the objective of offering or having offered higher professional education aimed at the theoretical and practical preparation for the performance of managerial professions within the international hospitality industry and conducting applied research in this area.

### Mission

"Our Hospitality Business School delivers ambitious and agile graduates with customer centricity, business acumen, leadership and global citizenship. These skills enhance core hospitality companies and are transferable to other companies where hospitality makes a difference."

### Vision

"Creating Hospitable Futures".

Where "Futures" stands for the future of the graduates of Hotelschool The Hague and its community, its industry and society.

## Strategy

In 2016, substance was given to the strategic focus “*Best Students, Best Faculty, Best Support*” by:

1. Focussing on the quality of the education and research via the curriculum renewal project and by improving the existing education.
2. Internationalising by attracting international students and employees.
3. Strengthening the relationship with the industry (for instance via establishment of an International Industry Board).
4. Further professionalising the organisation and the employees with the final objective of an optimally learning, open and performance-oriented quality culture.

The year 2016 was all about the development of the new institutional plan. The strategic course of Hotelschool The Hague for the coming years is also determined by the worldwide trends and developments in the hospitality industry and the education in hospitality management. Before summer a first concept was presented to – and tested with – all stakeholders: students, employees, representatives from the hospitality industry, the Representative Advisory Council and the Board of Trustees. Their input is incorporated in the decision-making for the institutional plan (foreseen in the first half of 2017).

## Values of Hotelschool The Hague

Departing from the mission and vision of Hotelschool The Hague the values of Hotelschool The Hague were established in the *Code of Ethics*. The letters of the word *Hospitality* provide a guide for reflection for students, lecturers and management. The objective is to inspire and to be decisive for conduct and the way that people work (together). For students the Code of Ethics is part of the curriculum. The meaning of the values is addressed on the basis of various (practical) examples.

## The organisational structure

The Board of Directors acts as the board of the Foundation and as the University of Applied Sciences board. In the capacity of University of Applied Sciences board, the Board of Directors is encumbered with the management of the Hotelschool. It is responsible for the realisation of the objectives of the organisation, the strategy, the finances and the policy. Since 1 August 2016, the Board of Directors has consisted of three members: Mrs Susanne Stolte (President), Mr Rob Risseeuw (Dean, ad interim) and Mrs Regine von Stieglitz (Director of Operations). Appendix 3 contains more information about the Board of Directors.

The Board of Trustees internally supervises the performance of the Board of Directors and the general course of affairs within Hotelschool The Hague. In the role of sparring partner the Board of Trustees provides the Board of Directors with solicited and unsolicited advice and it fulfils the role of employer of the Board of Directors. Appendix 2 contains more information about the Board of Trustees.

# 1.2 Governance within Hotelschool The Hague

Hotelschool The Hague endorses the importance of a proper corporate structure. In this respect ethical and transparent operations of the Board of Directors, good supervision on the corporate structure and rendering account for this are the key elements. The Universities of Applied Sciences Good Governance Code (hereinafter referred to as: the Governance Code) is decisive for Hotelschool The Hague in terms of the structure of the governance within the Foundation. The principles from the Governance Code are endorsed. The Governance Code is applied as much as possible. If the Code is not

WE ARE  
Honest  
Open  
Sustainable  
Professional  
Integrity-Driven  
Transparent  
Ambassadors  
Loyal  
International  
Trustworthy  
Yes-Minded

applied, this is elucidated in this report. With regard to the reappointment of the President of the Board of Trustees the transitional provisions from the Governance Code were, in any case, relied on.

In 2016, Hotelschool The Hague worked on more transparency, amongst others through the publication of various documents on the website, e.g. regulations and the supervision framework of the Board of Trustees. The information about the new management still needs to be updated in new Management and Administration Regulations, a revised list of authorised signatories and publication on the website (foreseen in 2017).

Hotelschool The Hague does not dispose of an established Horizontal Dialogue Guide and Strategic Cooperation Statute yet. In 2016 the new institutional plan was prepared including the vision of the Board of Directors in respect of the elaboration of the social mandate of Hotelschool The Hague in the coming years. This plan will serve as the guiding principle for the formulation of policy (documents) like the Horizontal Dialogue Guide and the Strategic Cooperation Statute.

### Horizontal accountability

Hotelschool The Hague is subject to the obligation to account to the Dutch Ministry of Education, Culture and Science for the manner that the public funds were spent. Other stakeholders like students, employees, alumni and representatives from the hospitality industry are also expressly involved in the activities and developments of Hotelschool The Hague.

In 2016, the Board of Directors had four administrative consultation meetings with the Representative Advisory Council. Both employees and students are represented in the Representative Advisory Council. Important themes in 2016 were:

- the job description and job evaluation project (FuWa);
- the budget (cycle);
- the organisation of the changed management structure;
- the institutional plan;
- the curriculum renewal project;
- the availability of work and study places.

Also in preparation of these meetings the President of the Board of Directors has a monthly meeting with the Chairman of the RAC. Appendix 5 contains the Annual Report of the RAC.

Apart from consultation meetings with the RAC, the Dean attended the meeting of the Education Committee at least once per teaching block. Important themes were the new curriculum, the improvements in subjects of the present curriculum, raising the standard for the binding recommendation on continuation of the studies and other matters regarding the quality of the education and research.

Students of the Student Council organise an 'HTH The Voice' for students once per teaching block. During these sessions in Amsterdam and The Hague matters that concern students are discussed. During these sessions a representation of the Board of Directors is present.

In 2016, the President of the Board of Directors also organised monthly student and employee lunches (a total of 12). The objective is to share experiences with the Board of Directors. Each time it regards a total of six students (2 per training phase) or six employees. These meetings provide valuable information to the management.

The President of the Board of Directors and many employees participate in the various international meetings annually organised by the hospitality industry, e.g. the HoteloTop, the ITB, MIF, EUHOFA, the ICHRIE and EUROCHRIE. Hotelschool The Hague also organises an Industry Exchange Event and a career fair for students four times a year as



well as an annual international 'student challenge' with representation of student teams from more than 10 countries worldwide as well as representatives from the international hospitality industry. The teaching staff and the students who participate in the aforementioned meetings have timetabled time off for this. These are relevant meetings to exchange knowledge and experiences and to maintain and develop the network.

Hotelschool The Hague has a long tradition of close cooperation with the international hospitality industry and other services sectors where hospitality is considered to be relevant. The said cooperation stimulates an exchange of knowledge for the benefit of curriculums and enables practice-based education and research. It regards, inter alia, the availability of traineeship positions, the offer of guest lectures and the introduction of real-life business and research assignments.

In 2016, an initial proposal was prepared for the establishment of an International Industry Board in 2017. The most important objective of the International Industry Board is to provide the Board of Directors with independent and industry oriented advice with regard to the trends, needs and challenges within the area of activity. In addition, the International Industry Board acts as a sparring partner for the Board of Directors in terms of ideas and new developments within the school (inter alia trends, teaching content, desired exit qualifications, research results). Mrs T. Eaststaff was appointed as the first Chairman of the International Industry Board and will in cooperation with the Board of Directors give further substance to the development of the Board in 2017.

Hotelschool The Hague is co-founder of the 10-member Hotelschools of Distinction. Within Hotelschools of Distinction cooperation takes place in the area of and knowledge is exchanged about "best practices" for the benefit of the curriculums and research, marketing, contacts with the field of activity and the exchange of experiences between the students of the various Universities (of Applied Sciences).

## 1.3 Overview of results, projects and developments in 2016

The Board of Directors is proud of the results of Hotelschool The Hague in the various rankings. In 2016, Hotelschool The Hague remained in the top 3 of all funded Universities of Applied Sciences and Universities in the Netherlands. For the third year in a row Hotelschool The Hague is also the best public Hotelschool in the Netherlands, according to the HBO Keuzegids 2017 (*"Higher Education Selection Guide 2017"*). It has recently come to light that the Master programme is followed with the assessment 'Best Master in Business 2017'. For the HTH Community confirmation of the conviction of Hotelschool The Hague that people make the difference. Some further results: 278 graduated students, final places at various (inter-) national (student) challenges, 20 research publications, the recruitment of two new lecturers, a series of six debate evenings under the umbrella theme of Global Citizenship, the cooperation with several parties for the development of 'Hotel California' (a hotel of, for and by refugees), an alumnus as the first winner of the Misset Hotel Young Talent Award, opening of new Alumni Chapters and Skotel Amsterdam as the number 1 Specialty Lodging Amsterdam on Tripadvisor. Unfortunately, we also had to say untimely farewells to two dear colleagues. Their passing left a deep impression on the community.

### Institutional plan

In 2016, much was done to determine the strategic course of Hotelschool The Hague for the coming years. In preparation of a new institutional plan, the trends and developments in the international hospitality industry, the worldwide offer of hospitality business education and the wishes and ideas about the future of Hotelschool The Hague of students, employees, alumni, the field of activity, the Representative Advisory Council and the Board of Trustees were surveyed. An important strategic choice is the direction of our internationalisation. In 2017, a far-reaching survey will be conducted in this respect. At this point it is also important that the Dutch Minister of Education, Culture and Science creates more room for Dutch professional higher education as an export product and for international cooperation. The Board of Directors intends to maintain the international competitive position held by the school. In 2016, it was in any case determined that the objective for our student population is a ratio of 50% national / 50% international, based on passport. At the moment 29% of the total student population is international (based on prior education abroad, the percentage is 37.9%).

### Education and research

The main theme of 2016 was education and quality. All colleagues have worked hard on the curriculum renewal project. Objective of the project is to prepare the graduates of Hotelschool The Hague in the best way possible for a future at management level in the hospitality industry. Hotelschool The Hague starts working with Dee Fink's "Significant Learning" taxonomy as the educational principle. In 2016, the Curriculum Renewal Plan 2.0, new policy in the area of didactics, assessments, end qualifications, research in the curriculum, Learning & Development, the integration of theoretical and practical education and a new Skotel philosophy were written. The proposed changes are inspired by the quickly changing world in which globalisation, technology and innovation are important drivers for change. It is important to learn the students of Hotelschool The Hague to handle these fast changes via knowledge, skills and attitude. Research also becomes ever more important in professional higher education. Hotelschool The Hague mirrors this development. The new curriculum includes a continual research learning pathway. Hotelschool The Hague is currently working hard on the elaboration of the new policy into new subjects.

The steps that were taken in 2016 in the direction of the formal quality care system support the process of educational innovation. After the curriculum renewal an annual cycle of curriculum innovation and improvement is implemented. This way the curriculum remains in line with (international) developments in the education and the hospitality industry.

It is important to the Board of Directors that the present students also take advantage of the innovation and improvements. This happens both within their curriculum and beyond it. Think about voluntarily following new subjects. Hotelschool The Hague expects of its students that they perform at their very best, complete their studies within a reasonable period of time and pursue a successful career. The bar is high. Effective from 1 September 2016, the Board of Directors decided to give more force to this by increasing the binding recommendation on continuation of studies at the end of the first year to 51 EC, more consistent enforcement and sanctioning of the internal rules, more intensive student counselling. The selection of students is adjusted to the requirements of the new curriculum. The selection of the best students for the curriculums of Hotelschool The Hague is an important point of departure for the success and the quality of the education and the alignment to the field of work.

## Organisation and development

In recent years Hotelschool The Hague has grown considerably thanks to the expansion of the second campus in Amsterdam. In 2016, the number of employees increased from 203 to 220. At the end of 2016 the OP / NOP ratio was 68% OP and 32% NOP. Within the framework of further professionalisation and continuation of the organisational structure and the management various steps have since been taken. In 2016, the expansion resolution of the Board of Directors was implemented. The Board of Trustees appointed Mr Risseeuw as Dean ad interim and Mrs Von Stieglitz as Director of Operations effective from August 2016. The Board of Directors established the portfolio allocation and set up the regular consultative structure and management consultation within the portfolios. Formalisation in change of the management and administration regulations and the list of authorised signatories takes place in 2017. The initiated job description and job evaluation project (FuWa) is also relevant. It regards a diligent process necessary for the renewed layout of the grown organisation in order to prepare it for the future and the basis for talent and performance oriented HR policy, e.g. professionalisation, performance and evaluation. In October 2016, the biannual Employee Satisfaction Survey was conducted. The outcome offers points of reference for further improvement of the organisation. In 2016, a resolution was also adopted to strongly reduce the private activities in Hospitality Consultancy exclusively focussing on the commercial activities that demonstrably add value to the key activities of Hotelschool The Hague.

## Buildings

The stimulation of working and studying in teams also introduces challenges to Hotelschool The Hague in terms of study areas. Finding a solution is unruly. In association with the Representative Advisory Council, a project team set to work on this in Amsterdam. Additional work areas were created in The Hague with the renovation of the Skotel. The renovation of the Skotel (student accommodations and public areas) was completed within planning and budget. The plan of approach and the budget for the renovation of the hotel rooms have been approved. Adjustments were made to all buildings for the implementation of the Health Safety & Environmental Plan. In addition, approval was given for the Amsterdam Campus for the improvement of the (internal) accessibility of mobile telephones. This solves a frequently heard complaint.

## ICT

In 2017, the new ICT roadmap will be ready for the necessary follow-up steps on the way to a modern infrastructure. In 2016 the following improvements were, inter alia, implemented: layout of a completely digital (Osiris) student portfolio for the student administration and the introduction of the Student APP with access to timetables, study results and enrolment for elective subjects. Steps were also taken in the area of data security by performing a baseline measurement, appointment of a data security officer and a data leak protocol.

## Financial

In 2016, a better result than budgeted was realised again, also thanks to tight control of the costs. The year 2016 was closed with a positive operating result of € 162,248 versus a budgeted positive operating result of € 41,815 (2016: negative operating result of € 226,436). The finalisation of the higher professional education performance agreements took place. After a positive opinion of the Review Committee the Dutch Minister of Education, Culture and Science confirmed that Hotelschool The Hague complies with the established performance agreements. In 2016 Hotelschool The Hague also made a pre-investment in the quality of the education. The resources that are released by the implementation of the study advance (and the abolishment of the basic study grant) make it possible to invest considerably in the quality of higher education and research. The said resources are, however, only available from 2018. With the pre-investment the present students (who already no longer receive a basic study grant) also take advantage of the quality impulses. Moreover, further professionalisation of the tendering and procurement process is also aimed at. In 2016 the tendering process of the F&B procurement mainly received special attention.

More extensive information is available in chapters 3 up to and including 7.



## 1.4 Looking ahead at 2017

What does Hotelschool The Hague focus on in 2017? Above all, on the quality of the education and research of Hotelschool The Hague. The involvement of faculty and students in the curriculum renewal is high. There is question of constructive cooperation on the development of the new curriculum and improvements of the present curriculum. A beautiful challenge is still awaiting in the area of "Significant Learning in modern hotel operations". What will be the best way for Hotelschool The Hague to integrate theoretical education, practical education and skills training. In 2017, integration is also an important theme within the Hospitality Research Centre, namely of applied research in education.

Upon the implementation of a new curriculum too high work pressure is lurking. The Board of Directors requested the faculty department heads to be alert on this point. Otherwise additional investments are made in expansion of teaching staff (via pre-investment of higher professional education quality impulses) and in the development and training of the staff. A professionalisation plan is being prepared for the latter. The expansion of teaching staff also makes a positive contribution towards the OP / NOP ratio.

In addition further improvement of the facilities in the area of ICT, including a new HR system as well as an LMS system, and in the area of accommodation, including renovation of hotel rooms at the Skotel The Hague, study and work spaces and maintenance of the buildings, is being worked on.

The next accreditation of our Bachelor and Master in the first half of 2018 is approaching. Critical reflections are prepared for this in the second half of 2017. Guiding principle is a joint (with the other Dutch Hotel Schools) and simultaneous Dutch and international accreditation (NVAO and The ICE). The non-recurring practical assessment of the small-scale, residential feature is also prepared in 2017.

In terms of the strengthening of the relationship with the Industry, the first meeting of the International Industry Board is an important milestone. The same applies to the start of the knowledge cycles of each Faculty Department Team. The Board of Directors is working towards definitive adoption of the institutional plan before the summer of 2017. After the summer the realisation and implementation of the ambitions can then take off. Definitive KPIs are formulated together with the various teams for this as a first step.

The world around us changes at a high pace; moving along, staying up to date and flexible is asking much of our employees in a relatively small organisation. We truly appreciate the commitment and dedication of all our professionals towards the realisation of our ambitions in 2017 and the future.

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# Report of the Board of Trustees



## 2.1 Review of 2016

### Appointment of members of the Board of Directors

The first months of 2016 were all about filling the two vacancies on the Board of Directors. The recruitment and selection procedure took place with the assistance of the firm Diemen en Van Gestel. The recruitment of the Director of Operations proceeded smoothly. The recruitment of a Dean as successor of the previous Dean who left on 1 January did not lead to a positive result. That is why it was decided in proper consultation with the President of the Board of Directors and the Representative Advisory Council to appoint an interim Dean who will have the main duty of leading the curriculum renewal. After this interim period the recruitment will start for the appointment of a permanent Dean. After a positive opinion of the Appointment Advisory Committee (consisting of, inter alios, a student member and a staff member of the Representative Advisory Council) the Board of Trustees decided to temporarily appoint Mr Risseeuw as Dean and Mrs Von Stieglitz as Director of Operations.

### (Inter-)national recognition

The recognition of and satisfaction with Hotelschool The Hague is high. This does not only follow from the results of the National Student Survey in which Hotelschool The Hague was assessed as the best hotelschool of the Netherlands in the categories: "curriculum in general" and "recommendation of the programme to family, friends and colleagues". This picture also follows from the biannual HTH alumni survey. Of the participating alumni, 98.5% would recommend the programme. The 2016 employee satisfaction survey also confirms this. Employees are proud of working for Hotelschool The Hague. The percentage of employees that would recommend Hotelschool The Hague as an employer increased compared to 2014.

### Educational developments

The curriculum renewal project is important to the monitoring of the satisfaction, to the international recognition of Hotelschool The Hague and also to the imminent cluster oriented accreditation. The progress of (parts of) the project is periodically discussed in the Board of Trustees. In terms of content, the integration of theoretical and practical education, the place and content of the practical education in the curriculum and (international) cooperation with other educational institutions were, inter alia, discussed. Although Bachelor education represents the core business of Hotelschool The Hague the (further) development of the Master education is also a topic of discussion between the Board of Directors and the Board of Trustees. In 2017, the optimal courses on offer for the future of Hotelschool The Hague will be discussed further. A point of concern for the Board of Trustees is the erratic pattern of the study progress of students that in 2016 resulted in a lower Bachelor return than desirable. The Board of Trustees had an internal survey carried out, as improvement on this point is required. In 2017, the Board of Trustees will monitor the outcome of the adopted measures.

### Housing (investments)

In 2015, the renovation of the student apartments of Skotel The Hague was realised within planning and the budget. In 2016, the same counted for the renovation of the public areas. The last part of this project is the renovation of the hotel rooms. The plan of approach, including the relevant investment, was approved by the Board of Trustees in December 2016. In 2017, the progress will periodically be discussed. In addition, in 2016 the Board of Trustees took note of the progress of the Arcadis project on a quarterly basis. The project regards measures to improve the fire safety of the buildings. In conformity with the planning, this project will be completed in the first half of 2017, including updating of the permits. In 2016, a start was made with the development of the master plan Brusselselaan. From the Board of Trustees Mr Bringmann advises on this project. The master plan will consist of two parts; a plan for performance of overdue maintenance and a plan for renovation of the campus in the course of which the renewed curriculum is taken into account.

## Commercial activities Hotelschool The Hague

In recent years the Board of Trustees has expressed its concerns about the disappointing results of the private limited companies under which the commercial activities of Hotelschool The Hague are placed. At the beginning of 2016, it was discussed with the Board of Directors that in 2016 positive figures are required in order to continue the commercial activities. The Board of Trustees requested the preparation of a clear strategy for the private limited companies with answers to the questions “Where can the added value versus the risks be found?” and “What are the realistic prospects?”. Halfway through the year the prospects were concerning. Important reason was the, in joint consultation with the partners, discontinuation of the project for a customised curriculum in Dubai. In the second half of 2016, a proposal for the offer of a limited range of commercial activities with a thereto-pertaining changed organisational structure was discussed and approved by the Board of Trustees. The results of this decision will be monitored in 2017.

## Institutional plan

The first version of the institutional plan was discussed during the annual strategy session. It was advised from the Board of Trustees to, apart from the strategic direction for the coming four years, also develop a look through for the longer term up to 2025. For the coming four years the Board of Trustees would prefer more focus on the ambitions, priorities and objectives. Important priorities, according to the Board of Trustees, are the curriculum renewal project, accreditation of the Bachelor and Master, practical assessment of small-scale residential education, renovation of buildings (including new vision on the practical education), plan for future Master education and further professionalisation of the staff in order for the staff to remain up to date with the developments in the hospitality industry in terms of knowledge and skills and comply with the high requirements that are imposed on the higher professional education.

# 2.2 General

The Board of Trustees is an independent body within Hotelschool The Hague. The Board of Trustees internally supervises the performance of the Board of Directors, the effectiveness and efficiency of the policy of the Board of Directors and the general course of affairs within Hotelschool The Hague. In its role of sparring partner the Board of Trustees provides solicited and unsolicited advice. The Board of Trustees also fulfils the role of employer of the Board of Directors. The Board of Trustees appoints the auditor and engages the latter for the audit of the annual accounts and expense claims of the Board of Directors.

The Board of Trustees consists of 7 members; see Appendix 2 for more information about the members. The Board of Trustees is of the opinion that its composition is sufficiently diverse in terms of diversity, expertise and competences. The composition and expertise of the Board of Trustees are in line with the profile of the Board of Trustees as published on [www.hotelschool.nl](http://www.hotelschool.nl).

The Board of Trustees acts on the basis of the authorities that are established in the statutes as also in the Dutch Higher Education and Research Act. The working method of the Board of Trustees is outlined in the Board of Trustees Regulations and the working method of the committees in the committee regulations. At the end of 2016, the Board of Trustees Regulations and the Remuneration Committee Regulations were re-established. The changes concerned the implementation of the Dutch Enhanced Governance Powers (Educational Institutions) Act. The regulations are publicly available and can be consulted via [www.hotelschool.nl](http://www.hotelschool.nl). This also applies to the review framework that the Board of Trustees established in June 2016. In the review framework it is

elaborated how substance is given to the supervision on the performance of activities by the Board of Directors and what substantive guiding principles are used in that respect. In the review framework, the Board of Trustees made a distinction between formal supervision, i.e. supervision within the framework of governance, and policy related supervision, i.e. supervision on the quality of education, research and valorisation.

## 2.3 Activities of the Board of Trustees

In 2016, the Board of Trustees met four times in a formal meeting. In addition one strategy session took place. Prior to the meetings, the Board of Trustees organised an internal consultation. All meetings were attended by the Board of Directors. Members of the management team are also regularly invited to elucidate a specific subject. The President of the Board of Trustees has a monthly meeting with the President of the Board of Directors. The auditor was present during the meeting in March 2016, in order to discuss the annual accounts. In 2016, the resolutions, barring two resolutions, were adopted by the Board of Trustees in meetings. These resolutions were recorded in the minutes. The two resolutions that were adopted outside a meeting were archived separately and were also confirmed in the first following meeting of the Board of Trustees.



In 2016 the Board of Trustees:

- approved the 2015 annual accounts, the 2017 budget, including multiannual budget, for the Hotelschool The Hague Foundation, the Boarding School Operation Foundation, Leadership Development BV, HTH Masters BV, Hospitality Consultancy, the proposal for the multiple private tender for accounting services, the (investment) proposal for renovation of the hotel rooms of Skotel The Hague, the proposal for a limited range of commercial activities;
- exercised financial supervision on the basis of the monthly figures and the Key Performance Indicators Dashboard;
- established the supervision framework of the Board of Trustees, the changed Board of Trustees Regulations and the Remuneration Committee Regulations, the 2017 remuneration as well as the process of self-evaluation with external guidance;
- appointed Mr Risseeuw as interim Dean and Mrs Von Stieglitz as Director of Operations;
- gave consent to the account of the Multiannual Agreement Energy Efficiency Covenant (MAEEC);
- discussed study progress (including Bachelor return), HTH offer of education and research, state of affairs regarding quality care, results of satisfaction surveys, state of affairs regarding the renovation of buildings and the Arcadis project, revised Risk Heat Map, composition of the Industry Advisory Board, developments from the government, the outcome of the self-evaluation by the Board of Trustees;
- discussed the opinion of the Review Committee on the realisation of the performance agreements of Hotelschool The Hague;
- followed the preparation of the accreditations of the 2018 Bachelor and Master programmes;
- discussed the preparation of the follow-up small scale and internationalisation applications.

During each and every meeting the Board of Trustees was informed of the progress in all areas of Hotelschool The Hague by means of management information reports, the Dashboard and separate presentations about the aforementioned subjects.

## 2.4 Committees

The preparation of subjects that are discussed within the Board of Trustees is taken care of by relevantly established committees. The committees fulfill an advisory role within the Board of Trustees; decision-making takes place within the Board of Trustees.

In 2016 the composition of these committees was as follows:

### Audit Committee:

*Mrs Kersten (chairman), Mr Bringmann and Mr Breebaart*

### Remuneration Committee:

*Mrs Eras (chairman) and Mr Van Woerkom*

### Education and Research Committee:

*Mrs Mulder (chairman) and Mr Breebaart*



This year, the Audit Committee held four formal meetings. These meetings were attended by (a part or all members of) the Board of Directors. In the first meeting the Audit Committee spoke, without the presence of the Board of Directors, with the auditor about the audit of the annual figures. Permanent items on the agenda of the committee are (multiannual) budgets, annual accounts (including filing with the Chamber of Commerce), financial monthly figures, Dashboard, Risk Heat Map, compliance with recommendations of the auditor, student funding and periodic overviews of expense claims of the Board of Directors. In addition, the Audit Committee reviewed the effectiveness of the expense claims of the Board of Directors for the first time and discussed the points for improvement. In 2016, the Audit Committee periodically monitored the renovation plans as well as the results of the commercial activities. The financial key figures to be realised and the improvement of the occupancy rate of the outlets were also discussed.

The Remuneration Committee did not hold a formal meeting. In 2016, the Remuneration Committee supervised the expansion of the Board of Directors, reviewed the performance of the Board of Directors and discussed this with the Board of Directors, agreed on arrangements about the KPIs of the Board of Directors and prepared the establishment of the remuneration. Exit interviews with departing key jobholders within Hotelschool The Hague are also organised by the Remuneration Committee. In 2016, one exit interview was held.

This year the Education and Research Committee held two formal meetings. The Board of Directors attended the meetings. Permanent items on the agenda of the committee are the quality of the education, (progress of) the curriculum renewal project, study progress, the implementation of the strategic plan of the Research Centre and the courses on offer.

## 2.5 Employment practices

The performance of the Board of Directors is reviewed annually. This is done by the Remuneration Committee. For the performance of this procedure the committee relies on a review framework. Before feedback of this review is given to the plenary Board of Trustees, an individual interview is held with the directors in which they are asked for their vision on their performance.

One of the duties of the Board of Trustees is to review the remuneration policy for the members of the Board of Directors and the Board of Trustees and the implementation thereof in line with legislation and regulations and market conformity. Hotelschool The Hague applies the Dutch Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (SESRA). The remuneration of the Board of Directors complies with the SESRA. With regard to the pension the sector pension scheme applicable in the sector, placed with the General Pension Fund for Public Employees (ABP), applies. In 2016 there are no top-up schemes. The remuneration policy does not include a variable remuneration.

The remuneration of the members of the Board of Trustees also takes place in conformity with the SESRA. The remuneration of the Board of Trustees is established annually during the last quarterly meeting. The fee of the members of the Board of Trustees also complies with the requirements imposed by the Remuneration Code for Supervisory Officers. The chapter Finances includes the table regarding the remuneration of the Board of Directors and the Board of Trustees.

Apart from the remuneration policy, the Board of Trustees also reviews the expense claims of the Board of Directors. For 2016 the auditor was engaged to, apart from the expense claims of the Board of Directors, also audit the expense claims of the Executive Board on lawfulness. In addition, in 2017, the Audit Committee will perform a random check of the effectiveness of the expense claims of the Board of Directors over 2016. The chapter Finances includes the table regarding the expense claims of the Board of Directors. In 2016, or earlier, shares, loans or guarantees were not provided to the Board of Directors or to members of the Board of Trustees. The policy is not to do this.

### Evaluation of personal performance by the Board of Trustees

Annually attention is paid to the evaluation of the performance of the Board of Trustees and of the individual members. In June 2016, the discussion about the self-evaluation took place. This resulted in additional attention for the role of employer within the Board of Trustees (also in view of the expansion of the Board of Directors), more room on the agenda for the explanation of subjects from the organisation, an external speaker twice a year following the meeting and introduction of an annual strategy session. The next self-evaluation, consisting of an externally facilitated evaluation instrument, will take place in January 2017. Apart from the members of the Board of Trustees the members of the Board of Directors and the secretary also participate in the self-evaluation.

### Permanent education

Within the framework of permanent education the individual members of the Board of Trustees followed training sessions. The most important findings were shared in the Board of Trustees and mirrored to Hotelschool The Hague. Two members of the Board of Trustees attended meetings of the Organisation of Higher Education Supervisors. After conclusion of the meeting in December 2016, the developments in the internal and external quality control were discussed with Mr Flierman, chairman of the Accreditation Organisation of the Netherlands and Flanders (NVAO).

## 2.6 Board of Trustees and governance

### Independence of members

The Board of Trustees is of the opinion that in 2016, each and every member performed his or her position independently. This is expressed in, inter alia, the fact that all members comply with the independence criteria as outlined in the Governance Code for Proper Administration of Universities of Applied Sciences. Potentially conflicting interests are reported by members of the Board of Trustees in the plenary meetings. The Board of Directors reports conflicting interests to the President of the Board of Trustees. In the year under review there were no incompatibilities during the decision-making by the Board of Trustees.

### Conflicting interests

In its supervising role the Board of Trustees monitors that the members of the Board of Trustees and the Board of Directors are independent. In 2016, no transactions with appearance of conflict of interests were reported to the Board of Trustees. At the beginning of 2017, the Board of Trustees observed that there might have been conflict of interests in 2016. The auditor conducted a factual investigation for the Board of Trustees. After careful consideration, the Board of Trustees subsequently decided to bid farewell to the interim director effective from 1 April 2017, due to a conflict of interests that had not been reported to the Board of Trustees.

### Consultation with interested parties

For the performance of both the supervisory role and the role as sparring partner the Board of Trustees deems it of essential importance to maintain contact with interested parties. To this end (a delegation of) the Board of Trustees meets with the Representative Advisory Council once a year. In 2016, this meeting took place in December in the course of which internationalisation, the curriculum renewal and the Job Evaluation (FuWa) projects and the first experiences with the three-member Board of Directors were discussed. Apart from this meeting the chairman of the Remuneration Committee, in the capacity of contact person for the Representative Advisory Council, consulted with the chairman or a delegation of the Representative Advisory Council prior to the meetings of the Board of Trustees. The chairman of the Remuneration Committee reports on this in the meeting of the Board of Trustees. In addition the Board of Trustees involved the Representative Advisory Council in the decision-making regarding the



**Guido van Woerkom**  
(Chair of the Board of Trustees and member of the Remuneration Committee)



**Pim Breebaart**  
(Vice chair of the Board of Trustees, member of the Audit Committee, member of the Education and Research Committee)



**Paul Bringmann**  
(Member of the Board of Trustees and member of the Audit Committee)



**Ingrid Eras**  
(Member of the Board of Trustees and chair of the Remuneration Committee)



**Karin Kersten**  
(Member of the Board of Trustees and chair of the Audit Committee)



**Anka Mulder**  
(Member of the Board of Trustees and chair of the Education and Research Committee)



**Wolfgang Neumann**  
(Member of the Board of Trustees)

expansion of the Board of Directors; moreover, a staff member and a student member of the Representative Advisory Council sat on the Appointment Advisory Committee for the members of the Board of Directors. Otherwise, members of the management are regularly invited to the meeting of the Board of Trustees and the Board of Trustees speaks with employees of Hotelschool The Hague.

## 2.7 Looking ahead at 2017

At the beginning of 2017, the desired strategic direction of the internationalisation of Hotelschool The Hague is discussed with the Board of Directors. The definitive strategic choice as well as the interpretation and the timing will be on the agenda of the Board of Trustees in 2017. Next to the permanent items, the Board of Trustees decided to periodically monitor the following large projects in 2017: curriculum renewal project, study progress results, the preparation for the accreditation of the 2018 Bachelor and Master programmes, the (development of the) plans for the renovation of the The Hague Campus. In addition, at the beginning of 2017 the analysis of the results of the MTO is discussed and during the year attention will be paid to the deployed points for improvement. The institutional plan will also be on the agenda for approval. In 2017 a decision will be taken on the profile as well as the recruitment and selection of the successor of the President of the Board of Trustees, Mr Van Woerkom, effective from 1 January 2018. Otherwise in 2017, the Board of Trustees will start the preparation of the profile and the recruitment of the successor of Mrs Stolte, President of the Board of Directors, effective from 1 July 2018.

Within the framework of the Broadening of Horizons (“Blikverruimers”) programme, which aims at training young professionals for Boards of Trustees, the Board of Trustees decided to make a traineeship position available for 2017. A participant from this programme will, apart from following the various activities, conduct a research for the Board of Trustees.

### In conclusion

The Board of Trustees sincerely thanks all employees of Hotelschool The Hague for the realised results, their dedication and commitment to Hotelschool The Hague and its students.

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# Education and Research on offer





Figure 3.1 Education

Bachelor	240 EC
Master	75 EC

## 3.1 Education

### Courses on offer

Hotelschool The Hague provides a fulltime, specialised English-language Bachelor programme: Bachelor Hospitality Management (240 EC)<sup>1</sup>. Within this Bachelor programme an accelerated programme is offered: the International Fast Track programme (IFT programme). The IFT programme is accessible to students with appropriate prior education and/or work experience in combination with a completed intensive preparation phase. Students who complete the Bachelor programme or the IFT programme successfully, receive the degree of Bachelor Business Administration in Hotel Management (BBA.HM). Effective from 1 September 2016, all funded higher hotelschools in the Netherlands use the same official programme name. In addition, a request was submitted via the Organisation to change the present BBA degree into a Bachelor of Science degree. A decision on this request is expected in the first quarter of 2017.

Hotelschool The Hague is characterised by small-scale residential education as a result of which there is not just attention for the education but also for the offer of extracurricular activities. Typical of the Bachelor programme is that the exit qualifications are attained in an inextricable correlation between curriculum and social context.

Since 2015, Hotelschool The Hague also offers a fulltime English-language Master programme: Master of International Hospitality Management (75 EC). This programme centres on learning to develop and implement new strategies, business models and innovative hospitality services departing from a “customer centricity” perspective. Students who complete the Master programme successfully receive the degree of Master of Business Administration in Hospitality Management (MBA.HM).

### Curriculum renewal Bachelor programme

In 2016, the guiding principles for the renewal of the Bachelor curriculum were elaborated further. Several project groups have worked on policy-making with regard to the following aspects:

- The development of an adjusted set of end qualifications that is in line with the required profile of the future hospitality professional and that also expresses the personal, unique approach of Hotelschool The Hague;
- An educational approach in the course of which ‘significant learning’ is the main theme. Even more than before the emphasis is placed on the learning process of the student, with the objective of developing into a ‘self-directed learner’ who also constantly continues developing after the diploma has been obtained;
- New assessment policy, based on the concept ‘assessment for learning’, in the course of which formative and summative assessment are incorporated in the education and support the learning process of the student;
- More cohesion in research in the curriculum, with a clear vertical learning line that prepares students for the performance of a research project in the final year;
- A vision on counselling of students whereby the focus lies on study progress and personal development;
- Integration of theoretical and practical education, with a strong interaction between both.

The policy documents were discussed extensively within the organisation and form the foundation for the implementation of the curriculum renewal, which will take three years. In November 2016, a large-scale two-day workshop with all lecturers and instructors started with the subject of the first-year subjects within the new curriculum. These subjects will be implemented as the first phase in August 2017.

<sup>1</sup> The Dutch name is Bachelor Hotel Management.



### Guarantee of exit level

The quality of the educational attainment level is of utmost importance to graduated students, future employers and society as a whole. The Exam Committee plays an important role in guaranteeing and monitoring the exit level of the Bachelor and Master programme. It is essential that the Exam Committee can operate judiciously and independently. In 2016, the Exam Committee consisted of three lecturers, an external member from the National Institute for Educational Measurement (Cito) and a newly appointed administrative secretary. The Assessment Committee that falls under the Exam Committee was expanded from two to three teacher members. Via its annual report the Exam Committee reports on its findings regarding the guarantee of the quality of examinations and interim examinations. The annual report has been discussed with the educational management at the beginning of 2017.

The planned implementation of improvement measures for the Bachelor graduation programme Launching Your Career (LyCar) resulted in the development of a new version of this programme. The implementation started in December 2016.

In 2016, the implementation of recommendations from the “Fresh Eyes Different Perspective” (“Vreemde Ogen Dwingen”) report of the De Bruin Commission was continued further in 2016. At the end of 2016, the last lecturers started the training for their basic examination qualifications certificate (BKE). The BKE certificate has by default been included in the basic didactics qualification course for higher professional education. The main objective of the BKE course is to properly coordinate the three key elements, i.e. learning objectives and outcome, the assessment and the learning activity. In addition, the five institutions with a higher hotel education continue their cooperation in the area of assessment in several carousels. The carousels (Finance, Law, Practical Education, Languages, Graduation Programme and Hospitality Experience) have different activities, varying from attending each other’s graduation thesis, the design of shared learning objectives, the assessment of each other’s tests to the development of (online) teaching material.

## Blended learning

Blended learning is high on the agenda of Hotelschool The Hague. To Hotelschool The Hague blended learning represents the integration of online learning activities and traditional face-to-face (practical) education in such way that technology and education strengthen each other and ultimately improve the learning process. The following initiatives are offered:

- online supply of information to students instead of or to support face-to-face education. Written instructions have been replaced by videos or animations;
- flipping the classroom in a number of subjects, including the practical education and a part of the Bachelor graduation programme. For the implementation a cooperation with Lobster Ink (hospitality learning platform) is in place via Hospitality Consultancy;
- the inclusion of guest lectures and expert interviews.

## 3.2 Practical Education (Outlets)



### Skotel

The 'residential units' of students are located in the Skotel (hotel / student accommodation) in The Hague and Amsterdam. In the first year two students share a room. The aim is a mix of a Dutch and an international student per room. An important component of the first year of the fulltime Bachelor programme is this Skotel Experience. Students work, live and study together in the Skotel. The Skotel is an integral part of the education and the curriculum of Hotelschool The Hague. The Skotel aims at personal development, the offer and experience of hospitality and learning and applying intercultural competences. Intercultural competence means the ability to communicate



effectively and adequately in intercultural situations on the basis of intercultural knowledge, skills and attitude. As a result of the high educational intensity and extra-curricular activities a small-scale international “professional community” is developed.

### Campus Experience

The guiding principle of the Campus Experience is: “The Campuses will be the example (Role Model) for innovative and successful Hospitality Education and rentability.” Both campuses are work placement companies. This enables practical education in Rooms Divisions and Food & Beverage at a qualitatively high level. Established procedures are used to guarantee a constant quality. It gives students the possibility of getting acquainted with all aspects of the hotel operation.

The knowledge gained by students is applied in the practical situation and vice versa. In this respect the various disciplines of the programme are addressed. In practice students acquire both the practical skills of the various outlets and the communicative and management skills for managerial positions. Students learn to solve problems and use feedback for their theoretical subjects. For the practical education Hotelschool The Hague disposes of six fully operational restaurants (three per campus), two fully operational Skotels (hotel / student accommodations) and a Banqueting Division (responsible for the organisation of, inter alia, lunches, dinners, meetings, receptions for internal and external clients). The F&B outlets are professional learning environments for the students. First-year students work in the various outlets under the supervision of second-year students. Before the students start working in the outlets they are taught a number of basic skills via ‘a laboratory situation’. In the kitchens and restaurants the students learn to work with quality products with certain sustainability standards. Procurement, control and cost price calculations are a recurrent theme in the daily process. In addition, the students learn to work in a team and in the second year they are given the opportunity to manage an international team. Cultural differences within this kind of team provide added value to the learning process of the students. The various outlets are also used to facilitate research with the help of students, employees and external guests. In this respect consumer behaviour and the testing of new developments are key topics.

### Hotel accommodations

The Skotels are also an outlet. The Skotels in The Hague and Amsterdam dispose of hotel rooms that are let to external guests. Skotel The Hague has 21 hotel rooms and Skotel Amsterdam has 20. The occupancy rate of the hotel rooms increased slightly compared to last year. The Hague had an average occupancy rate of 53.63% (51.18% in 2015) and with an occupancy rate of 62.33% Amsterdam was almost 2% lower compared to 2015 (64.17%). In 2016, hotel guests also remained unreservedly positive about the hotel accommodations; in particular, the rooms in Amsterdam score well. This appreciation for Skotel Amsterdam was rewarded with the “Tripadvisor No. 1 Specialty Lodging Amsterdam”.

## 3.3 Research

### Research offer

The practical research of Hotelschool The Hague offers solutions for challenges from the hospitality sector. In addition, the research provides new knowledge and insight that are important to the education of Hotelschool the Hague. This way Hotelschool The Hague intends to strengthen both the education of students and innovations in the professional practice. Both lecturers and students are actively involved in the research projects and in the area of applied research Hotelschool The Hague cooperates with various companies, (knowledge) institutions and official authorities.

The Research Centre, employing 5.9 FTE, is responsible for the research and has classified the research under the following denominators:

1. **Hospitality and Hospitable Behaviour** (*“High Touch”*): City Hospitality (K. Wiegerink) and Hospitality, Happiness and Care (A. Lombarts) Lectorates.
2. **The future of Hospitality** (*“High Tech”*), inter alia Technopreneurship and Innovation in Hospitality (A. Lim) Lectorate.

In August 2016 two new lecturers have been appointed for the Hospitality, Happiness and Care and Technopreneurship and Innovation in Hospitality Lectorates.

All existing lines of research are connected to these perspectives with the objective of obtaining maximum focus and synergy within the Research Centre. The objective is also to involve student research in these lines more frequently.

### Development of the Research Centre

The 2015-2020 Strategic Plan of the Research Centre prepared last year forms the basis of all activities. This plan includes more attention for the dissemination and valorisation of research and further incorporation of the research within the organisation and the education. Within the framework of the curriculum renewal the Research Centre accepted responsibility for the research education of the Bachelor programme. The approach is to design a line of research education consisting of three subjects of three EC each in the first three years leading to a graduation research as part of LyCar in the fourth year of at least 15 EC. The objective is to make the research more attractive and more relevant to the student by paying more attention to use and need and to simultaneously increase the level of the graduation research through a more consistent preparation.

The strategic choice implemented last year, whereby academic research and dissemination were combined, was continued. This has resulted in academic publications and presentations as well as articles in professional journals and lectures for professional forums.

### Research performances in 2016

The importance and relevance of the practical research can be measured by, inter alia, the number of publications. In 2016 the research activities of the Research Centre resulted in 20 publications: books, articles in scientific, professional and popular journals and magazines and papers. Attached is an overview of all publications.

Line of research	Professional publications	Scientific publications	Total
Hospitality & Hospitality Behaviour	6	2	8
The Future of Hospitality	6	6	12
<b>Total</b>	<b>12</b>	<b>8</b>	<b>20</b>

Figure 3.2 Research publications

### Grants

In the coming year, the City Hospitality Lectorate will again receive a grant for the activities in The Hague House of Hospitality. A grant application for the House of Hospitality Amsterdam (submitted by the Regional Training Centre (ROC) of Amsterdam) is in preparation. The City Hospitality Lectorate participated in the RAAK PRO proposal (Future Resistant Equilibrium) (*“Toekomstbestendig Evenwicht”*) (budget holder: HVA). The Technopreneurship and Innovation in Hospitality Lectorate is partner in the Erasmus+ proposal *“Inspiring Young Enterprise”*.

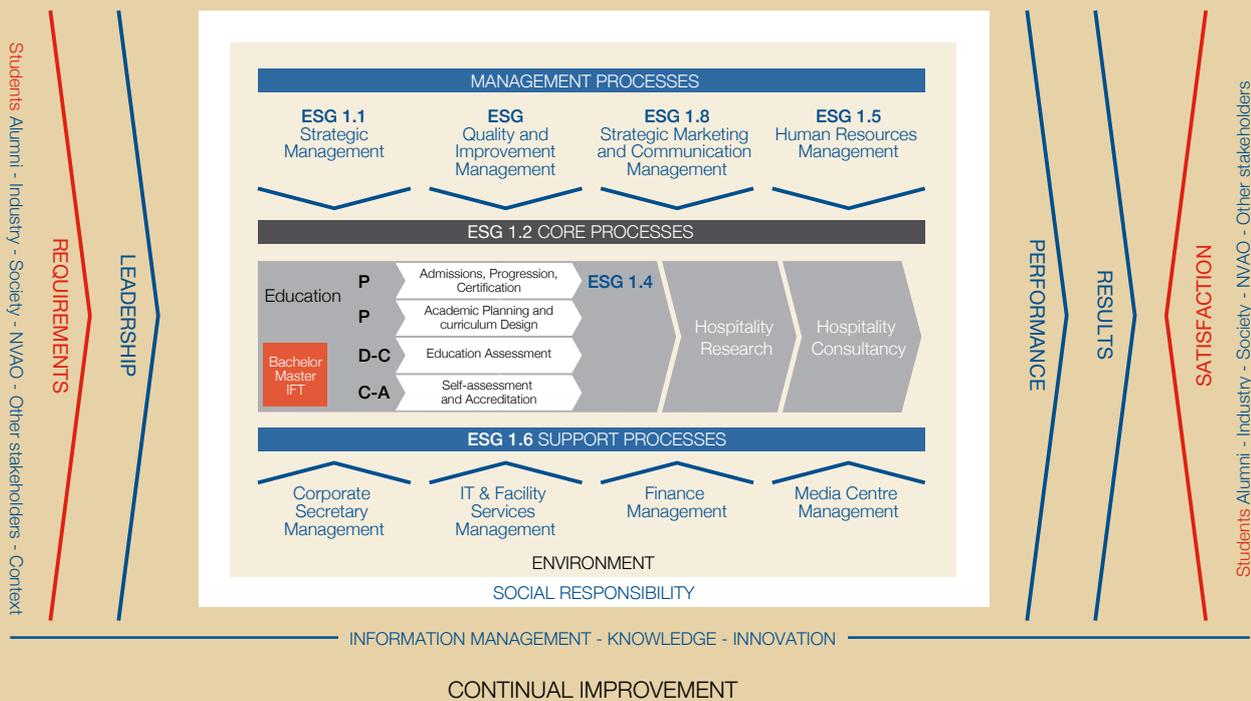


Figure 3.3 Systematic Quality Assurance & Improvement method

## 3.4 Quality Assurance



Hotelschool The Hague aims for the students to attain the highest possible (personal and professional) level so that the students are prepared optimally for a career in the management of the international hospitality industry. This is realised by imposing high quality requirements on the inflowing students, the lecturers and instructors, the content and implementation of the curriculums and the supporting processes. The method of “Systematic Quality Assurance & Improvement” selected by Hotelschool The Hague contributes to the further organisation of the formal quality assurance system. Objective of the method is to continually improve the quality of the education, research and the organisation.

An important component of the quality assurance system is the structural evaluation per subject. Within Hotelschool The Hague this is done at the end of every teaching block. In 2016, also as a result of these evaluations, the teacher teams submitted a change request for 32 of the 57 offered courses to improve the subject. In 2015, this number was limited to four subjects. The response percentage of the internal evaluation of the subjects after every teaching block remains a point for attention. After a response percentage of 33% in the first part of the year, this gradually dropped to 20%. In 2017, an effort will be made to increase the response percentage.

The satisfaction surveys are another important component. Hotelschool The Hague annually organises, apart from the National Student Survey, an internal student survey. Objective is to find out more from students about their ambitions, their opinion on the curriculum in general and their perception of the school. Every two years an alumni survey and an employee satisfaction survey are also organised.

### Student satisfaction

Hotelschool The Hague is proud of the fact that the quality of the education is appreciated and recognised both internally and externally. The National Student Survey (NSS)



Figure 3.4 Ranking

- 
- Top 5** Worldwide  
(TNS Global 2013)
- 
- No. 1** Government-funded  
Hotel Management  
School in  
The Netherlands  
(HBO Keuzegids)
- 

in 2016 (first quarter), completed by 37% of the student population, shows that:

- Hotelschool The Hague ended up in the top three of all Dutch Universities of Applied Sciences and Universities and was again elected as the best public hotelschool on the basis of the student satisfaction.
- The students generally gave the programme a mark of 4.31 (on a scale of 5). This is an improvement compared to 2015 (4.24) and 2014 (4.20).
- The students answered the question whether the students would also recommend the programme to friends, family and colleagues with a mark of 4.59 (on a scale of 5). This is an increase compared to 2015 (4.57), 2014 (4.51) and 2013 (4.40).

The outcome of the 2016 National Student Survey resulted in improvements in the organisation of the Practical Placement (first work placement) and the incorporation of suggestions in the curriculum renewal plan. The need for more study areas is acknowledged and a project is set up to give substance to this.

### Internal student survey (last quarter of 2016)

In 2016, 761 students participated in this survey with the following most important general points for improvement:

- More work areas;
- More consistency and structure in subjects and the outlets as well as extension of subjects;
- Improvement of the selection procedure for students;
- Offer of language education in every teaching block;
- Increase of the level of English of the teaching staff.

The signalled points for improvement are included in several projects.

Students are satisfied with the lecturers (3.68 on a scale of 5) and the instructors (3.77 on a scale of 5). In addition, the students appreciate the focus on leadership and personal development, management skills and self-awareness.

### 2016 alumni survey

A survey also took place under alumni (participation: 1,155 former students).

The respondents gave three main reasons for choosing Hotelschool The Hague:

- schools reputation and heritage (53%);
- international school & student population (30%);
- international internship/placement possibilities (26%).

Finding work after graduation was not a problem for the participating alumni: 88% had a job within three months, 96% within six months. A third of the alumni starts their own business. Slightly more male respondents (39%) than female respondents (30%) opt for the entrepreneurship. It is remarkable that 11% of the male entrepreneurs had already started their business during their studies compared to 3% of the women.

Almost 90% of the alumni would choose Hotelschool The Hague again. Asked for their most valuable experience during the studies at Hotelschool The Hague, the respective target groups arrived at the following top three:

- Business orientation of study;
- Soft skills taught;
- Practical aspect of education.

The outcome of these surveys is included in further improvement of the education, research and facilities for students and alumni.

### Employee satisfaction survey

At the end of October, the employee satisfaction survey was concluded. Of all employees 79% participated. Both in numbers and in percentage terms this is a slight increase compared to 2014. The extensive report and analysis are expected at the beginning of 2017. The follow-up steps / actions will then also be discussed.

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Students



## 4.1 Student population



Figure 4.1 Students

2,509 in 2016

2,346 in 2015

On the reference date of 1 October 2016, Hotelschool The Hague had a total of 2,509 students. Hotelschool The Hague continues applying a maximised inflow of first-year students for the regular Bachelor programme. The reason for this is that students live 'internally' during the first year of study. As a consequence the number of available first-year study places equals the available housing capacity at both Skotels, namely 520 students per academic year.

### Inflow of the 2016/2017 study year

Hotelschool The Hague has two inflow moments, i.e. per 1 September and per 1 February. In September 2016, 156 new students arrived at the campus in The Hague and 149 new students at the campus in Amsterdam (a total of 305 students). In February 2017, 100 new students will start at the campus in The Hague and 102 new students at the campus in Amsterdam (a total of 202 students). The inflow for the 2016-2017 study year for the four-year Bachelor programme will then arrive at a total of 507 students.

Student population 01-10-2014	2186
Enrolled following education	2186
Inflow February 2015	206
Bachelor Diplomas 1 October 2014 - 1 October 2015	-/- 285
Master's Diplomas 1 October 2014 - 1 October 2015	-/- 15
Left without diploma 2014-2015	-/- 67
Negative binding recommendation on continuation of studies 2014-2015	-/- 38
Inflow September 2015	342
Inflow Master September 2015	17
Student population 01-10-2015	2346
Enrolled, following education	2346
Inflow February 2016	212
Bachelor Diplomas 1 October 2015 - 1 October 2016	-/-288
Master's Diplomas 1 October 2015 - 1 October 2016	-/-20
Left without diploma 2015-2016	-/-67
Negative binding recommendation on continuation of studies 2015-2016	-/-41
Inflow September 2016	350
Inflow Master September 2016	17
Student population 01-10-2016	2509

Figure 4.2 Student population

Apart from the regular inflow the Bachelor programme also has an annual inflow of IFT students (International Fast Track) who follow the accelerated programme. In September 2016, 22 new IFT students started at the The Hague campus and 23 new IFT students at the Amsterdam campus (a total of 45 IFT students).

Academic year	Regular	IFT
2015/2016	4.85	2.6
2014/2015	4.88	2.57
2013/2014	4.74	2.59
2012/2013	4.61	2.27
2011/2012	4.79	2.13
2010/2011	5.26	2.37
2009/2010	5.11	2.4
2008/2009	4.86	1.97

Figure 4.3 Average years of study in years

Figure 4.4 First-year bachelor students with a non-NL nationality, started on 1 September 2016



Apart from the Bachelor programme, Hotelschool The Hague also has a Master programme. In September 2016, 17 new Master students started at the Amsterdam campus.



Figure 4.5 Number of graduated students

278 in 2015-2016

291 in 2014-2015

In the 2015-2016 study year, a total of 278 students graduated. The number of graduates is lower than in the previous study year (291 graduates in 2014-2015).

In recent years the study duration has remained almost the same. However, the study progress of students shows a pattern that is too erratic. The following improvement measures were taken in 2016: increase of the standard for the binding recommendation on continuation of the studies so that students learn more in the first year, increase of the credit standard before a student can opt for a work placement and increase of the quality of the work placement. Objective is a proper flow within the programme so that students graduate within a reasonable period of time (four years + 1). In 2016, a further survey started regarding the underlying reasons for the erratic pattern of the study progress. A frequently occurring reason is that students are offered a job during their management traineeship and therefore start working rather than graduating.

Hotelschool The Hague trains an international student population for a career in the international hospitality industry, or industries where hospitality makes the difference. At the moment, 29% of the total student population are not Dutch (based on passport) and 37.9% based on prior education abroad. At present students of 61 nationalities are studying (based on the 1<sup>st</sup> nationality) at Hotelschool The Hague. Most of the international students come from other EU countries. Approximately 8% of the international students are from non-EU countries. In the end Hotelschool The Hague aspires a 50/50 ratio between national and international students, based on passport.

Of the intake in September 2016, 39% of all new students (Regular, IFT and Master) at Hotelschool The Hague were not of Dutch origin (mainly from other EU countries). Compared to last year this implies a decline of 4.26%.

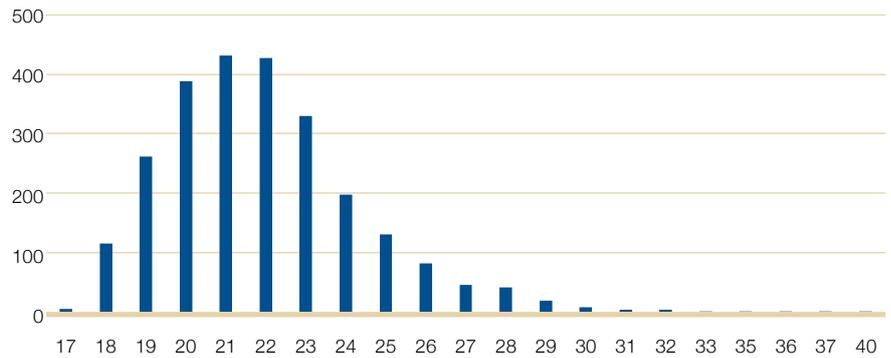


Figure 4.6 Age of fulltime Bachelor students on 1 October 2016

## 4.2 Recruitment

The quality of Hotelschool The Hague also depends on the quality of the students of Hotelschool The Hague. The objective and the responsibility of the Recruitment Team of Hotelschool The Hague is to attract the most suitable prospective students for the selection of the Bachelor programme, the IFT programme and the Master programme. With the help of the Hospitality Research Centre, research is conducted in order to improve the insight into the most suitable candidates. It is also examined what the best and most efficient ways, channels and resources for recruitment are. It became clear that this is different for the courses on offer at Hotelschool The Hague. The most important recruitment activities are fairs, school and hotel visits / presentations and online promotion. In 2016, Hotelschool The Hague was represented at the most important national and international Higher Professional Education Fairs. The recruiters also visited more than 100 schools home and abroad to give presentations and information to careers counsellors. Present students and alumni are regularly involved in the (international) recruitment activities.

For the 2015-2016 academic year, the Admission Office received 1,639 complete applications from prospective students. This is a growth of 12% compared to the previous academic year (1,570). The number of international applications arrived at 33%. Of the 67% of the prospective students from the Netherlands, 96% hold the Dutch nationality, 59% are women and the majority (85%) is from the Randstad conurbation.

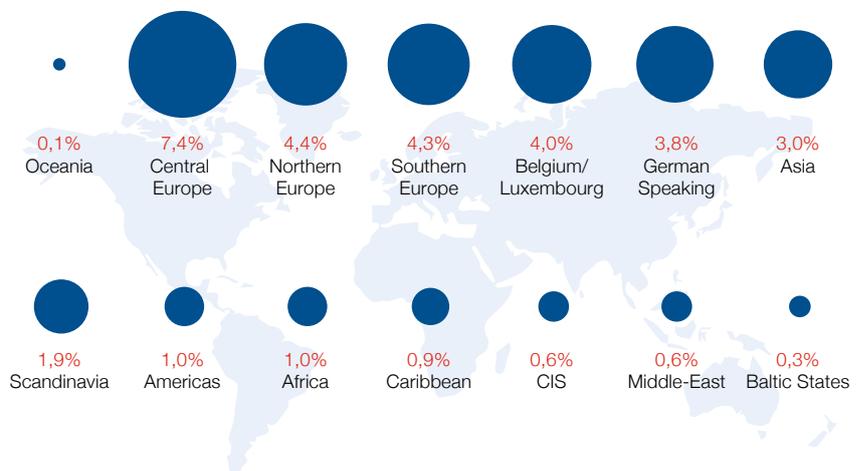


Figure 4.7 International Applications 2015-2016 - equals 33% of all applications

## 4.3 Selection

Hotelschool The Hague has a unique position in the higher education. This unique character was rewarded by the Accreditation Organisation of the Netherlands and Flanders (NVAO) with two special characteristics: 1. internationalisation and 2. small-scale and residential education. The latter special characteristic enables Hotelschool The Hague to select for the Bachelor programme based on strict admission requirements and to require a higher tuition.

In 2016, ten selection days were organised in the Netherlands and twelve selection days abroad. In the 2015-2016 application year, 1,639 prospective students passed the selection at the Dutch and international selection days. The selection days in the Netherlands are attended by both national and international prospective students.

Hotelschool The Hague regrets the decision of the Dutch Minister of Education, Culture and Science to suddenly, without a complete legislative process and preparatory period for the institutions, abolish the selection costs. The selection at Hotelschool The Hague is an intensive and diligent process, set up to also offer candidates who eventually do not make it a learning experience. It is not possible for Hotelschool The Hague to comply immediately with the decision of the Minister, as time is required to organise the selection differently (more cost efficiently) without compromising the quality too much.

In view of the curriculum renewal, a project is in place to assess and, where required, adjust the selection criteria and procedure. In this respect the loss in due time of the contribution towards the selection costs also needs to be taken into account.

## 4.4 Student life

Hotelschool The Hague is characterised by small-scale residential education as a result of which there is not just ample attention for the education but also for the offer of extracurricular activities. In line with the vision and mission Hotelschool The Hague offers students more than just a good education in hospitality management.



Sports, music and cultural activities are organised by and for students. Hotelschool The Hague supports the students, where possible, with the organisation.

In 2016, Hotelschool The Hague introduced the Global Citizenship Series. During five seminars with the theme “Celebrating Democracy”, students, lecturers and young professionals of a few large businesses discussed and debated about the impact of democracy on various subjects within the globalising society.



Hotelschool The Hague also facilitates participation in student challenges and large events such as the annual award of the Michelin Stars. In 2016, the “Hospitality Innovation Summit” took place at the Amsterdam Campus. During the “Hospitality Innovation Summit”, teams of selected students of hotelschools from all over the world work on a case. The case is an existing project aimed at innovation. The students present their proposals and outcome to a panel of international CEOs from the hospitality industry. Apart from extensive preparation, the students were also offered coaching, master classes and innovation sessions.

Students actively participate in the Representative Advisory Council, the Education Committee, HTH The Voice organised by the Student Council, the Appeals Committee and the Arbitration Advisory Committee. This way the students make a valuable contribution to the improvement of the quality of the education and the (educational) facilities. By being active as a student assistant, students combine practical aspects and

pleasure (contribute to the development of Hotelschool The Hague). Four times a year, a group of students is responsible for the organisation of "Parents Day". Highly appreciated by the students, the parents and the employees. Not only do the students help Hotelschool The Hague, they also make an effort for various (charity) organisations via the curriculum or voluntarily.

The students can also become a member of the various independent student associations (two in The Hague and one in Amsterdam) by and for Hotelschool The Hague students. The student associations unite students by organising all sorts of events and activities. The student associations help Hotelschool The Hague twice a year during the performance of the intake of new students.

## 4.5 Student Counselling

Impediments in the study progress of students increase in diversity and complexity. Students can rely on their personal tutor, the study progress coordinators or student counsellors. The student counsellors support, advise, inform, mediate and refer students where required. The student counsellors form an important link in terms of personal attention. There are two student counsellors at Hotelschool The Hague: one at the establishment in Amsterdam and one at the campus in The Hague (0.6 FTE per establishment).

## 4.6 Financial support

The Fund is a facility which students can rely on if they are affected by a study delay due to special circumstances. The Fund Committee determines on the basis of the application of the students whether or not they qualify for financial support. In 2016, no less than € 27,000 was paid to students by way of financial support. For the student associations the payment amounted to € 500 per board member. The average level and duration of the grant in terms of force majeure situations are determined on a case-by-case basis, depending on the special circumstances and the incurred study delay. On average the duration in this category arrives at 3.15 months. The average amount per student that is paid in the Fund: € 761.76.

2016 Profile Fund	Number of applications	Number of honoured applications	Total paid amount
Force majeure situations (e.g. sickness, functional impairment, pregnancy, special family circumstances)	20	20	€ 19,161.71
Professional Sports Fund	0	0	€ 0
Board members student associations	15	15	€ 7,500
<b>TOTAL:</b>	<b>35</b>		<b>€ 26,661.71</b>

Figure 4.8 2016 Fund

## 4.7 Legal Protection

### Legal Protection Office

An important part of the Dutch Higher Education and Research Act is the legal protection of students. This resulted in the obligation to set up an 'accessible facility' in the form of a Legal Protection Office. The Legal Protection Office supports the implementation of the procedures before the Committee of Appeal for Exams, the Arbitration Advisory Committee and the handling of formal complaints. A first step in the handling of complaints is that the students solve the issue in joint consultation with those involved. In case of a formal complaint, a notice of appeal or a notice of objection, the Legal Protection Office forwards the complaint, notice of appeal or notice of objection to the correct body within Hotelschool The Hague for further processing and monitors the timely handling.

### Malpractice Notification Regulations (Whistle-blowers' Regulations)

These regulations are open to students and employees of the school. In 2016, there were no complaints or notifications on the basis of the Malpractice Notification Regulations.





### Committee of Appeal for Exams of Hotelschool The Hague

In 2016, nine notices of appeal were submitted to the Committee of Appeal for Exams of Hotelschool The Hague. The Committee was twice in session. In line with the Dutch Higher Education and Research Act, members of the management did not sit on the Committee of Appeal for Exams. The composition of the Committee is made up of teacher and student members, an external chairman and an independent secretary. Two of the submitted notices of appeal were declared unfounded and seven were revoked prior to the session as an amicable settlement had been reached. During the year under review the chairman did not receive applications for a provisional measure. Students lodged an appeal against, inter alia:

- the issue of a negative binding recommendation on continuation of the studies;
- the imposition of a sanction (sanctions) on account of committing fraud;
- an interim examination / examination being declared invalid on account of committing fraud;
- not granting exemption from the work placement;
- the assessment of an examination.

### Arbitration Advisory Committee of Hotelschool The Hague

In the year under review, one notice of objection was submitted to the Arbitration Advisory Committee of Hotelschool The Hague, for which the Arbitration Advisory Committee was in session. The objection focused on the decision of Hotelschool The Hague regarding the payment of an instalment of the tuition. The Arbitration Advisory Committee advised to declare the objection unfounded. The Board of Directors included this opinion in the decision on the objection. The composition of the Committee is, in conformity with the law, made up of lecturers and students, an external chairman and an independent secretary.

Figure 4.10 Alumni Chapter Map



## 4.8 Alumni



Figure 4.11

### 23 Alumni Chapters



Since the foundation in 1929, Hotelschool The Hague has delivered thousands of graduates. Alumni from all over the world graduated at the The Hague or Amsterdam Campus to again fly over the world. They hold leading positions in hospitality and in industries related to hospitality. Hotelschool The Hague attaches ample value to the international alumni network. With London as the forerunner, there are currently no less than twenty active alumni chapters: from Singapore to Sao Paolo, from Berlin to Beijing. These chapters link Hotelschool The Hague and the alumni through the exchange of knowledge and best practices, network possibilities, counselling of trainees of Hotelschool The Hague and support during international recruitment and selection of prospective students. Hotelschool The Hague is proud that 99% of the alumni (in total: 1,155) who participated in the 2016 alumni survey recommend Hotelschool The Hague. Apart from the alumni chapters, Hotelschool The Hague organises the following for alumni; the annual Alumni Symposium & Network event, four times a year the Industry Exchange and four times a year an Alumni Newsletter. The Symposium, held on 17 November 2016, was all about “high tech – high touch: What is the role of service and hospitality in a technology and data driven world and how can we link high tech with high touch?”

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# Employees

(Social Annual Report)





Figure 5.1 Employees

220 in 2016

203 in 2015

Organisations with a shared vision and strategy are known to perform better. Since the start of the Curriculum Renewal Project in 2015, Hotelschool The Hague has noted that there is a renewed focus on a vision and strategy that contribute to shared values and fulfilment. As a consequence, the staff are stimulated to create a better personal connection with the organisation and they are offered the opportunity to better implement the selected strategy in their own professional practice and in their personal conduct. It is generally accepted that the road that we have taken since 2015 can be interpreted as a big change and challenge.

The HR Department will focus further on a number of areas that contribute to the further development of our organisation; an environment and culture in which our staff can develop, engage and contribute to the result of our objectives where our work is inspiring, challenging and rewarding and is performed in an international environment.

As a result of this ambition, in 2016 the HR activities aimed at more commitment of the department within the organisation, continual support to the line managers, professionalisation of the recruitment and selection process, the development of the job descriptions and the job evaluation and generally speaking the realisation that the new legislation and regulations are implemented in the correct way, e.g. the Dutch “Health and Security Act”.

In this chapter some features of the staff of Hotelschool The Hague are outlined, with 31 December 2016 as the reference date.

## 5.1 Composition of the staff

The number of employees increased from 203 to 220. The number of full-time equivalents (FTEs) increased too, also due to the FTE expansion of existing employments, from 179.54 FTE (at the end of 2015) to 194.23 FTE (at the end of 2016). The composition of the staff complement shows a balanced distribution in full-time / part-time employees, the male / female ratio and the age structure.

	Full-time				Part-time				Total	
	Male		Female		Male		Female			
	Empl.	FTE	Empl.	FTE	Empl.	FTE	Empl.	FTE	Empl.	FTE
NOP	25	25.00	30	30.00	13	8.25	29	20.65	97	83.90
OP	55	55.00	25	25.00	11	8.10	32	22.23	123	110.33
<b>Total</b>	<b>80</b>	<b>80.00</b>	<b>55</b>	<b>55.00</b>	<b>24</b>	<b>16.35</b>	<b>61</b>	<b>42.88</b>	<b>220</b>	<b>194.23</b>

Figure 5.2 Staff in 2016, divided into full-time / part-time, male / female, Teaching Staff (OP) / Non-Teaching Staff (NOP) per main appointment

The table above provides the OP / NOP distribution based on main appointment. If we look at the OP / NOP per FTE then at the end of 2016 68% of the FTEs were for OP (primary processes) and 32% of the FTEs for NOP.

Age category	NOP		OP		Total	In percentage terms
	Male	Female	Male	Female		
25 years and under	0	4	1	0	5	2.27%
26 up to and including 35	2	10	4	9	25	11.36%
36 up to and including 45	11	22	13	24	70	31.82%
46 up to and including 55	16	12	28	19	75	34.09%
56 up to and including 65	8	9	17	5	39	17.73%
66 and over	1	2	3	0	6	2.73%
<b>Total</b>	<b>38</b>	<b>59</b>	<b>66</b>	<b>57</b>	<b>220</b>	<b>100.00%</b>

Figure 5.3 Age structure of teaching and non-teaching staff per main appointment

	Male	Female	Total
NOP	49.21	43.85	45.73
OP	49.63	43.71	47.06
<b>Total</b>	<b>49.51</b>	<b>43.78</b>	<b>46.55</b>

Figure 5.4 Average age of teaching and non-teaching staff per main appointment

The average age of the employees in 2016 compared to 2015 slightly decreased from 46.6 years to 46.4 years. On 31 December 2016, Hotelschool The Hague employed 6 employees aged 66 or older.

		Persons	In percentage terms	FTE	In percentage terms
Male	Temporary employment	23	10.5%	20.75	10.7%
	Permanent employment	81	36.8%	75.60	38.9%
Female	Temporary employment	22	10.0%	18.40	9.5%
	Permanent employment	94	42.7%	79.48	40.9%
<b>Total</b>		<b>220</b>	<b>100.0%</b>	<b>194.23</b>	<b>100.0%</b>

Figure 5.5 Number of employees and number of FTE in permanent or temporary employment in 2016

In total 45 employees had a temporary employment agreement at the end of 2016; that is 20% of the total number of employees. In most instances it regarded the first or a second temporary annual agreement of the employment of which the intention is to convert these into an open-term employment after these two temporary annual agreements.

In 2016, Hotelschool The Hague did not work with min-max agreements, zero hour agreements or on-call agreements. A flexible agreement (freelance or on the basis of temporary employment) was concluded with 83 people for a specific (teaching) period. In 2016, the costs for the hiring of third parties arrived at a total of € 1,877,000 (€ 902,000 OP and € 975,000 NOP). The costs for the hiring of third parties within OP corresponded with approximately 10 FTE.

In 2016, employees did not receive a labour market allowance. Two employees were offered a temporary (D3) employment agreement with the prospect of permanent employment in case of satisfactory performance.

Salary scale category	NOP		OP		Total			
	Persons	FTE	Persons	FTE	Persons	In percentage terms	FTE	In percentage terms
No scale	2	2.00	0		2	0.9%	2.00	1.0%
1-4	3	2.50	0		3	1.4%	2.50	1.3%
5-9	63	55.20	35	33.05	98	44.5%	88.25	45.4%
10-12	21	16.95	79	69.38	100	45.5%	86.33	44.4%
>=13	8	7.25	9	7.90	17	7.7%	15.15	7.8%
<b>Total</b>	<b>97</b>	<b>83.90</b>	<b>123</b>	<b>110.33</b>	<b>220</b>	<b>100.0%</b>	<b>194.23</b>	<b>100.0%</b>

Figure 5.6 Number of employees and number of FTE per salary scale and job category in 2016 per main appointment

Salary scale category	Persons		
	Male	Female	Total
2-6	4.2%	3.2%	7.4%
7-10	18.1%	28.2%	46.3%
11-15	25.0%	21.3%	46.3%
<b>Total</b>	<b>47.2%</b>	<b>52.8%</b>	<b>100.0%</b>

Figure 5.7 Distribution of salary scale and job category based on gender in 2016

## 5.2 Staff turnover and advancement

In 2016, 36 new employees (16 OP and 20 NOP) entered into the employ of Hotelschool The Hague and 22 employees (9 OP and 13 NOP) left the organisation. The staff turnover thus arrives at 10%. This is an increase compared to the turnover of 2015 (8%). Within the organisation, five employees were (temporarily) internally placed in a different position in 2016.





## 5.3 Level of education of employees



Figure 5.8 Knowledge Academia

**85%** of Hotelschool The Hague's lecturers were educated to Master level or higher.

In the Green Paper of the Association of Universities of Applied Sciences the following target percentages were mentioned for the level of education of lecturers: 80% of the lecturers were trained at university level of which 10% obtained a doctorate, 20% of the lecturers were trained at Bachelor level. Since 2009 Hotelschool The Hague has complied with these target percentages (85% holds a Master or higher).

At the end of 2016, the level of education of lecturers within Hotelschool The Hague arrives, due to promotions and obtaining a Master's title but also due to the recruitment policy, at 85% of the lecturers at the Master level or higher. Of the said 85% no less than 19% of the lecturers obtained their doctorate, 66% hold a Master.

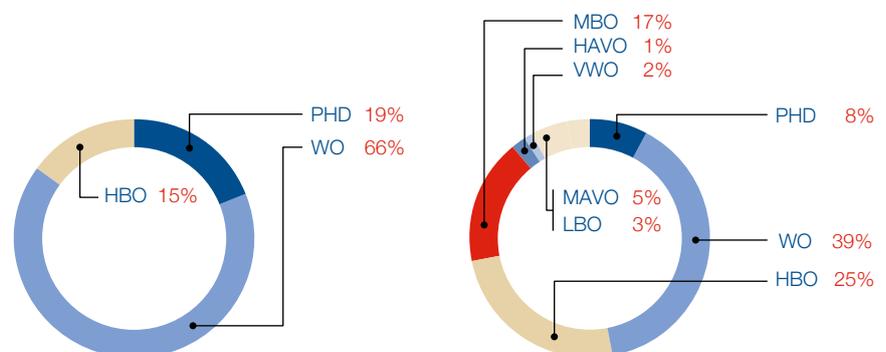


Figure 5.9 Distribution of level of education of lecturers at the end of 2016

Figure 5.10 Distribution of level of education of all employees at the end of 2016

## 5.4 Occupational Health and Safety and Occupational Healthcare

Figure 5.11 Sickness Absence

Absenteeism **-2.5%**

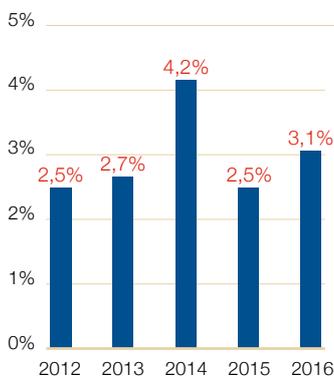


Figure 5.12 The sickness absence percentage over the past five years

The sickness absence percentage in respect of 2016 arrives at 3.1%. This is a slight increase compared to 2015 (2.5%). In 2016, the employees reported sick 0.64 times on average, which is lower than in 2015 (0.82). With 32 days, the average duration of absence in 2016 was considerably higher than the 20 days in 2015.

The influx percentage pursuant to the Dutch Work and Income (Capacity for Work) Act in the years 2002 up to and including 2016 remained 0%. This implies that in the past years not a single employee has ended up in the scheme pursuant to the Dutch Work and Income (Capacity for Work) Act or the Dutch Return to Work (Partially Disabled Persons) Regulations. The differentiated contribution pursuant to the Dutch Return to Work Fund for the year 2016 amounts to the minimum percentage of 0.27%. In 2016, ample attention was again specifically paid to the working conditions within Hotelschool The Hague. For instance, this year the entire company-related occupational health budget of Livvit was dedicated to interventions like coaching and taxi transport in order to ensure the return to work of partially disabled employees.

Effective from 1 August 2015, in conformity with the Collective Labour Agreement, a large group of employees can rely on Sustainable Deployment (SD) hours. The SD scheme was approved by the MR and the trade unions at the end of 2015 and was implemented at the beginning of 2016. Managers were asked to enter into discussions with their employees about the use of the SD hours for one of the designated spending purposes. An initial inventory amongst the lecturers showed that the majority (40%) opts not to use the hours just yet, but to save them for the time being. The majority of the other designated spending purposes are related to remedying the equilibrium between work and private life (13%).

## 5.5 Staff schemes

In 2016, a total of 11 employees relied on the SOP scheme and four employees on the right to parental leave. In 2016 Hotelschool The Hague employed 11 employees aged 65 or over.

Hotelschool The Hague is compulsorily own-risk bearer pursuant to the Dutch Unemployment Insurance Act, which implies that the costs of the (extra-statutory) unemployment benefit of former employees, who are entitled to the same, is always at the expense of the school. Being an own-risk bearer also implies that the school is subject to a reintegration obligation vis-à-vis the former employee and the latter is also subject to an application obligation in order to maintain the unemployment benefit. For the said counselling the school agreed on an arrangement via Zestor with Margolin, an external professional organisation that counsels former employees on a personal and intensive basis in finding a new job. In 2016, Margolin counselled two former employees of whom one found a new job in 2016. On 31 December 2016, there are still two former employees who are being counselled and who are entitled to an (extra-statutory) unemployment benefit. In 2016, Hotelschool The Hague also agreed on arrangements with Randstad for counselling employees from work to work, for instance if their agreement is not renewed. The counselling from work to work with the help of an organisation like Randstad but also with counselling by a career coach is and remains

our aim. Not just with the objective of keeping employees away from an unemployment benefit but also because the said counselling stimulates the mobility of employees. In the opinion of Hotelschool The Hague, this is fully in line with the other HR instruments, like sustainable deployment, professionalisation, etc.

## 5.6 Diversity policy

In 2016, 15.45% of the employees do not have the Dutch nationality. Amongst the lecturers this percentage is 25.30%. Hotelschool The Hague employs employees from 16 different countries. On account of the strategic ambition to have 35% international employees employed within Hotelschool The Hague in 2018, an international background is an important criterion during the recruitment of new employees.

Hotelschool The Hague has a reasonably balanced distribution in terms of gender with 116 female (53%) and 104 male (47%) employees.

## 5.7 Participation jobs

With the entry into force on 1 January 2015 of the Dutch Participation Act, Hotelschool The Hague committed to create a total of eight participation jobs in the run-up to 2024. In 2016, Hotelschool The Hague succeeded in creating the first participation job at the Amsterdam campus. In November, through the intermediation of the company Green Fox Social Return, an employee started in the position of Assistant Facility Officer.

## 5.8 Education & training

A number of departments collectively, and many employees individually, participated in external training courses. Twice a year employees are given the opportunity to apply for a training course via the Personal Development Plan (PDP). In 2016, an Introduction Day was also organised for new employees. The HvA/Uva provided the Teaching Skills training for 22 employees. The internal Didactics training about the teaching concept and the teaching lines of Hotelschool The Hague was offered to new lecturers and instructors again. In 2016, a total of € 265,000 (2.5%) of the totalised annual income (€ 10,628,263.35) in cash (out of pocket) was spent on training of which € 154,000 was spent on training costs for lecturers.

### Promotion / Master

In 2016, Hotelschool The Hague offered one employee the opportunity of working on a doctoral research. In addition, five employees were given the opportunity to follow a Master programme and one employee is following a Bachelor programme. A number of lecturers were appointed as a Research Fellow in order to conduct research within the Lectorates of the Research Centre during one day a week.

### Teacher Grant

In 2016, three employees received a teacher grant for the 2016/2017 study year for which Hotelschool The Hague received replacement costs in order that temporary replacement could be financed.

## 5.9 Decentralised resources terms and conditions of employment

Twice a year consultation takes place with the trade unions. During the said consultation in 2016, Hotelschool The Hague presented the following budget and account for decentralised resources for the terms and conditions of employment. In 2016, with a total expenditure of approximately € 157,000, Hotelschool The Hague ended up slightly above the standard of at least 1.41% (approximately € 150,000) of the totalised annual income of 2016 (€ 10,628,263.35).

Decentralised terms and conditions of employment	Description	2016 realisation (€)	2016 budget (€)
1 Childcare	Additional contribution as a result of the statutory childcare scheme (regards an estimate).	53,141 (0.5% of 10,628,263)	38,000 (0.5% of 7,612,242)
2a Additional travelling expenses	Additional arrangements with regard to the commuting scheme (no capping and PT cards).	19,000	19,000
2b Additional travelling expenses	Travelling expenses for home visits for expats.	9,681	15,000
3 Teleworking	Use of company mobile phones.	44,640 /yr (62 mobile phones x € 60 x 12 months)	28,000
4 Collective IPAP insurance	Contribution for cover of full invalidity.	-	9,500 (50% of 19,000)
5 Parental leave	Accrual of pension rights is continued in full.	4,000	4,000
6 Additional arrangements healthcare policy	Coaching, psychological counselling and social work.	26,741 (in particular coaching)	25,000 (in particular coaching)
Total expenditure decentralised resources terms and conditions of employment (% of the totalised annual income)		157,203 (1.48%)	138,500 (145%)

Figure 5.13 Realisation 2016 decentralised resources terms and conditions of employment

A policy has not been formulated yet in the area of a public transport plan.

## 5.10 Confidential Counsellors

Each campus has two confidential counsellors, one for students and one for employees. Every employee or student who experiences undesired conduct in his work or study situation can address the confidential counsellor of his establishment and can, preferably through the intermediation of the confidential counsellor, submit a complaint. The main duties in the past year also consisted of providing advice and counselling when looking for a solution for an undesired situation.

In 2016, three employees and four students approached a confidential counsellor for various reasons.

In 2016, the confidential counsellors followed a coaching process at Bureau Werken met WAAR and a workshop regarding Risks of (un-) solicited advice and interference in occupational conflicts of Bureau Hubert Consult for further professionalisation. The contact with HR was intensified and resulted in better cooperation and better arrangements for support and promotion of the confidential counsellors within the organisation.

Complaint	Employee	0
	Student	0
Notification of undesired conduct	Employee	0
	Student	0
Consultation, advice	Employee	3
	Student	1
Support	Employee	0
	Student	3

Figure 5.14 **Contact with confidential counsellors in 2016**

## 5.11 Professional space

In the strategic Higher Education and Research Agenda 2015-2025, the ambition is formulated to give ample room to lecturers and supervisors to work and experiment with teaching forms and resources that contribute optimally to binding and challenging customised education.

In 2016, Hotelschool The Hague opted for the “significant learning approach” of Dee Fink as its teaching model. This means an approach that focuses on students and learning, which will continually be applied within the new curriculum. In 2017, all lecturers and instructors will be trained in this approach. In addition, where required, employees are offered additional support / coaching in order to support them in the application of the Dee Fink model. New employees will be trained in the Dee Fink model when they join.

In 2016, a number of proposals were also submitted to Zestor for which the Team Development stimulation scheme can be used.

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## Management



# 6.1 Internal risk control and control systems

The most important building blocks of the internal risk control system for Hotelschool The Hague are the internal governance and annual planning and budgeting cycle. The organisation is too small for setting up a special function in the area of risk management. The managers in the Leadership Team of Hotelschool The Hague are primarily responsible for managing the risks in the management of their departments. A considerable part of the processes has been described within the framework of quality assurance. Investments were also made in working with a procurement and tender calendar. Hotelschool The Hague is building on various components of the internal control, including the institutional plan, the renewed management and administration regulations and list of authorised signatories, professionalisation of the management information system, including quarterly figures for the benefit of the Board of Directors and the Board of Trustees.

## Description of the most important risks and uncertainties

The Risk Heat Map is discussed annually within the Board of Directors and the Board of Trustees. In 2016 the Risk Heat Map was as follows:

Risk Heat Map		Hotelschool The Hague									Risk	Ranking sept 16 vs (nov 15)	
10/Sep/16													
<b>High</b>	HHH	I DJ			A						A	7 (4)	Image Hotelschool The Hague
	HH										B	9 (5)	Departure of key persons
	H										C	8 (new)	Information Management (organisation of the processes)
											D	2 (6)	Insufficient quality of education
		B			H						E	1 (1)	Inflow, progression and outflow of students (previously insufficient financial results)
<b>Impact Medium</b>	MMM				F G						F	6 (2)	Financial situation of Hotelschool The Hague
	MM				E						G	10 (10)	Occurrence of contingency
	M				C						H	5 (9)	Differences between The Hague and Amsterdam
											I	4 (7)	Losing the NVAO accreditation
											J	3 (new)	Non-continuation of distinctive feature of small-scale intense education
<b>Low</b>	L												
	LL												
	LLL												
		LLL	LL	L	M	MM	MMM	H	HH	HHH			
		Low			Medium			High					
		Likelihood											

Below an overview is provided of the top five risks that currently receive continual attention in the Board of Directors, including the measures taken in respect of the themes in 2016.

Themes	Risk	Measures
Image Hotelschool The Hague	The reputation of Hotelschool The Hague is prejudiced by misconduct of students and/or employees as a result of which the school becomes less attractive to new students, employees and the business community.	Start of the Golden Rules project with, inter alia, a more active enforcement and suspension policy. Additional (external) security during the night to avoid misconduct. With regard to employees the emphasis is placed on improvement of the assessment and performance cycle for personnel.
Departure of key persons	The desired further internationalisation of the teaching staff is a long, expensive process and the offer of good terms and conditions of employment compared to our international competition is difficult. When key persons leave, the situation may occur that insufficient qualified personnel is available.	Working towards an OP/NOP ratio of 70/30. Professionalisation and development of employees through specific and active personal development plans. Professionalisation of the management aimed at leading, inspiring and motivating. More structure / processes and better digitalisation (ICT) as a result of which work can be performed more efficiently.
Process of information management	Process of supply of basic information is not taking place efficiently and effectively. The sharing of available information with the various internal and external stakeholders could also be improved.	Hotelschool The Hague is in the phase where definitions need to be established and data need to be translated into real-time management information. For the realisation of the ESG information management standard, Hotelschool The Hague will purchase expertise.
The quality of the education	Non-timely completion of the curriculum renewal project.	Additional financial resources were released for this, as well as Quality Impulses pre-investments. The next step is freeing up the right employees for the curriculum project without compromising the going concern.
Inflow, progression and outflow of students	Too low quality of inflow resulting in a higher dropout of students, less study progress and ultimately a lower quality of graduates.	Adjustment of selection procedure. Better study counselling by student counsellors. Increase of the deployment of study progress coordinators: 1 FTE deployed in 2013 budget, 1.2 FTE in 2014, 1.6 FTE in 2015 and 2016. Intensification of the role of personal tutor, additional deployment of 0.8 FTE in 2015 and 2016. Improvement measures in (the organisation of) LyCar.

## 6.2 Buildings and facilities

### Housing

The Facility & Maintenance Department provides for the facilities support for the education and building management. The following projects were on-going in 2016 for the management of the buildings:

- Renovation of the Skotel in The Hague (student accommodations and general areas). The project proposal for the renovation of the hotel rooms in The Hague was approved at the end of 2016 and will be implemented from 2017;
- Study & Workspace Amsterdam Project;
- Finalisation of the revision drawings and 3D animations of all buildings for the benefit of multi-annual maintenance plan. The preparation of this multi-annual maintenance plan has started;
- Implementation of (constructive) improvements, including fire-resistant doors, from the Health Safety & Environmental Plan (total budget € 500K);
- Improvement of the (internal) accessibility of mobile telephones by means of a 'Dedicated Antenna System (DAS)'.

### ICT

After the realisation of a future-proof ICT infrastructure in recent years, in 2016 a start has been made with the further professionalisation of the ICT domain. In the coming years, ICT will be an important factor of success for Hotelschool The Hague in view of the realisation of the innovation objectives in the area of education, research and management. Apart from providing for a flexible technical infrastructure that meets the ever (faster) changing demand, the ICT Department will also need to continue its development into an equivalent cooperation partner for the education and research. In the area of ICT the following improvements were, amongst others, implemented: organisation of a completely digital (Osiris) student portfolio for the student administration and the introduction of the Student APP with access to timetables, study results and enrolment for electives. A survey is underway regarding the start of a pilot for the use of Beacons at the Amsterdam campus. In addition, the procurement processes for the purchase of a new smartcard system for students and employees, an HR system (present system: RAET) and an LMS system (present system: Sakai) started. The finalisation of these procurement processes takes place in 2017.

### Information and (personal) data security

Hotelschool The Hague attaches ample value to the confidentiality and correctness of information as also to the diligent processing of personal data. Further digitalisation, but also stricter legislation and regulations, require higher requirements in terms of the exchange and acquisition of information and the security of the same. Hotelschool The Hague conducted an external study regarding the manner that personal data are handled within the organisation. The recommendations from this study will be adopted and have already resulted in the establishment of the Data Leak Notification Protocol as well as the appointment of a Data Security Officer.

### Media Centre

The Media Centre of Hotelschool The Hague (The Hague and Amsterdam location) is a modern, inspiring and inviting knowledge and information centre with an international orientation. The mission of the Media Centre is: "Hospitable in information". The following key duties give substance to this: making relevant information to support the education and research available and accessible, making students and employees more skilful and more critical when finding, processing and sharing information, providing for the information literacy part of the Bachelor programme.

The collection is specialised in the national and international hospitality industry and the hotel industry in particular. The international physical (print) collection consists of actual

books, academic, professional and regular magazines, audio-visual media, work placement and graduation reports. Now that the internet has become the most important source of information, the website of the Media Centre offers (worldwide) access to its digital collection.

## 6.3 Corporate Social Responsibility



SMART



SUSTAINABLE



HOSPITALITY

### Corporate Social Responsibility

Since 2010, Corporate Social Responsibility has been high on the agenda of Hotelschool The Hague. Decisive is the vision document 'Smart – Sustainable – Hospitality'. Smart – Sustainable – Hospitality is an integrated approach in the area of sustainability and Corporate Social Responsibility, where technical innovations may lead to a drastic reduction of energy consumption but also to an increase of the human and social capital. Sustainability and Corporate Social Responsibility is also an important theme to the students.

### Sustainable procuring and tendering

The Association of Universities of Applied Sciences established an ambition for sustainable procurement of 50% in a covenant with the Dutch Ministry of Infrastructure and the Environment. For instance, Hotelschool The Hague purchases electricity and gas in association with other Universities of Applied Sciences. In 2016 the new 2017-2020 Energy Efficiency Plan (EEP) was established. Hotelschool the Hague is part of the higher education procurement platform. This platform with 25 Universities of Applied Sciences is, apart from knowledge transfer, engaged in themes like collective procurement, sustainability, contract administration and contract management.

Proper and diligent procurement and (European) tendering procedures in combination with supplier and contract management is of utmost importance to Hotelschool The Hague on account of the fact that this regularly brings about substantial amounts and risks. This all contributes to the realisation of the policy objectives. Cooperation, professionalism, customer orientation, reliability and cost awareness are essential in this respect. In 2016, the procurement function was professionalised further. Hotelschool The Hague applies a tender calendar to tendering procedures that is periodically discussed by the Board of Directors; there is also a contract register, procurement policy and a procurement handbook. The latter two were adjusted to the new legislation and regulations in the area of tendering procedures. In 2016, apart from regularly planned tendering procedures, ample investments were made in the F&B procurement.

### Green Manifesto F&B

The "Hotelschool The Hague Green Manifesto" applies to all Food & Beverage Departments. This document contains the vision in the area of sustainability in F&B, the cooperation with suppliers and the latest developments. The Green Manifesto is used to make first-year students aware of sustainability both before and during the practical education. The Green Manifesto is also used in the communication and negotiations with suppliers and guests of the F&B outlets. The document contains quality requirements that (potential) suppliers must comply with in the cooperation and provides guests insight into what Hotelschool The Hague stands for.



## 6.4 Marketing & Communication

In 2016, the focus of the marketing and communication activities was on the further (international) positioning of Hotelschool The Hague. Ample attention was paid to branding, recruitment activities, internal and external marketing and communication (both online and offline) and the development of new marketing and communication strategies that contribute to the international ambitions of Hotelschool The Hague.

### Online Marketing and PR

In 2016, the Strategic Marketing and Communication Department took many steps in the area of online marketing and PR. Apart from online campaigns and strongly growing social media channels, ample attention was also paid to the website, the blog and PR activities. See Appendix 7 for more detailed information.

### Branding

In 2016, the Strategic Marketing and Communication Department introduced new marketing and communication products. The products contribute to the improvement of the professional reputation of all organisational components. For instance, new brochures, fact sheets, flyers, templates and fair materials were designed. New logos and manuals were developed for Hospitality Consultancy and Hospitality Curriculum for the various programmes with partner schools and the hospitality industry. In addition, the corporate identity was developed further. This resulted in a revised corporate identity handbook. The department also focussed on event branding for the professionalism of events, e.g. Open Days, Industry Exchanges, Global Citizenship Series and the Hospitality Innovation Summit. New logos, presentations, banners, invitations and the look and feel of Momice – an event communication app – were developed for these events. The branding was also incorporated in new outdoor signposting.

## Internal Communication

Since 2015, Hotelschool The Hague has been using the intranet. News can now be shared with all employees and be consulted online almost directly. By means of a weekly newsletter the intranet is promoted to generate more traffic. To date this has appeared to be highly effective, although the objective to share all internal communication via the intranet has not been attained yet.

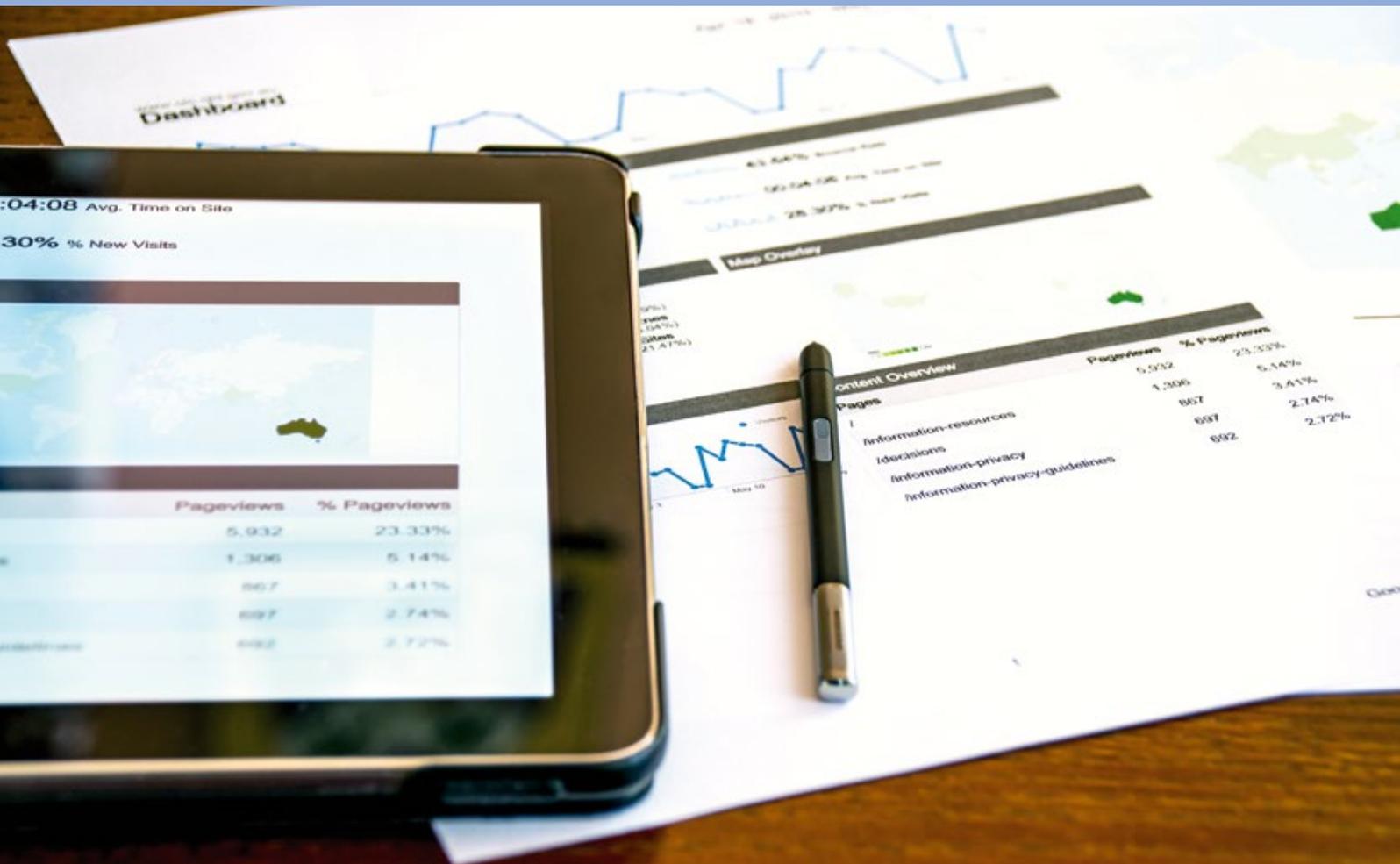
## 6.5 Hospitality Consultancy



In recent years, the offer of Hospitality Consultancy has consisted of three pillars: life-long blended learning, Hospitality Training for all service sectors and Curriculum Consultancy. In the second half of 2016, due to the disappointing results over recent years as well as the forecast for 2016, the Board of Directors decided in consultation with the Board of Trustees to discontinue most of the activities of Hospitality Consultancy. As a consequence, farewell had to be said to the director and the other employees. It was decided for the future that the focus is placed on activities and products that are already available at Hotelschool The Hague or that offer added value to developments within Hotelschool The Hague. The activities in 2017 will initially focus on blended / online learning via the existing cooperative venture with Lobster Ink. Hospitality Consultancy can provide an extensive offer of training sessions at various levels via video-supported training content. These courses cover all hotel related disciplines.

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## Finances



## 7.1 Financial policy

Hotelschool The Hague aims to have a sound financial policy with a profitability ratio of at least 3%, a solvency ratio of at least 30% and a liquidity ratio of at least 1. Due to the way the school is funded by the government (T-2), the said ratios will not be realised in the years 2014 up to and including 2017, due to the growth of the Amsterdam campus.

## 7.2 Explanatory notes to result and balance sheet

The year 2016 was concluded with a positive operating result of € 162,248 (€ 120,433 more positive than the budget established for 2016).

This result could mostly be attributed to the following items:

- Almost € 250,000 lower income than budgeted, mainly due to lower income from commercial activities;
- Almost € 370,000 lower expenses, mostly due to lower housing costs.

The other income and total expenses were in conformity with the budget.

The equity capital increased from € 4,793,858 to € 4,956,106, as a result of which the solvency ratio increased from 16.3% to 17.5%. In this respect it must be noted that the current liabilities include an amount of € 7,894,356 in deferred income; if this is taken into account when calculating the solvency ratio, the latter would arrive at 24.3%. Since the year 2015, the balance sheet total has increased by well over nine million due to the purchase of the Skotel building at the Zwolsestraat and the renovation of this building (funded with borrowed capital), this has a negative effect of no less than 8% on this ratio.

The cash flow excluding investments is positive for an amount of € 2,434,748 (2015 € 1,656,000). Due to investments in, inter alia, the renovation of the Skotel, The Hague and other investments in tangible assets (total € 2,531,784) and a slight decline in the operating capital, the liquid assets decreased by an amount of € 248,563. In 2016, a positive result was realised for the very first time since the opening of the new campus in Amsterdam and the thereto-pertaining growth in students and organisation.

## 7.3 2016 results and the 2016 balance sheet

	2016 result	2016 budget	2015 result
<b>Income</b>			
Government funding	15,370	15,400	13,894
Other subsidies of the Ministry of Education, Culture and Science	57	0	0
Other government subsidies	88	0	33
Tuition, course, training and examination fees	7,830	7,550	6,999
Income from work commissioned by third parties	934	1,590	1,124
Other income	5,401	5,385	5,566
<b>Total income</b>	<b>29,680</b>	<b>29,925</b>	<b>27,616</b>
<b>Expenditure</b>			
Staffing costs	17,839	17,914	16,967
Depreciations and amortisation	2,272	2,181	1,882
Property and equipment	4,625	5,089	4,567
Other expenses	4,905	4,709	4,443
<b>Total expenditure</b>	<b>29,641</b>	<b>29,893</b>	<b>27,859</b>
Income and expenditure balance	39	32	(243)
Financial income and expenditure balance	9	10	17
Taxes	114	0	0
<b>Results</b>	<b>162</b>	<b>42</b>	<b>(226)</b>

Figure 7.1 Consolidated income and expenditure statement over 2016 (x € 1,000)

	2016	2015		2016	2015
Intangible fixed assets	495	343			
Tangible fixed assets	17,384	17,437	Equity	4,956	4,794
Inventory	46	45	Provisions	81	209
Current assets	4,610	5,564	Long-term liabilities	10,707	11,654
Cash and cash equivalents	5,763	6,012	Current liabilities	12,554	12,744
	<b>28,298</b>	<b>29,401</b>		<b>28,298</b>	<b>29,401</b>

Figure 7.2 Balance sheet on 31 December 2016 (x € 1,000)

## 7.4 Performance indicators

Below, an overview is provided of the developments of the liquidity, solvency and profitability ratios since 2013. In order to benchmark the performance figures with reference indicators, Hotelschool The Hague used the report published by the Education Institution's Asset Management Committee (Don Committee). The signalling values included in this report provide insight into the financial management of the educational institutions and enable a better mutual comparison. In this respect the 2016 annual accounts provide the following picture:

	2016	2015	2014	2013
Liquidity ratio	0.83	0.91	0.90	1.02

The liquidity is expressed in the current ratio, which is the proportion of the current assets to current liabilities. The ratio provides insight into the ability to comply with current obligations in the short term. In conformity with the 2016 budget, compared to the previous year, a deterioration of the liquidity occurred. The liquidity exceeds the lower threshold as formulated in the Don's report of 0.3. Internally Hotelschool The Hague uses a ratio of 1.0.

	2016	2015	2014	2013
Solvency ratio	17.5%	16.3%	18.7%	28.8%

The solvency ratio is calculated by expressing equity as a percentage of total capital. By adding the 2016 positive result to the assets, the equity capital increased from € 4,793,858 to € 4,956,106.

As a consequence, the solvency ratio increased from 16.3% to 17.5%. Hotelschool The Hague thus arrives under the thresholds recognised by the Don Committee. The Board of Directors as well as the Board of Trustees formulated the guiding principle that the solvency needs to fall between 30% and 45%. The school did not meet this requirement at the end of the reporting year 2016. It is expected that in 2017, due to the budgeted positive result (T-2 funding), the solvency will still be lower than the norm of 30%. However, the equity capital will still be well positive. In this respect it must be noted that the current liabilities include an amount of € 7,894,356 in deferred income; if this is taken into account in calculating the solvency ratio, the latter would arrive at 24.3%.

	2016	2015	2014	2013
Profitability ratio	0.5%	(0.8%)	(4.7%)	(3.9%)

The profitability ratio is its operating income in proportion to its operating revenue. During the reporting year, this ratio is 0.5% positive and slightly better than the 2016 budget (budgeted at 0.1% positive) and better than the 0.8% negative in the 2015 reporting year.

	2016	2015	2014	2013
Resilience ratio	16.7%	17.4%	20.0%	25.8%

The resilience ratio expresses the ability to absorb financial setbacks without jeopardising the continuity of the organisation. It is determined by the ratio between the equity and the total income. Compared to 2015, a decline in conformity with the 2016 budget from 17.4% to 16.7% occurred.

## 7.5 Investment policy

In 2012, large investments were made regarding the renovation and opening of the school's Amsterdam campus. The multiannual budget takes this investment into account and the minimum and maximum risks were discussed. In the 2013 reporting year, the school invested almost € 1,200,000, partly still due to the new development in Amsterdam and for the remainder due to regular replacement investments.

In 2014, the school invested over € 6,083,000 of which well over € 5,000,000 is related to the purchase of the Skotel in The Hague at the Zwolsestraat and well over € 300,000 to the development of the Master programme.

In 2015, the school invested an amount of almost € 3,000,000, of which the largest part is related to the renovation of the Skotel building in The Hague. In the coming years, the school will pursue a reticent policy with regard to investments. The focus on future housing plans for the buildings in The Hague will be defined and analysed in 2017.

In 2016, an amount of almost € 2,400,000 was invested, of which the largest part was related to renovation costs for the Zwolsestraat and the Brusselselaan. In 2017, a renovation plan will be prepared for the building at the Brusselselaan that will be executed in the academic year 2017-2018.

The investment policy distinguishes between regular replacement investments and new investments. An investment budget is annually available for the business units on the basis of the annual budget.

2017 investments	x € 1,000
Intangible fixed assets	€ 300
Fixed assets	€ 715
<b>Total</b>	<b>€ 1,015</b>

## 7.6 Treasury policy

The Treasury Statutes describe the guiding policy guidelines, the objectives and the organisational and financial direction of the treasury policy of Hotelschool The Hague. The general objective of the treasury policy is to safeguard the financial continuity in combination with the minimisation of the financial risks and the financing expenditure. The policy also includes that cash and cash equivalents that are not required for the repayment of debts or for investments are to be deposited in the school's business bank account, in accordance with the regulations laid down in the statutes. At the beginning of 2017, the Treasury Statutes are revised on the basis of the new Loans, Investments and Derivatives (Education, Culture and Science) Regulations 2016.

Hotelschool The Hague is affiliated with the Management Organisation. The Management Organisation has the objective of operating and managing movable and immovable property as well as acquiring and managing funds for the benefit of education, research and development in the area of hospitality management. The non-current liabilities consist, as in the previous financial year, of a loan with the Management Organisation (10-year term), a loan with the Dutch Ministry of Finance (20-year term), a mortgage with the Rabobank for the purchase of the building at the Zwolsestraat (20-year term) and a building improvement account at the Rabobank (10-year term). The loan at the Management Organisation has a fixed interest rate of 2.18% during the full term. The loan with the Dutch Ministry of Finance has a fixed interest rate of 2.18% during the

full term. The mortgage with the Rabobank has a fixed interest rate of 2.9% for five years. The loan regarding the building improvement account has a variable interest rate. In the years 2017, 2018, 2019 and 2020 Hotelschool The Hague expects to realise the renovation of the building at the Brusselselaan in The Hague in phases. Hotelschool The Hague does not rely on public-private arrangements or other financial instruments.

## Consolidated 2016 statements of cash flows

	2016	2015
<b>Cash flow from operating activities</b>		
Result	162	(226)
<b>Adjustments for:</b>		
Debits and additions to provisions	2,144	1,713
<b>Changes in current assets:</b>		
Inventory	(1)	12
Accounts receivable	953	(1,032)
Debts	(189)	1,476
<b>Cash flow from business operations</b>	<b>3,069</b>	<b>1,943</b>
<b>Cash flow from investment activities:</b>		
Investments in tangible fixed assets	(2,371)	(2,977)
<b>Cash flow from funding activities:</b>		
Repayment of long-term liabilities	(947)	1,446
<b>Change in cash and cash equivalents</b>	<b>(249)</b>	<b>412</b>

Figure 7.3 Consolidated 2016 statement of cash flows

## 7.7 Transparency

This section describes how Hotelschool The Hague handles the 9 themes as included in the memorandum "Transparency in the Funding of the Higher Education".

### Theme 1: Outsourcing

Hotelschool The Hague does not outsource government-unded education or components thereof on a payment basis.

### Theme 2: Investing public funds in private activities

Hotelschool The Hague does not invest public funds in private activities which do not contribute to the improvement of the quality of the education or research, or to the effectiveness or accessibility of the education. In 2016, Hotelschool The Hague concluded a sponsor agreement with NRC Media for the benefit of the first NRC Live event: "The future of the education" on 23 November 2016. The event was related to educational innovation, life-long learning and the most important trends: war on talents, urbanisation, knowledge hubs and social impact.

### Theme 3: Granting exemptions

Hotelschool The Hague grants exemptions in accordance with the Transparency memo. This memo stipulates that granting exemptions is allowed. Within the framework of progression from various target groups, Hotelschool The Hague grants exemption for a specific part of the fulltime training of Phase 1 and a part of Phase 2. This regards the International Fast Track. The exemption is granted on a resolute condition. The student

must successfully complete the highly intensive summer course. This way Hotelschool The Hague is certain that the student in question will complete the studies within two years.

#### Theme 4: Funding of international students

Hotelschool The Hague has international students who are taking a degree in the Netherlands. All students who study at Hotelschool The Hague are enrolled as a student. Non-EU students pay institution-imposed tuition fees rather than government-imposed tuition fees. Hotelschool The Hague does not have any exchange students and no course participants.

#### Theme 5: Tuition not paid by students

Hotelschool The Hague's enrolment procedures are in accordance with national legislation and regulations. In almost all instances the tuition is paid by the student or the parents. In addition, the school offers students the possibility of applying for financial support.

#### Theme 6: Students according to modules

Within Hotelschool The Hague students do not follow modules. All enrolled students follow the entire programme. Hotelschool The Hague does not offer students the option to follow an individual module. Hotelschool The Hague has no certification as mentioned in this theme.

#### Theme 7: Students follow a different training

A student personally indicates for what training he / she registers and enrolls without intervention of Hotelschool The Hague.

#### Theme 8: Customised courses

Hotelschool The Hague does not offer any customised courses.

#### Theme 9: Funding for art education

Not applicable.

## 7.8 Remuneration

### Board of Directors

The remuneration of members of the Board of Directors of Hotelschool The Hague is based on the Hay system for directors in higher professional education and takes the SESRA into account. Each year, the Remuneration Committee of the Board of Trustees compares the remuneration of the directors with the applicable SESRA norms.

### Board of Trustees

The members of the Board of Trustees receive a fee for their activities in consideration of the SESRA. Hotelschool The Hague attaches ample value to the recruitment of high-quality members of the Board of Trustees. The remuneration is inextricably bound up to the position. Annually in the fourth quarter, the Board of Trustees establishes the remuneration for the subsequent year.

The remuneration of the members of the Board of Directors and the members of the Board of Trustees is included in the SESRA specification in Appendix 4. This appendix also includes the overview of the expense claims of the Board of Directors.

## 7.9 Continuity section

	2016	2017	2018	2019
Income				
Government funding of the Ministry of Education, Culture and Science	15,370	15,700	16,600	16,800
Other government funding	145	0	0	0
Tuitions and other course income	7,830	8,100	8,400	8,800
Income from work commissioned by third parties	934	375	390	390
Other income	5,401	5,997	5,945	6,140
<b>Total income</b>	<b>29,680</b>	<b>30,172</b>	<b>31,335</b>	<b>32,130</b>
Expenditure				
Staffing costs	17,839	17,553	18,140	18,541
Property and equipment	4,625	4,648	4,651	4,693
Depreciation and amortisation	2,272	2,345	2,396	2,375
Other expenses	4,905	4,981	4,991	5,068
Interest	(9)	0	0	0
Taxes	(114)	0	0	0
<b>Total expenditure</b>	<b>29,518</b>	<b>29,527</b>	<b>30,178</b>	<b>30,677</b>
<b>Operating revenue</b>	<b>162</b>	<b>645</b>	<b>1,157</b>	<b>1,453</b>
<b>Number of students at year-end</b>	<b>2,402</b>	<b>2,499</b>	<b>2,553</b>	<b>2,555</b>

Figure 7.4 2017-2019 multiannual budget (x € 1,000)

The number of students will stabilise from the year 2017, the growth as a result of the expansion in Amsterdam will then have been realised in full. Due to the manner of funding by the government, the government funding lags two years behind and will be based on the full capacity in terms of student numbers from 2019 onwards.

This multiannual budget is prepared in conformity with 'unchanged policy'. It does not take into account potential financial consequences deriving from the above-mentioned institutional plan that is in preparation.

### Multiannual perspective

From 2016, the budget shows positive results from business operations, for 2016 a positive result of € 162K, after the years 2012 up to and including 2015 had a negative result. This had been foreseen in the multiannual budget and/or the business case of the expansion in Amsterdam; due to the methodology of government funding, the effect of the increased number of students in Amsterdam will only be reflected in the school's financial results after two years.

In the years following 2016, the revenue will increase considerably due to increased student numbers and increased government funding (T2). It therefore follows from the multiannual budget that the school will again start realising sound profitability figures.

The increase in FTEs for education due to the increase in students in Amsterdam was passed on in the employee expenses item and has an effect up to and including the year 2016. In January 2014, the third instalment of the government funding became available to cover this negative result, as a result of which sufficient levels of cash are guaranteed.

## Planning and Control

In 2017, the focus will have to be placed, on the one hand on the maximisation of income (maximum inflow, maximum outflow, minimal interim dropout of students) and on the other hand on the continual effective monitoring of expenditure. Work was performed on the preparation of a number of KPIs, monthly established in a Dashboard, as a result of which the financial steering and control became even more transparent.

	2016	2017	2018	2019
<b>Staffing</b>				
Management – Board of Directors	3.0	3.0	3.0	3.0
Teaching staff	130.2	130.0	130.0	130.0
Scientific staff	4.2	4.9	4.9	4.9
Other staff	58.7	58.2	58.0	58.0
<b>Number of students at year-end</b>	<b>2,402</b>	<b>2,499</b>	<b>2,553</b>	<b>2,555</b>

Figure 7.5 Key figures 2016-2018 multiannual budget (x € 1,000)

In 2015, Hotelschool The Hague assumed that the vacancies in teaching staff would be filled by permanent staff. However, at the end of 2015, there were still quite a number of vacancies that were filled by freelancers. The growth in 2015 and 2016 in teaching staff is related to the above-mentioned growth of student numbers at the Amsterdam campus and the filling of the vacancies that were open in 2014 and 2015.

	2016	2017	2018	2019
<b>Asset</b>				
<b>FIXED ASSETS</b>				
Intangible fixed assets	495	595	345	95
Tangible fixed assets	17,384	17,239	17,093	16,968
Financial fixed assets	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>17,879</b>	<b>17,834</b>	<b>17,438</b>	<b>17,063</b>
<b>CURRENT ASSETS</b>	<b>10,419</b>	<b>10,094</b>	<b>10,687</b>	<b>11,105</b>
<b>TOTAL ASSETS</b>	<b>28,298</b>	<b>27,928</b>	<b>28,125</b>	<b>28,168</b>
<b>LIABILITIES</b>				
<b>EQUITY</b>				
General reserve	1,600	2,262	3,365	4,683
Earmarked public funds	354	354	354	354
Earmarked private funds	3,002	2,985	3,039	3,174
<b>TOTAL EQUITY</b>	<b>4,956</b>	<b>5,601</b>	<b>6,758</b>	<b>8,211</b>
Provisions	81	80	80	80
<b>NON-CURRENT LIABILITIES</b>	<b>10,707</b>	<b>9,747</b>	<b>8,787</b>	<b>7,827</b>
<b>CURRENT LIABILITIES</b>	<b>12,554</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>
<b>TOTAL LIABILITIES</b>	<b>28,298</b>	<b>27,925</b>	<b>28,125</b>	<b>28,168</b>

Figure 7.6 Balance sheet 2016-2018 multiannual budget (x € 1,000)

The result of the Boarding School Operation Foundation and of Hotelschool The Hague Leadership Development BV is included in the earmarked private funds, the result of Hotelschool The Hague Foundation in the general reserve.

# Appendix 1

## Legal structure of Hotelschool The Hague Foundation

(at the end of 2016)

### A. Hotelschool The Hague Foundation

The Board of Directors is responsible for the day-to-day management of the Hotelschool The Hague Foundation as well as the Universities of Applied Sciences, Hotelschool The Hague, that is maintained by the Foundation. The Board of Directors reports to the Board of Trustees. The Representative Advisory Council (RAC) fulfils an advisory role within Hotelschool The Hague. The Hotelschool The Hague Foundation is for the main part financed through public resources.

### B. Hotelschool The Hague Leadership Development B.V.

The Hotelschool The Hague Foundation is 100% shareholder of Hotelschool The Hague Leadership Development B.V. (Hotelschool The Hague LD), a holding company. The day-to-day management is in the hands of a one-member board of directors, the chair of the Board of Directors of the Hotelschool The Hague Foundation. The budget and the annual report are approved during the shareholders' meeting. Hotelschool The Hague LD is financed by the proceeds of commercial activities conducted by the holding. The costs for two members of staff are charged to Hotelschool The Hague or to Hotelschool The Hague Performance Management BV.

### C. Hotelschool The Hague Performance Management B.V.

Hotelschool The Hague Performance Management B.V. (HPM BV), also known as Consultancy & Training or Hospitality Consultancy, is engaged in the provision of courses, training sessions and e-learning programmes for the worldwide hospitality industry and other service sectors both, nationally and internationally. Hotelschool The Hague LD is 100% shareholder of HPM BV. The executive board consists of the chair of the Board of Directors of Hotelschool The Hague. In 2016, the day-to-day management was in the hands of the Hospitality Consultancy Director. Considering the results achieved in recent years as well as the forecast for 2016, the Board of Directors of the Hotelschool The Hague Foundation decided in consultation with the Board of Trustees to discontinue the present operation of this private limited company as such and to say farewell to the director as well as the other employees. In the future the focus is solely placed on the activities and products that had already been available at Hotelschool The Hague or that provide added value to the required developments within Hotelschool The Hague. For 2017, this will initially imply blended / online learning. The budget and annual report are approved during the shareholders' meeting. HPM BV is financed by the proceeds of commercial activities of the business.

### D. Hotelschool The Hague Masters B.V.

The non-funded Masters programme is developed by this private limited company. In September 2014, the first class of students started the Masters programme accredited in 2013. Hotelschool The Hague LD is 100% shareholder of Hotelschool The Hague Masters. The executive board consists of the chair of the Board of Directors of the Hotelschool The Hague Foundation. The day-to-day management is in the hands of the Master Programme Manager.

The budget and annual report are approved during the shareholders' meeting. Hotelschool The Hague Masters BV is financed by the proceeds of commercial activities of the company. Hotelschool The Hague Masters BV employs two members of staff.

### E. Hotelschool The Hague Curriculum Consultancy B.V.

Hotelschool The Hague Curriculum Consultancy B.V. focuses on supporting other hotelschools in developing new curriculums, including – if so desired – a training chair for the lecturers of the relevant school. The executive board consists of the chair of the Board of Directors of the Hotelschool The Hague Foundation. The budget and the annual report are approved during the shareholders' meeting. Hotelschool The Hague Curriculum Consultancy BV is financed by proceeds of commercial activities of the company. Hotelschool The Hague Curriculum Consultancy BV employs no staff members.

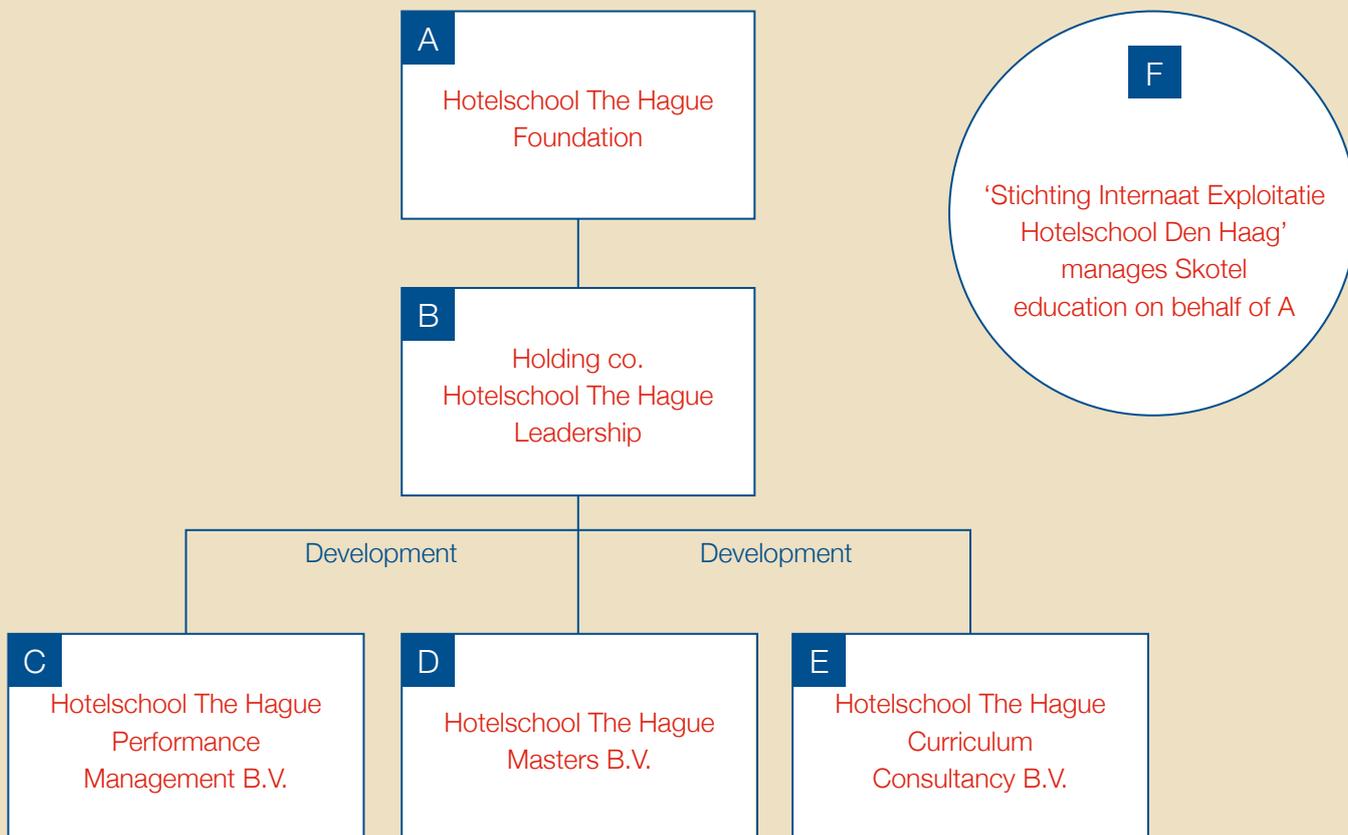
### F. Stichting Internaat Exploitatie Hotelschool Den Haag

The Stichting Internaat Exploitatie Hotelschool Den Haag was founded for the Skotel Amsterdam and the Skotel The Hague. The Board of Trustees of Hotelschool The Hague is the supervisory body that is also responsible for the approval of the budget and the annual report of the Stichting Internaat Exploitatie Hotelschool Den Haag. The Board of Directors of Hotelschool The Hague Foundation (A) is responsible for the day-to-day management. The foundation is financed by private resources. The first-year students are accommodated in the Skotels and it is also where practical education takes place under the supervision of instructors and practical supervisors and hotel rooms are offered. The instructors are employed by Hotelschool The Hague. 80% of the costs of the Skotel are costs building related. The other costs are related to staff, organisation, administration and overnight guest expenses. Hotelschool The Hague deducts no costs for support staff and overhead costs. The costs of the Skotel are financed by the student contribution, the proceeds generated by the hotel rooms and from renting out classrooms.

# Appendix 2

## 2016 Composition and ancillary duties of the Board of Trustees

In pursuance of the articles, the Board of Trustees consists of a minimum of 5 members. The members are appointed for a 4-year term, after which, on the basis of the Universities of Applied Sciences Good Governance Code, reappointment can take place once. The qualification requirements and competences of the members of the Board of Trustees individually, as also of the Board of Trustees as a whole, are included in the profile of the Board of Trustees. The profile is published on the website of Hotelschool The Hague. The profile departs from the more general profile characteristics, as formulated in the Applied Sciences Good Governance Code, as well as the more specific profile characteristics based on the articles of the Hotelschool The Hague Foundation and the Board of Trustees Regulations. These regulations (just like those of the various other committees) are available on the website of Hotelschool The Hague. The latest



change (implementation of amendments of the Dutch Enhanced Governance Powers (Educational Institutions) Act) was approved on 13 December 2016.

Each and every member of the Board of Trustees is sufficiently competent to assess the key points of the policy of Hotelschool The Hague, but also has a specific area of expertise. The Board of Trustees is composed in such manner that the members can, in relation to each other, the Board of Directors and other interested parties, operate independently and critically. This appendix includes an overview of the members of the Board of Trustees, including main and ancillary duties. In 2016, the Board of Trustees consisted of the following members:

#### Guido van Woerkom

(chair of the Board of Trustees and member of the Remuneration Committee)

**Name:** G.H.N.L. van Woerkom, LL.M. (1955)

##### Ancillary duties:

- Chair of Dutch Retail Association;
- Chair of the Organisation of Housing Association Supervisors;
- Chair of the Board of Trustees of Ymere Housing Association;
- Chair of the Board of Trustees of the General Employers' Association (AWVN);
- Member of the Executive Board of the Confederation of Netherlands Industry and Employers (VNO-NCW);
- Member of the Social and Economic Council of the Netherlands (SER);
- Chair of the Board of Trustees of Regionale Ontwikkelingsmaatschappij Oost NV;
- Vice-chair Badhotel Domburg.

**Date of first appointment:** 15 December 2005

**Current appointment until:** 15 December 2017

**Eligible for reappointment:** no

#### Paul Bringmann

(member of the Board of Trustees and member of the Audit Committee)

**Name:** P.M.W.C. Bringmann (1948)

**Position:** Owner of Paul Bringmann (product development company in the hotel, food and catering sector)

**Date of first appointment:** 9 December 2009

**Current appointment until:** 9 December 2017

**Eligible for reappointment:** no

##### Ancillary duties:

- Jury Member for Hamburger Foodservices Preis.

#### Karin Kersten

(member of the Board of Trustees and chair of the Audit Committee)

**Name:** Drs K.A.M. Kersten (1970)

**Position:** Managing Director of Transaction Banking ABN AMRO Bank

**Date of first appointment:** 7 December 2010

**Current appointment until:** 7 December 2018

**Eligible for reappointment:** no

- Member of the ABN AMRO Bank N.V. Innovation Board;
- Member of the ORMIT B.V. Advisory Board;
- Member of the Board and the Audit Committee of Dutch Payment Association;
- Member of the Alumni Advisory Board Amsterdam Institute of Finance;
- Member of the Equens SE Board of Trustees (up to 1 October 2016).

## Pim Breebaart

(vice-chair of the Board of Trustees, member of the Audit Committee, member of the Education and Research Committee)

**Name:** Drs W.J. Breebaart (1947)

**Position:** interim director

**Date of first appointment:** 1 January 2012

**Current appointment until:** 1 January 2020

**Eligible for reappointment:** no

**Ancillary duties:**

- Chair of the Board of the Organisation of Supervisors of Universities of Applied Sciences (VTH), The Hague;
- Chair of the Board of De Noordwijkse School, primary education, Noordwijk (up to 1 July 2016);
- Member of the Advisory Board of the Accreditation Organisation for the Netherlands and Flanders (NVAO), The Hague;
- Chair of the Board of the Ambulante Educatieve Dienst (AED), Leiden;
- Member of the Advisory Board of the Association for Supervisors in Education (Primary Education and Secondary Education), Utrecht (up to 1 September 2016).

## Wolfgang M. Neumann

(member of the Board of Trustees)

**Name:** W.M. Neumann (1962)

**Position:** President & CEO, The Rezidor Hotel Group

**Date of first appointment:** 1 January 2014

**Current appointment until:** 1 January 2018

**Eligible for reappointment:** yes

**Ancillary duties:**

- Chair of the International Tourism Partnership.

## Ingrid Eras

(member of the Board of Trustees and chair of the Remuneration Committee)

**Name:** Ingrid Eras-Magdalena (1965)

**Position:** Senior Vice President Global HR, Belmond Hotels

**Date of first appointment:** 1 November 2014

**Current appointment until:** 1 November 2018

**Eligible for reappointment:** yes

**Ancillary duties:** None

## Anka Mulder

(member of the Board of Trustees and chair of the Education and Research Committee)

**Name:** Drs J.L. Mulder (1962)

**Position:** Vice-President of the TU Delft

**Date of first appointment:** 1 January 2015

**Current appointment until:** 1 January 2019

**Eligible for reappointment:** yes

**Ancillary duties:**

- Member of the edX University Advisory Board;
- Member of the University of Sorbonne's Comité d'orientation stratégique;
- Member of the Hochschulrat Technische Universität Hamburg.

# Appendix 3

## 2016 Composition and ancillary duties of the Board of Directors

After a successful transitional period of considerable growth and internationalisation during which a 1-member board was temporarily chosen, it was decided at the end of 2015 by the Board of Trustees in proper consultation with Mrs Stolte and the Representative Advisory Council to expand the Board of Directors with two members in the positions of Dean and Director of Operations. In 2016 substance was given to the search for the new board members:

### Susanne Stolte (1952)

**Position:** Chair of the Board of Directors

**Date of appointment:** 24 August 2012

**Ancillary duties:**

- Chair of the Kunst- en Cultuurcentrum Cool Board of Trustees, Heerhugowaard;
- Chair of the Advisory Board for Quality Lodgings;
- Member of the Advisory Board of the Prince Bernhard Cultural Fund;
- Board member of the German-Dutch Chamber of Commerce;
- Member of Board of Trustees of De Boer Structures Holding BV.

### Rob Risseuw (1953)

**Position:** Dean, member of the Board of Directors (hired via Rovict BV (ad interim))

**Date of appointment:** 1 January 2016

**Ancillary duties:**

- Member of the Board of Trustees of Expertis B.V.;
- Chair of the Guarantee Fund BVE;
- Board members of the Extra Education Foundation.

### Regine von Stieglitz (1965)

**Position:** Director of Operations, member of the Board of Directors

**Date of appointment:** 1 August 2016

**Ancillary duties:** None

# Appendix 4

## Remuneration and expense claims of the Board of Directors 2016 SESRA account Hotelschool The Hague Foundation

From 1 January 2013 the Dutch Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (SESRA) took effect. The following account was prepared on the basis of the following regulations applicable to the Hotelschool The Hague Foundation: Education, category C.

The category classification is based on the outcome of the complexity questions of which the outcome is as follows:

Average total proceeds	4
Average number of students	2
Weighted number of education types	2
Total number of complexity points	8

The remuneration maximum in 2016 for the Hotelschool The Hague Foundation is € 128,000. The indicated individual SESRA maximum was calculated in proportion to the scope (and for senior officials also the duration) of the employment in the course of which for the calculation the scope of the employment can never exceed 1.0 FTE. The individual SESRA maximum for the members of the Board of Trustees amounts to 15% for the chair and 10% for the other members of the remuneration maximum, calculated in proportion to the duration of the employment. For top-ranking officials without employment a deviating standard applies to the first 12 months effective from 1 January 2016, both to the duration of the contract and to the hourly rate.

## 1. Remuneration of senior officials

### 1a. Managerial (former) senior officials with employment. Also managerial senior officials without employment from the 13<sup>th</sup> month of the performance of the position.

Amounts x € 1	S Stolte	A.R. von Stieglitz
Position details	Chair BoD	Member BoD
Length of employment contract in 2016	1/1 - 31/12	1/8 - 31/12
Scope of employment contract (in FTE)	1.0	1.0
Former senior official	No	No
(Fictitious) employment?	Yes	Yes
<b>Individual remuneration maximum</b>	<b>€ 128,000</b>	<b>€ 53,333</b>

Remuneration		
Remuneration	€ 139,959	€ 41,569
Taxable expenses		
Remuneration payable at a future date	€ 19,927	€ 5,784
Subtotal	€ 159,886	€ 47,353
-/- amount paid in error		
<b>Total remuneration</b>	<b>€ 159,886</b>	<b>€ 47,353</b>
Reason if maximum exceeded: see	1)	2) N/A

Details 2015		
Length of employment contract in 2015	1/1 - 31/12	N/A
Scope of employment contract in 2015 (FTE)	1.0	
Remuneration 2015		
Remuneration	€ 139,709	
Taxable expenses		
Remuneration payable at a future date	€ 15,465	

<b>Total remuneration 2015</b>	<b>€ 155,174</b>	<b>€ 0</b>
Individual remuneration maximum 2015	€ 178,000	N/A

In respect of each of the undue payments mentioned above a claim was filed that has been included in the item 'Other receivables' and that has been mentioned individually in the explanatory notes.

#### Reason for exceeding remuneration maximum:

- 1) The exceeding of the remuneration maximum with the chair of the BoD does not regard an amount paid in error. With regard to the remuneration of the chair of the BoD transitional statutory provisions apply on account of the fact that the arrangement was agreed on prior to 1-1-2015. The remuneration is respected for 4 years from 1-1-2016 and must be reduced to the maximum in 3 years.

1b. Managerial senior officials without employment, calendar months 1-12.

Amounts x € 1	R Risseeuw
Position details	Dean
Start and end of position	1/1 - 31/12
Number of calendar months of performance of position prior to 2016	None
Number of calendar months of performance of position in 2016	12
Number of hours of performance of the position in 2016	1,440
<b>Individual remuneration maximum</b>	<b>€ 252,000</b>
Maximum hourly rate	€ 175
Paid remuneration in 2016	€ 250,980
Remuneration per hour	€ 174
-/- amount paid in error	
<b>Total remuneration</b>	<b>€ 250,980</b>
Reason if maximum exceeded: see	1) N/A

1c. Supervisory senior officials

Supervisory top-ranking officials							
Amounts x € 1	G.H.N.L. van Woerkom	W.J. Breebaart	J.L. Mulder	I. Eras	W.M. Neumann	P.M.W.C. Bringmann	K.A.M. Kersten
	Chair of the BoT, Member of Remuneration Committee	Vice-chair of the BoT, Member of Audit Committee, Member of Education and Research Committee	Member of the BoT, Chair of the Education and Research Committee	Member of the BoT, Chair of the Remuneration Committee	Member of the BoT	Member of the BoT, Member of the Audit Committee	Member of the BoT, Chair of the Audit Committee
Length of employment contract	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12
<b>Individual SESRA maximum</b>	<b>€ 19,200</b>	<b>€ 12,800</b>	<b>€ 12,800</b>	<b>€ 12,800</b>	<b>€ 12,800</b>	<b>€ 12,800</b>	<b>€ 12,800</b>
<b>Remuneration</b>							
Salary	€ 9,460	€ 7,240	€ 6,340	€ 6,340	€ 5,440	€ 6,340	€ 6,340
Taxable expenses							
Remuneration payable at a future date							
<i>Subtotal</i>	<i>€ 9,460</i>	<i>€ 7,240</i>	<i>€ 6,340</i>	<i>€ 6,340</i>	<i>€ 5,440</i>	<i>€ 6,340</i>	<i>€ 6,340</i>
-/- amount paid in error							
<b>Total remuneration</b>	<b>€ 9,460</b>	<b>€ 7,240</b>	<b>€ 6,340</b>	<b>€ 6,340</b>	<b>€ 5,440</b>	<b>€ 6,340</b>	<b>€ 6,340</b>
Reason if maximum exceeded: see	1)						
2015 details							
Length of employment contract in 2015	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12
Scope of employment in 2015 (FTE)							
Remuneration 2015							
Salary	€ 8,000	€ 6,325	€ 5,300	€ 5,300	€ 4,400	€ 5,300	€ 4,800
Taxable expenses							
Remuneration payable at a future date							
<b>Total remuneration 2015</b>	<b>€ 8,000</b>	<b>€ 6,325</b>	<b>€ 5,300</b>	<b>€ 5,300</b>	<b>€ 4,400</b>	<b>€ 5,300</b>	<b>€ 4,800</b>
Individual remuneration maximum 2015	€ 26,700	€ 17,800	€ 17,800	€ 17,800	€ 17,800	€ 17,800	€ 17,800
Reason for exceeding remuneration maximum							
1)							

## Expense claims Board of Directors

Overzicht declaraties CvB: periode jaar 2016						
			Reiskosten:			
		Representatie	Binnenland	Buitenland	Overige 1)	Totaal
S Stolte	voorzitter CvB	€ 426	€ 1.763	€ 6.257	€ 6.930	€ 15.376
R Riseeuw	Dean	€ 3.278	€ 1.806	€ 4.521	€ 0	€ 9.605
R von Stieglitz	lid CvB	€ 0	€ 266	€ 0	€ 0	€ 266

1) Overige kosten exclusief leasekosten auto

# Appendix 5

## Annual Report of the Representative Advisory Council (RAC)

“The RAC is helping where possible to improve the performance of OUR Hotelschool. If we want to deliver the BEST student, we all need to do our utmost.”

The year 2016 has been an interesting year for the Representative Advisory Council (RAC). In this report the most important developments that received attention of the RAC in the past year will be addressed.

The process regarding the revision of the job descriptions and evaluations initiated in 2015 has been an important subject throughout the year 2016. At the RAC the staff expressed many concerns about the potential outcome of this process. The concerns are understandable; although the outcome of this process does not have a direct effect on the present salary, it does of course have implications on how the position is valued by the organisation. The RAC observed that it is not very easy to arrive at appropriate job descriptions and evaluations on the basis of the FuWa methodology. In 2017 it is formally up to the RAC whether or not to agree with the proposed changes established in the job matrix. The RAC does not take this duty lightly. In order to give an expert opinion, the RAC decided to rely on independent advice. By all appearances the RAC will be able to decide on the applied request for consent before the summer of 2017.

A second important development that played throughout the year, is the renewal of the curriculum. The step towards renewal had already been taken in 2015, but obtained a clearer form in 2016 under the supervision of the new Dean. In this respect the RAC advocates two things. First of all, the RAC feels that it is of utmost importance that the students and the staff of Hotelschool The Hague are involved closely in the proposed changes. Secondly, the RAC always

requests attention for the difficult bridging from the taught theory to the practice. An upside (plus point / area for attention?) of / for Hotelschool The Hague is the express attention for the practice in hospitality. The adjustment of the curriculum is a good time to better gear theory and practice to each other and to give students more management responsibility in the outlets.

Another occasion when the link between theory and practice was discussed were the meetings, also with the Board of Trustees, about the appointment of the new Director of Operations and the substance of her portfolio. The RAC was heard extensively about the division of the responsibilities within the Board of Directors. Although the Dean is responsible for the education within Hotelschool The Hague, the Director of Operations has an important duty in terms of the practical education. The performance of the said duty must be guaranteed on the basis of a Service Level Agreement. In terms of the coming year the RAC is looking forward to a proper discussion with the Board of Directors about the formulation and implementation of the said SLA.

On the one hand the RAC feels that it is very good that the staff are involved in the curriculum renewal. On the other hand the work pressure of the teaching staff, also in connection with the deployment of staff within the framework of the renewal of the curriculum, was an important subject of concern for the RAC.

As known the representative advisory councils within the higher education received consent to the budget in broad outline. The statutory formulation leaves ample room for an interpretation that is appropriate for the various educational institutions. In 2017, the RAC and the Board of Directors will enter into further discussions about an interpretation that is appropriate for Hotelschool The Hague.

The Representative Advisory Council is satisfied with its involvement in the realisation of the new to be formulated institutional plan. A subject that was focused on is the direction of Hotelschool The Hague in terms of internationalisation of the education. In 2017 the RAC hopes to agree with a new institutional plan.

Last year it was decided to temporarily appoint two fellow chairs. Mrs Boeije-Appel and Mrs Zeggen accepted this duty up to the 2016 summer holiday. Mrs Zeggen was appointed chair after the summer holiday.

## Composition and meetings

The Representative Advisory Council consists of seven student members and seven staff members. At present there are two vacancies in the staff section. On average a meeting is held once a month by the Representative Advisory Council. Once every block there is a consultation meeting with the Board of Directors. The RAC has three committees in which the various agenda items are prepared.

## Information about the RAC

On the HTH Intranet more information can be found about the activities and meeting dates of the RAC. Here you can also find the minutes of the meetings as well as the opinions, consent decisions and other communications.

# Appendix 6

## 2016 Publications of the Research Centre

### Journal papers

- **De Visser-Amundson, A., De Korte, A. and Williams, S.** (2016). Chill or Thrill: The impact of the polarity paradox on the hospitality and tourism industry. *Tourism Futures* 2 (1), 71-78.
- **Oskam, J. and Zandberg, T.** (2016). Who will sell your rooms? Hotel distribution scenarios. *Journal of Vacation Marketing* 22(3), pp. 265-278 (special issue on "The Future of Hotels").
- **Oskam, J. and Boswijk, A.** (2016). Airbnb: the future of networked hospitality businesses. *Journal of Tourism Futures*, Vol. 2(1), pp. 22 – 42.
- **Oskam, J.** (2016). Book review: Futurevision. Scenarios for the World in 2040, by Richard Watson and Oliver Freeman, *Journal of Tourism Futures*, Vol. 2(1), pp.101 – 102.
- **Yeoman, I., Oskam, J. and Postma, A.,** (2016). The future of hotels Vacation marketing, service design and management. *Journal of Vacation Marketing* 22(3), special issue.
- **Van Rheede, A. and Dekker, D. M.** (2016). Hospitable Behavior of Managers and Employees: Helping or Hindering Sustainable development in the Hospitality Industry? *Research in Hospitality Management* 6.

### Conference Proceedings

- **De Visser-Amundson, A.** (2016). Great endings form new beginnings: The effect of enhancing the end of the customer journey on travelers' satisfaction, loyalty and (e) WOM. 2d Global Hospitality & Tourism Conference, Hong Kong, May 17.
- **Oskam, J.** (2016). Airbnb or "networked hospitality businesses: between innovation and commercialization. A research agenda". 2d Global Hospitality & Tourism Conference, Hong Kong, May 18.

### Keynotes

- **Oskam, J.** (2016). Airbnb presentation for KHN at the Horecava and for HSMIA Ambassadors at the HTH Amsterdam campus.
- **Oskam, J.** (2016). presentations on Airbnb research at the Expo Real München, October 3; at the 24<sup>th</sup> World Travel Monitor Forum IPK Pisa, November 4; and at the World Travel Market London, November 7.

- **Wiegerink, K.** (2016). Guest Lectures Cityhospitality for Students of InHolland; hospitality management and event management students, Hogeschool Rotterdam: minor City Branding

### Conferences

- **Oskam, J. and Zandberg, T.** (2016). The shelf space of a phone screen: the media value of OTAs.
- **Wiegerink, K.** (2016). Industry presentation: ITB Berlin, City Hospitality can make the difference for destinations! Effects, policy and measurement, Industry presentation: ITB Berlin, March 11
- **Wiegerink, K.** (2016). Industry Workshop: NRW Marketingcongres: Maak het verschil met (branded) hospitality! April 13.
- **Wiegerink, K. and Huizing, J.** (2016.) Cultural Business Case: Two Workshops 'The return on hospitality' Management team Rijswijkse Schouwburg and Management Team Zuiderstrand Theater– together with students, based on mystery visits of students, April.

### Trade Journals

- **Oskam, J.** (2016). Waar zijn de chef-koks gebleven? *Hotel Food & Beverage*, pp. 22-23.
- **Oskam, J. & Boswijk, A.** (April 2016). Airbnb: lessen trekken uit innovatie. *Hospitality Management* 2, pp. 49-52.
- **Boswijk, A. & Oskam, J.** (March 8, 2016). Airbnb: What is Next? *Hospitality Upgrade*, Tech Talk. <http://www.hospitalityupgrade.com/techTalk/Articles/Airbnb-What-is-Next/>.
- **Oskam, J.** (2016). De hotelprofessional van de toekomst is hongerig naar onderzoek. *Hospitality Management* 3, pp. 12-13.
- **De Visser-Amundson, A.** (2016). Nudging om betere keuzes te stimuleren: hoe krijgen we consumenten aan het 'rescued food'? *Hotel Food & Beverage*, pp. 38-41.
- **De Visser-Amundson, A. & Landen, T.** (June 22, 2016). Hotels can use data and a bit of TLC to make a difference. <https://www.tnooz.com/article/hotels-can-use-data-and-a-bit-of-tlc-to-make-a-difference/>
- **De Visser-Amundson, A.** (2016). 30 procent van al het voedsel gaat verloren. *Hotel & Beverage*, [online] pp.28-41. Available at: <http://www.hospitality-management.nl/30-procent-van-al-het-voedsel-gaat-verloren-16219>
- **Wiegerink, K.** (2016). Branding en hospitality gaan hand in hand bij positioneren winkelgebied. *Shopping Centre News*, 2. 10-11.
- **Lombarts, A.,** 6 tips om als verpleegkundige gastvrijer te zijn, 25 okt. 2016, <https://www.nursing.nl/verpleegkundig-experts/nieuws/2016/10/6-tips-om-als-verpleegkundige-gastvrijer-te-zijn/>
- **Lombarts, A.,** Lector onderzoekt gastvrijheid verpleegkundigen, 2 nov. 2016 <https://www.nursing.nl/verpleegkundig-experts/nieuws/2016/11/lector-onderzoekt-gastvrijheid-verpleegkundigen/>

### Reports

- **Bakker, D., Dessauvagie, M., & Oskam, J.** (2016). Airbnb: Impacts and Outlook for Amsterdam. Amsterdam: Colliers International & Hotelschool The Hague.
- **Bakker, D., Dessauvagie, M., & Oskam, J.** (2016). Airbnb. Impact and Outlook for London. Colliers/Hotelschool The Hague.
- **Hotelschool The Hague, Research Centre, Marktscan** Rotterdam. Research conducted for AJRED.

# Appendix 7

## Online and PR activities

### Website

In 2015, the number of international visitors was for the first time higher than the number of Dutch visitors. In 2016, the focus was to continue this via various online campaigns. This resulted in an increase of 10% of international visitors (2016: 55% compared to 2015: 45%). Most of the international visitors are from Romania, France, the United Kingdom, Bulgaria, Germany, the United States, Belgium and India.

### Facebook

In 2016 Facebook also remains the most important social media channel with the highest involvement of users. For instance, the most popular post reached 41,313 people, was "liked" 1,083 times and was shared 99 times. On 1 January 2016, Hotelschool The Hague had 6,400 followers and in the course of the year 2,200 new followers were added, resulting in more than 8,600 followers at the end of 2016.

### Instagram

In 2016, the focus on Instagram for Hotelschool The Hague was on portraying students with inspirational quotes. At the end of 2017 Hotelschool The Hague had more than 2,700 followers on Instagram.

### LinkedIn

In 2016, it was decided to replace the existing two LinkedIn pages by 1 Hotelschool The Hague page. At the end of 2016 this page was followed by more than 14,000 people. Via this LinkedIn page information is shared about the developments in the education, research, the organisation but also alumni news.

### Snapchat

Snapchat is one of the most important social media channels for young people. To reach future students and present students Hotelschool The Hague joined Snapchat (username: Hotelschool). The objective is to show what studying at Hotelschool The Hague is all about from the perspective of the students. A group of students under the supervision of the Strategic Marketing and Communication Department is responsible for the Snapchat channel. To date the reactions of our students are very positive.

### Blog

This year, the blog launched in 2015, was continued. In 2016, this also focused on the hospitality expertise of the faculty, our Hospitality Research Centre and our students and alumni. In 2016, the number of visitors increased by 10% compared to 2015. The most frequently read articles were about the outcome of the Selection Guide, the National Student Survey, trend reporting over 2016 and the survey presented by the students of Hotelschool The Hague to Prime Minister Mark Rutte.

### Public Relations

During the year 10 press releases were issued about, inter alia:

- Results of the 2016 NSE and the 2017 Selection Guide;
- 2016 Hospitality Innovation Summit;
- Presentation of HTH students to Prime Minister Mark Rutte;
- Announcement of new lecturers of the Research Centre.

In addition a press visit was organised for the German magazine AHGZ.

### Colofon

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