

Creating hospitable futures together

2017 Annual Report



**Since 1929**

Strong heritage, established in 1929

**Top 5 Worldwide**

Excellent worldwide reputation in a wide range of industries

**Career Preparation**

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

**International**

Over 65 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



Creating hospitable futures together

2017 Annual Report



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Foreword Board of Directors

Welcome Willkommen Welkom 歡迎
Dobrodošao Velkommen Teretulnud
Tervetuloa Accueil Καλωσόρισμα
Üdvözlet Benvenuto Powitanie
Bienvenido Välkommen.



We hereby present you the 2017 Annual Report of Hotelschool The Hague. With this report we, the Board of Directors, render account for the policy pursued in the past year, and we provide an overview of our organisation, strategic objectives, financial position, governance and the social and economic world in which we are active. 2017 was another good year for Hotelschool The Hague. The further development of our long-term vision and strategy, curriculums and our community, contribute to a strong international position.



We would like to thank our community for a successful 2017. In this year, we made challenging decisions for the future of Hotelschool The Hague. Thanks to the commitment and dedication of our employees, students, the Representative Advisory Council, the Board of Trustees, our alumni and many partners, we realised our results in 2017. It's a privilege to be able to lead the unique Hotelschool The Hague community and to collaborate with enthusiastic, inspiring people from different backgrounds.

It was an eventful year with various changes in staff. We welcomed new colleagues and said goodbye to several others, including two colleagues from the Board of Directors, Susanne Stolte and Rob Risseeuw.

What will Hotelschool The Hague be focusing on in 2018? Most of all, the quality of our education and research. Innovation and improvement is a continuous process. For 2018 the following focus points were chosen: realisation of the set KPIs for study progress, introduction of a new LMS system, improvement and simplification of the



LYCar graduation programme, evaluation of the new approach of tutoring and simplification of the timetable process.

A long-term plan for the implementation of the Institutional Plan will be being drawn up. Work is also underway to further improve the quality assurance system, the maintenance of the buildings, in particular Campus The Hague, the implementation of the new privacy regulations (AVG), a new HR strategy and a long term action plan for industry and alumni relations.

Accreditation is central in the first half of the year. This project includes the NVAO accreditation of our Bachelor and Master programmes, international accreditation through THE-ICE, the one-off practical assessment of the small-scale and intensive education (distinctive feature) and the distinctive feature of internationalisation (CeQuInt). Hotelschool The Hague looks forward to the visit of the accreditation panel from 15 to 18 May.

In the coming years, we will continue to respond to the developments within the hospitality industry, within education in hospitality management and in the world. We look forward to a beautiful and successful 2018, in which we, together with our community and stakeholders, can build on the success of the previous year.

At the heart of hospitality,

*Regine von Stieglitz and Max Merkx (ad interim)
Board of Directors Hotelschool The Hague*

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Report of the Board of Trustees



1.1 Looking back on 2017

Supervision

Hotelschool The Hague characterises itself in terms of education, research and organisation, through a strong international focus, orientation and reputation. Hotelschool The Hague is part of the public higher education system. The Board of Trustees considers it its task to ensure that the resources made available to society and students at Hotelschool The Hague, are spent responsibly on high-quality education and research. In this, healthy management is indispensable. The Board of Trustees acts proactively, with respect for and confidence in the professionalism of the board members and employees. The Board of Trustees supervises the performance of the Board of Directors, the effectiveness and efficiency of the management policy and the general course of affairs within Hotelschool The Hague, internally. The Board of Trustees promotes and supports the Board of Directors at all times, ensuring they remain in control.

Changing organisation

Two directors left Hotelschool The Hague in 2017. This gave an opportunity to examine the organisational and management philosophy. In consultation with the Board of Directors and the Representative Advisory Council, the Board of Trustees has decided to appoint a two-headed Board of Directors in the coming years. New job profiles have been developed for both positions, and recruitment has started through a recruitment agency. After positive advice from the Appointment Advisory Committee and the Representative Advisory Council, the Board of Trustees decided to appoint Mrs Von Stieglitz as Chair of the Board of Directors effective as of 1 March 2018. Recruitment for the member of the Board of Directors is still ongoing. Until the finalisation of the Board of Directors, Mr Merkx has been appointed as interim director.

Hotelschool The Hague Strategy

The Board of Trustees was actively involved in the development of a new strategic plan and the theme of internationalisation. The 2018-2023 Institutional Plan focuses on the following 3 strategic goals:

1. We are one of the top 3 hospitality business schools in the world;
2. We make a direct contribution to the United Nations Sustainable Development Goals (SDG);
3. We intensify our educational community.

To the Board of Trustees, strategic cooperation with the hospitality sector and with alumni is of great importance. Hotelschool The Hague needs to be on the ball when it comes to developments in the sector. The International Advisory Board (IAB) and the Hotelschool The Hague Alumni Chapters are an important support for the development of our strategy. The Chair of the Board of Trustees participated in the first strategic work session of the IAB and will continue to do so in the future. The Board of Trustees has a positive attitude towards further internationalisation. The Board's advice to examine different scenarios has been adopted by the Board of Directors. The progress of the implementation of the Institutional Plan will be monitored by the Board of Trustees through (the KPIs in) the long-term plan. Based on its own task and role, the Board of Trustees will actively support the organisation in the realisation of the Institutional Plan, wherever possible.

International recognition of Hotelschool The Hague

The recognition of and satisfaction with Hotelschool The Hague was again high in 2017. For the fourth consecutive year Hotelschool The Hague is the best public Hotel School in The Netherlands, according to the HBO Keuzegids 2018 ("Higher Education Selection Guide 2018"). The Master Programme was assessed 'Best Master in Business 2017'.

Quality of the education and research

The Board of Trustees defines quality of education and research as follows:

The definition of quality is the extent to which Hotelschool The Hague fulfils its promise to the student and to the professional field. This implies that the student learns a lot during his studies and makes a good start as a young professional, or successfully furthers his studies at a higher level. Our quality also includes that our students study with enthusiasm and are ambassadors for Hotelschool The Hague. For the professional field, it implies that they like to receive our graduates as emerging professionals due to their suitable, practice-oriented knowledge, partly achieved by linking education and research to practice, and having a vital link with the international sphere of action.

In 2017, the Board of Trustees periodically discussed the progress of the curriculum renewal project, the accreditation project, the quality assurance system and the strategic long-term plan for research. Within the curriculum renewal project, the Board of Trustees supported the Board of Directors' decision to postpone the implementation. This given the fact that implementation on 1 September 2017 would have been unwise for the quality of education, the students and the organisation. Another point of concern for the Board of Trustees is the erratic pattern of students' study progress. Unfortunately, this is a national trend. The improvement of LYCar (final phase of the Bachelor Programme) which were initiated by the Board of Directors, are fully endorsed by the Board of Trustees. The subject remains on the Board of Trustees' agenda for periodic discussion.

Financial

In 2017, a better result than budgeted was once again realised. The Board of Trustees has noted with satisfaction that the Board of Directors has further rationalised the teaching staff / non-teaching staff (TS/NTS) ratio to almost 70%/30%. In comparison with other Universities of Applied Sciences, the allocation of resources may be referred to as very efficient. The Board of Trustees regularly discusses the status of the return on investment with the Board of Directors. The central question is whether the investment in manpower and money is justified when looking at the future output.

Commercial activities Hotelschool The Hague

In recent years, the Board of Trustees has spoken with the Board of Directors about the separation of government-funded education and commercial activities. More specifically about the threat that, in case of continuous negative exploitation of the commercial activities, this may be at the expense of the regular activities. In the second half of 2016, it was decided to offer a limited range of commercial activities over the next few years. The consultancy activities have ended. The focus is placed solely on the activities and products that are already available at Hotelschool The Hague, or that provide added value to the educational developments within Hotelschool The Hague. The organisational structure has been adjusted accordingly, thus leading to a modest positive result in 2017. The Board of Trustees has concluded that the intended changes have been successfully implemented with a positive effect on the figures.

Composition of the Board of Trustees

At the end of 2017, the chairman, Mr Van Woerkom, retired from the Board of Trustees after three terms of office, two of which as chairman. The Board of Trustees has appointed Mr Neumann as his successor. Mr Bringmann also retired from the Board after two terms of office. Due to her new position as Chair of the Board of Directors of Saxion, Mrs Mulder has resigned her membership of the Board of Trustees. The Board of Trustees decided to reduce the number of members to 6 members. The search for replacements for the two positions is ongoing.



1.2 General information

At the end of 2017, the Board of Trustees consisted of seven members; see Appendix 2 for more information about the members. In 2017, Mr De Vries completed a short internship within the Blikverruimers programme. The Blikverruimers programme is aimed at training young professionals for membership of a Board of Trustees. 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.hotel school.nl.

The Board of Trustees acts conform the authorities that are established in the statutes as also in the Dutch Higher Education and Research Act. The Board of Trustees works with committees to support the work of the Board of Trustees. 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. The regulations are publicly available and can be consulted via www.hotel school.nl.

In the Board of Trustees Supervisory Framework, it is elaborated how substance is given to the supervision. In this 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. The Board of Trustees Supervisory Framework, including supervision, can be consulted on www.hotel school.nl.

1.3 Activities of the Board of Trustees

In 2017, the Board of Trustees met ten times in a formal meeting, three of which took place in a conference call and one in a strategy session. Prior to the meetings, the Board of Trustees organised an internal consultation. Six of the meetings were attended by the Board of Directors. The chairman 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 2017 in order to discuss the annual accounts.

In 2017, the Board of Trustees approved:

- the 2018-2023 Institutional Plan;
- the 2016 annual accounts, the 2018 budget (including multiannual budget) for the Hotelschool The Hague Foundation, the Foundation Internaatsexploitatie Hotelschool Den Haag, Leadership Development BV, HTH Masters BV, Hospitality Consultancy;
- the proposal for the necessary maintenance of the campus in The Hague;
- the updated Management and Administration Regulations, including the list of authorised signatories;
- the added Treasury statute;
- the multiple private tender for a recruitment agency.

Furthermore, the Board of Trustees has established the profiles for the Board of Directors, the 2018 remuneration and the SESRA remuneration. Multiple private tendering for Accounting services took place in 2017. Five parties were invited to submit a quotation. Three accounting firms presented themselves and submitted a quotation. Based on the set criteria, accounting firm Van Ree was selected. In the context of the laws and regulations, another chartered accountant of Van Ree has been appointed, who is now responsible for the audit of Hotelschool The Hague.

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.



1.4 Committees

The preparation of subjects that are discussed within the Board of Trustees is taken care of by relevantly established committees. The committees fulfil an advisory role within the Board of Trustees; decision-making takes place within the Board of Trustees. In 2017, 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 and the Finance & Control manager. 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 second time and discussed the points for improvement. In 2017, 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.

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 education, (progress of) the curriculum renewal project, (progress of) the accreditation project, study progress, the implementation of the strategic plan of the Research Centre and the courses on offer.

The Remuneration Committee did not hold a formal meeting. In 2017, in addition to what has been included in section 5, the Remuneration Committee supervised the follow-up of the changes within the Board of Directors and the Board of Trustees, including the multiple private tender for a recruitment agency.

1.5 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. Agreements are also made annually about the KPIs of the Board of Directors.

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 Board of Trustees establishes the remuneration class annually. For Hotelschool The Hague, this is remuneration class C with a maximum of € 129,000. The remuneration of the Board of Directors complies with the SESRA. For pensions, the ABP pension fund scheme for the sector is adhered to. There were no excess of loss arrangements in 2017; the remuneration policy does not include any variable components.

The remuneration of the members of the Board of Trustees also complies with the SESRA. The remuneration of the Board is established annually. In 2016, the basic principle was determined that the maximum remuneration is 75% of the SESRA maximum for Boards of Trustees. This maximum is gradually worked towards with an annual increase. The remuneration of the members of the Board of Trustees complies with the requirements defined in the remuneration code for supervisors. The chapter Finances includes the accountability 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 2017, the auditor was engaged to audit the expense claims of the Board of Directors on lawfulness. The Audit Committee performs a random check of the effectiveness of the expense claims over 2017. The chapter Finances includes the table regarding the expense claims of the Board of Directors. In 2017, 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 a separate meeting, the results are discussed within the Board of Trustees and with the Board of Directors.

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. One member attended the three additional training sessions of the Organisation of Higher Education Supervisors. One member is in an interview group with former students of the Commissioners programme at the Erasmus University Rotterdam. Another member attended a training session in London. Furthermore, one member provided two workshops at the annual conference of the Organisation of Higher Education Supervisors.

1.6 Board of Trustees and governance

Independence of members

The Board of Trustees is of the opinion that in 2017, each and every member performed his or her position independently. This is expressed in 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. In accordance with the Governance Code, the Board of Directors reports conflicting interests to the Chairman of the Board of Trustees. After careful consideration, the Board of Trustees

decided to bid farewell to the interim director effective from 1 April 2017, due to a conflict of interest 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. This meeting did not take place in 2017. In consultation, it was moved to the first quarter of 2018. 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 process regarding the expansion of the Board of Directors, the temporary and permanent filling of the vacancy in the Board of Directors and the appointment of the Chairman of the Board of Trustees. Moreover, two staff members and a student member of the Representative Advisory Council were part of 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. Participation in meetings of the International Advisory Board is a great addition to this.

1.7 In conclusion

It is important to find the right balance between (innovation) ambitions and fulfilling the social mission. Some things can and must happen quickly, for other things, it is wise to take more time. Over the coming years, the Institutional Plan will bring a desired focus to the goals and ambitions to be realised. Proper dialogue between students, employees, stakeholders and the Board of Directors will ensure that Hotelschool The Hague stays on course. The year 2018 is dedicated to the accreditation and curriculum renewal. The Board of Trustees wishes all employees, students and the Board of Directors a lot of success. In conclusion, the Board sincerely thanks all employees for the results realised, their dedication and commitment to the Hotelschool and its students.



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 M. Neumann
(Member of the Board of Trustees)

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Outline of Hotelschool The Hague



2.1 General information



Since 1929, Hotelschool The Hague has been the oldest independent Hotelschool in the Netherlands. For over 85 years, innovation and internationalisation 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 2,600 students of 68 nationalities follow the English-language Bachelor or Master Programme in the area of Hospitality Management. In addition, it employs over 200 employees from 16 different countries.

Legal structure

The legal structure is a foundation located in The Hague. The Hotelschool The Hague Foundation (Hotelschool The Hague) is registered with the Chamber of Commerce under number KvK41150185. The last amendment of the articles 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 the Foundation Internaatsexploitatie Hotelschool Den Haag. 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; it also contains the organisation chart of Hotelschool The Hague.

Statutory objectives

Hotelschool The Hague has the purpose of "Creating hospitable futures together". Within the limits of its resources, this is given shape by providing higher professional education in international hospitality management and conducting applied research in this area. The education is aimed at the theoretical and practical preparation for the performance of professions within the international hospitality industry.

Mission

"To be a leading educational community that develops students into sought after hospitality graduates. Our students benefit from everything we do."

Vision

"Our community shapes the global hospitality industry and endeavours to have a positive impact on society."

Strategy

In 2017, 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. Further internationalising of the Hotelschool The Hague community by attracting international students and employees;

3. Strengthening the relationship with the industry through the International Industry Advisory Board and global HTH Alumni Chapters;
4. Further professionalising the organisation and the employees with the final objective of an optimally learning, open and performance-oriented quality culture.

In December 2017, the new Institutional Plan for 2018 - 2023 was adopted. The strategic course of Hotelschool The Hague for the coming years was also determined by the worldwide trends and developments in the hospitality industry and the education in hospitality management.

The policy within Hotelschool The Hague will focus on achieving the following strategic objectives:

1. We are one of the top 3 hospitality business schools in the world;
2. We make a direct contribution to the United Nations Sustainable Development Goals (SDG);
3. We intensify our educational community.

These objectives from the Institutional Plan are further elaborated in a long-term plan and budget.

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

Values of Hotelschool The Hague

The core values of Hotelschool The Hague are summarised in a caring community, with a responsible business, based on our strong heritage. Based on these core values, our mission and vision, a Code of Ethics has been drawn up. The letters of the word Hospitality provide a guide for reflection for students, employees 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.

2.2 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. In case the Code is not applied, this is clarified in this report.

The Board of Directors acts as the board of the Foundation and as governing body. As governing body, the Board of Directors is charged with the management of the University of Applied Sciences. The Board of Directors is responsible for the realisation of the objectives of the organisation, the strategy, the finances and the policy.

Since 12 September 2017, the Board of Directors has been composed of two members: Mr Max Merkx (interim president) and Mrs Regine von Stieglitz (Director of Operations and interim Dean). Further information about the Board of Directors is included in Appendix 3.

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 and fulfils the role of employer of the Board of Directors. In 2017, the Board of Trustees consisted of seven members. Chapter 2 contains the annual report of the Board of Trustees.

New Management and Administrative Regulations and new Authorised Signatory Regulations were adopted in 2017. Both regulations become effective as of 1 January 2018. Hotelschool The Hague does not dispose of an established Horizontal Dialogue Guide and Strategic Cooperation Statute yet. The Institutional Plan, with the vision of the Board of Directors in respect of the elaboration of the social mandate of Hotelschool The Hague in the coming years, will serve as the guiding principle for the formulation of policy (documents) like the Horizontal Dialogue Guide and 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 2017, the Board of Directors had five administrative consultation meetings with the Representative Advisory Council (RAC). Both employees and students are represented in the Representative Advisory Council. Important themes in 2017 were: the Institutional Plan, the budget (cycle), the job description and job evaluation project (FuWa), the curriculum renewal project, the preparation for the accreditation, including quality assurance, the changed education and examination regulations and the policy on house rules (golden standards). 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. Both students and teaching staff are represented in the Education Committee. Important themes for 2017 were the curriculum renewal project, the improvements of the present curriculum, quality assurance such as evaluating the study components and the changed education and examination regulations. Attention was also paid to how the changed role and responsibilities of the Education Committee are implemented within Hotelschool The Hague. To this end, a set of regulations for the Education Committee has been established and budget has been made available for training.

The Student Councils in Amsterdam and The Hague organised a ‘HTH The Voice’ for students once per teaching block. During these sessions, matters that concern students are discussed. A representative of the Board of Directors is present at HTH The Voice. The input of students is taken into account in drafting or updating of policies, but also to improve individual courses and facilities for students.

In 2017, the Board of Directors also organised monthly student and employee lunches. The objective was to share experiences with the Board of Directors. Each time it comprised a total of six students or six employees. These meetings provided valuable information to the management.

The President of the Board of Directors and many employees participated in the various international meetings annually organised by the hospitality industry. Hotelschool The Hague has a long tradition of close cooperation with the international hospitality industry. These included the HotelloTop, ITB, MIF, EUHOFA, ICHRIE and EUROCHRIE. Hotelschool The Hague also organised an Industry Exchange Event and a career fair for students four times a year. The annual “Genio Worldwide Innovation Summit” was also organised. Student teams from more than 10 countries participated in this student challenge. These are relevant meetings to exchange knowledge and experiences for the curriculums and to maintain and develop relevant networks within the hospitality industry and with other Hospitality management schools.

The first Industry Advisory Board meeting was held in 2017. The most important objective of the International Industry Board, under the chairmanship of Mrs Eaststaff, is to provide the Board of Directors with independent and industry oriented advice with regard to the trends, needs and challenges within the industry; an important source for educational and research innovation within Hotelschool The Hague.

Hotelschool The Hague is co-founder of Hotel Schools of Distinction. Within Hotel Schools 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).

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Education and Research on offer



3.1 Education



Figure 3.1 Education

Bachelor	240 EC
Master	75 EC

Courses on offer

Hotelschool The Hague offers a 4-year, full-time, specialised English-language Bachelor Programme: Bachelor Hospitality Management (240 EC)¹. 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. At the end of 2017, the decision was taken to offer the IFT Programme as a 2.5-year Programme from September 2018 onwards. Students who complete the Bachelor Programme or the IFT Programme successfully, receive the degree of Bachelor Business Administration in Hospitality Management (BBA.HM).

Since 2015, Hotelschool The Hague also offers a 13-month, full-time English-language Master Programme: Master of International Hospitality Management (75 EC). This programme educates on learning to develop and implement new strategies, business models and innovative hospitality services 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).

Guarantee of exit level

Hotelschool The Hague is characterised by small-scale and intensive education. This results in not just attention for the education, but also for the offer of extracurricular activities. Typical for the Bachelor Programme is that the exit qualifications are attained in an inextricable correlation between curriculum and social context. This principle is maintained in the implementation of the new professional education profile for the Bachelor Programme established in 2017.

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 Programmes. It is essential that the Exam Committee can operate judiciously and independently. In 2017, 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, which falls under the Exam Committee was expanded from two to three faculty members. Via its annual report, the Exam Committee reports on its findings regarding the guarantee of the quality of examinations and assessments. The annual report and the method of follow-up of its advice are discussed with the Board of Directors.

Launching Your Career (LYCar), the Bachelor graduation programme, forms an important link in the curriculum when it comes to guaranteeing the exit level. Implementing improvements within the graduation programme is a continuous process. In 2017, the research component in LYCar was strengthened under the guidance of the Research Centre. Also the supporting LYCar processes were improved.

The implementation of recommendations from the “Fresh Eyes Different Perspective” (“Vreemde Ogen Dwingen”) report of the De Bruin Commission was continued further. At the end of 2017, the last lecturers started the training for their basic examination qualifications certificate (BKE). At the end of 2017, ten lecturers have not yet completed the training for their BKE certificate. The BKE certificate has by default been included in the basic didactics qualification course for higher professional education. The five institutions with a higher hotel education continue their cooperation in the area of

1 The Dutch name is Bachelor Hotel Management.

assessment in several carousels. At the end of 2017, a new carousel was started in the field of digital hospitality. Cooperation in the carousels has resulted in more regular consultations on other issues such as selection, recruitment, media library and internships.

Blended learning

Blended learning is an important subject for Hotelschool The Hague. To Hotelschool The Hague blended learning represents the integration of online learning activities and traditional face-to-face (practical) education. The premise is that technology and education strengthen each other and ultimately improve the learning process.

In 2017, these were the activities in the field of blended learning:

- Online supply of information to students instead of/or to support it face-to-face education. Some 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 LYCar. For the implementation, a cooperation with Lobster Ink (hospitality learning platform) is in place via Hospitality Consultancy;
- The inclusion and online accessibility of guest lectures and expert interviews.

3.2 Practical Education (Outlets)



Skotel Experience

The 'residential units' of students are located in the Skotels (hotel / student accommodation) in The Hague and Amsterdam. Students work, live and study together in the Skotel. The aim is to mix one Dutch and one international student per room. 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 extracurricular activities, a small-scale international "professional community" is developed. This "professional community" will be further developed during further training and after graduation. In 2017, the occupancy of student accommodations at both locations was almost 100%. Due to the termination of their studies, eight students left the Skotel early.

Campus Experience

The guiding principle of the Campus Experience is: "The campuses will be the example for innovative and successful Hospitality Education and rentability". Both campuses are work placement companies. This enables practical education in all facets of hotel operation, at a qualitatively high level. The knowledge gained by students is applied in a practical situation and vice versa. In addition to practical skills of the various outlets, students also develop management skills. In the second year, the students are given the opportunity to manage an international team of first-year students. Cultural differences within the team provide added value to the learning process of the students.

Food & Beverage outlets

For the practical education in Food & Beverage (F&B), Hotelschool The Hague has six fully operational restaurants and a Banqueting Division. The Banqueting Division is responsible for the organisation of, *inter alia*, dinners, meetings, receptions for internal and external guests. Before the students start working in the outlets, they are taught a number of basic skills via 'living lab situation'. Procurement, control and cost price calculations are recurrent themes in the outlets. 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.



The Food Rescue (research) project that was started in 2017, is an excellent example of this. With this project, instructors and students have collected and processed large quantities of fruits and vegetables, which are normally destroyed, in the kitchens. The goal is to reduce food waste.

Hotel accommodations

The Skotels in The Hague and Amsterdam dispose of hotel rooms that are let to external guests. Skotel The Hague has 21 and Skotel Amsterdam has 20 hotel rooms. The focus within this outlet is to shift practical skills such as check-in, check-out and making reservations, to more commercial pricing of the hotel rooms. In 2017, Hotelschool The Hague started a collaboration with online booking channels. This offers room for more modern and realistic practical education in this area.

In Amsterdam, the occupancy rate of the hotel rooms decreased from 62.33% in 2016 to 58.56% in 2017, while the occupancy rate in Skotel The Hague increased from 53.63% in 2016 to 56.98% in 2017. The proceeds generated by the hotel rooms amounted to € 513,268 (€ 537,632 in 2016). The total revenue from our commercial activities amounted to € 881,937 (€ 744,466 in 2016). This increase was largely achieved by a sharp increase in the summer exploitation of student rooms to external parties and to IFTstudents.

3.3 Research



Research offer

The practical research of Hotelschool The Hague strives for new insights. This way Hotelschool The Hague intends to strengthen both the education of students and innovations in the professional practice. Hotelschool The Hague describes this principle as "thought leadership". Both lecturers and students are actively involved in the research projects. 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 research and has classified its research under the following denominators:

1. **Hospitality and Hospitable Behaviour ("High Touch")**: Lectorate City Hospitality (K. Wiegerink) and Lectorate Hospitality, Happiness and Care (A. Lombarts).
2. **The future of Hospitality ("High Tech")**, Lectorate Technopreneurship and Innovation in Hospitality (A. Lim) and Lectorate International Hospitality Business (H. Ruël).

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 Research Centre

The 2015-2020 Strategic Plan of the Research Centre, prepared in 2015, 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.

The renewal of research education was central in Academic Year 2016-2017.

The Research Centre is responsible for the research education and has developed a research education line for this. The line consists of three courses of three ECs in the first three years of the Bachelor Programme, leading to a graduation research in the fourth year of at least 15 ECs. The objective is to make 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. In 2017, the Research Centre issued recommendations on the research component within LYCar, both at strategic level and at the level of individual graduation thesis.

In Academic Year 2017-2018, the emphasis is on a broader connection of lecturers and education to the research output of the Research Centre. Pilots for Learning Communities are being launched with a view to this improvement. In these working groups, researchers, lecturers, selected students (and in the future professionals) discuss developments on research topics. The first Learning Community, that started off in the autumn of 2017, concerns Talent Management. A second pilot will kick off early 2018.

The strategic commitment to a combination of academic research and dissemination has resulted in a strong external visibility of Hotelschool The Hague, not only at an academic level, but also in professional journals and general media. See appendix 6 for the 2017 publication overview.

Research performances in 2017

In 2017, a dashboard was developed that measures the output of the Research Centre to ten indicators. These indicators combine traditional research metrics (A, C, G, J) and results for the wider dissemination of research findings (B, D, E, F, H, I).

Indicators	Count of Indicator	Sum of Amount	Sum of Count
A. Academic Publications	11	€ 0	0
B. Trade Journal Publications	13	€ 0	0
C. Participation in Academic Conferences	10	€ 0	0
D. Presentations and workshops for professionals	23	€ 0	0
E. Contracted projects (i.e. contract funding)	11	€ 91,584	0
F. Grants and funding awarded (i.e. second-stream funding)	1	€ 37,500	0
G. Citations	12	€ 0	121
H. Mentions in the news (i.e. others speaking about us)	72	€ 0	0
I. Students participating in research projects	22	€ 0	0
J. Membership of journal boards, professional field committees, PhD committees etc.	12	€ 0	0
Grand Total	187	€ 129,084	121

Figure 3.2 Indicators

Quality Assurance

The operationalisation of a quality assurance system and the establishment of procedures to monitor the progress of research projects resulted in the conclusions of the VKO validation (2014).

Financial

Financial revenues from the Research Centre were in line with those of previous years. Although there was an upward trend in contracted projects, the results for subsidy applications require further attention.

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 leadership position /career in the management of the global hospitality industry. This is realised by imposing high quality requirements on the students, the incoming lecturers and instructors, the content and implementation of the curriculums and the supporting processes. Hotelschool The Hague uses the method of "Systematic Quality Assurance & Improvement" for the further organisation of the formal quality assurance system.

An important component of the quality assurance system is the structural evaluation per subject. After an internal evaluation and external benchmark, the decision was made to evaluate a more limited number of subjects more in depth, on the basis of a 360 degree approach, starting with Academic Year 2017-2018. A pilot was also started in which subjects are not only at the end evaluated, but also during a teaching block. Focus groups, paper & pencil and in-class measurements were also tested, in addition to interim online evaluations. The pilots should provide a more diverse range of evaluation tools at the beginning of Academic Year 2018-2019. With this more diverse range, Hotelschool The Hague aims for higher student involvement in education and a better PDCA cycle for the quality of subjects. The experiences of 2017 were positive: the response of evaluations per subject has increased. The results were also followed up more quickly by improvement actions.

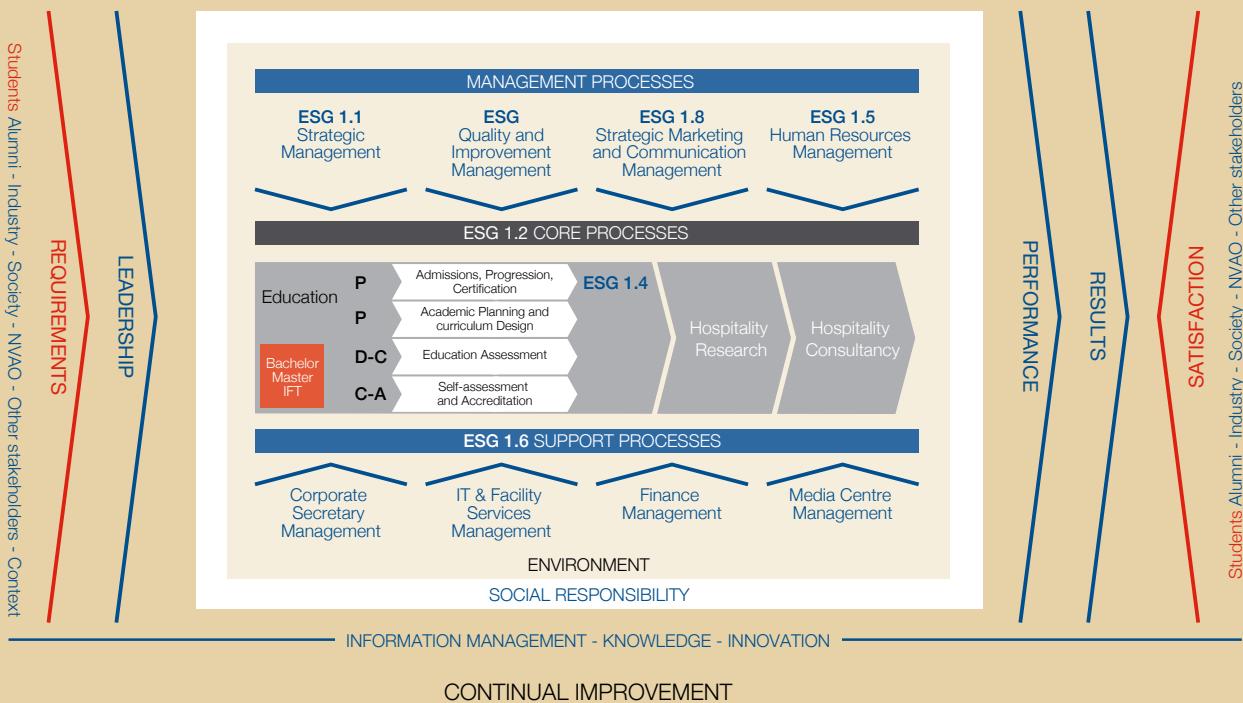


Figure 3.3 Systematic Quality Assurance & Improvement method



Figure 3.4 Ranking

Top 5 Worldwide
(TNS Global 2013)

No. 1 Government-funded
Hotel Management
School in
The Netherlands
(HBO Keuzegids
2018)

The satisfaction surveys are another important component. Hotelschool The Hague annually organises, apart from the National Student Survey, an internal student survey. The objective is to find out more about students: 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 organised as well. Both surveys are planned again for 2018. Hotelschool The Hague is proud of the fact that the quality of the education is appreciated and recognised both internally and externally. The satisfaction surveys help Hotelschool The Hague to improve both the quality of education and the organisation.

External audit quality assurance

In October, an external party, Lloyds Register, conducted an audit based on the Certikid model to determine the current state of affairs regarding the quality management system. Four recommendations will be implemented in the coming years to further professionalise the quality assurance system.

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Students



4.1 Student population



Figure 4.1 Students

2,646 in 2017

2,509 in 2016

Student population 01-10-2015	2346
Enrolled, following education	2346
Intake February 2016	212
Bachelor Diplomas 1 October 2015 - 1 October 2016	-/-288
Master Diplomas 1 October 2015 - 1 October 2016	-/-20
Left without diploma 2015-2016	-/-67
Negative binding recommendation on continuation of studies (RDP) 2015-2016	-/-41
Intake September 2016	350
Intake Master September 2016	17
Student population 01-10-2016	2509
Enrolled, following education	2509
Students returning after leaving	20
Intake February 2017	213
Bachelor Diplomas 01 October 2016 - 01 October 2017	-/-373
Master Diplomas 01 October 2016 - 01 October 2017	-/-8
Left without diploma 2016-2017	-/-71
Negative binding recommendation on continuation of studies (RDP) 2016-2017	-/-43
Intake September 2017	374
Intake Master September 2017	25
Student population 01-10-2017	2646

Figure 4.2 Student population

Intake of the 2017-2018 Academic Year

Hotelschool The Hague has two intake moments, per 1 September and per 1 February. For Academic Year 2016-2017, 1632 full applications were received from prospective students for participation in the selection procedure. This is a decrease of 1% compared to the 1644 applications of the previous Academic Year.

In September 2017, 158 new students arrived at the campus in The Hague and 150 at the Amsterdam Campus. In February 2018, 100 new students will start at the campus in The Hague and 107 at the Amsterdam Campus. The full-time intake for the 2017-18 Academic Year will then total 515 students.

The IFT programme has one intake moment, 1 September. For the Academic Year 2017-2018, there was an increase of 15% in the applications of prospective students for the IFT programme. In the summer of 2017, 71 students, including 66% of international students, took part in the obligatory summer course PIFT. This is an increase of 21 students compared to 2016. 64 IFT students have started for this Academic Year, of which 34 in The Hague and 30 in Amsterdam.

The Master Programme has one intake moment, 1 September. For Academic Year 2017-2018, 25 students started the Master Programme at the Amsterdam campus.

Hotelschool The Hague prepares students for a career in the global hospitality industry. An international student population is an important pillar of internationalisation within Hotelschool The Hague. Hotelschool The Hague aspires a 50/50 ratio between intake Dutch/ non-Dutch students. In Academic Year 2016-2017, the number of applications from international prospective students was 28% (based on first nationality). 33% of the total student population are not Dutch (based on first nationality) and students of 68 nationalities are enrolled at Hotelschool The Hague. The majority of the non-Dutch students are from other EU countries. Most students come from Germany, France, Romania, Belgium, Bulgaria, the United Kingdom and Sweden. About 10% of the Non-Dutch students come from outside the EU such as South Korea, the United States, Syria and Taiwan. On 1 September 2017, 44% of the total intake of new students (Bachelor, IFT and Master) was non-Dutch. This was an increase of 8% compared to 2016.



Figure 4.3 Number of graduated students per academic year

375 in 2016-2017
278 in 2015-2016

Outflow

In Academic Year 2016-2017, 375 students graduated for the Bachelor Programme. This makes the number of graduates higher than in the previous Academic Year (number of graduates in 2015-2016 was 278 students). A total of 17 Master students graduated. In the previous Academic Year, 2015-2016, there were 18 graduates. The study duration remained almost the same in 2017. In 2018, Hotelschool The Hague will continue to take measures that must ensure good progression within the programmes.

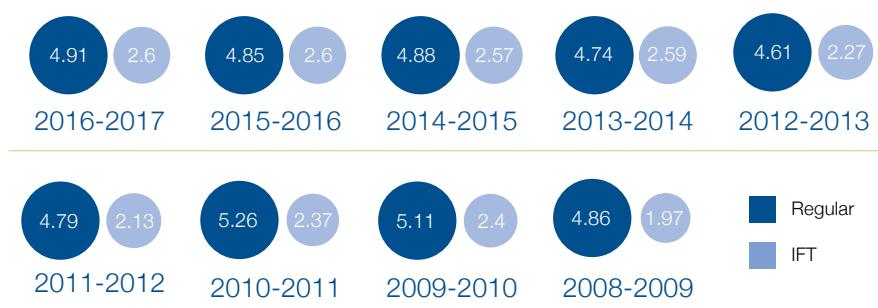


Figure 4.4 Average years of study in years Bachelor





4.2 Recruitment and selection

Hotelschool The Hague has a unique position in higher education. The NVAO rewarded this unique character with two special characteristics: 1. internationalisation and 2. small-scale and intensive 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. A selection procedure also applies to the Master Programme.

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, as efficiently as possible. The most important recruitment activities are fairs, school and hotel visits / presentations and online promotion. In 2017, Hotelschool The Hague was represented at the most important national and international Higher Professional Education Fairs. The recruiters visited more than 100 schools in The Netherlands and abroad. Current students and alumni are regularly involved in the (international) recruitment activities.

Hotelschool The Hague has intensive selection procedures for both programmes. The procedures are organised in such a way that the prospective students, who are not admitted in the end, are offered a learning experience. In 2017, eleven selection days for the Bachelor Programme were organised in The Netherlands and ten selection days abroad. Both Dutch and non-Dutch prospective students attend selection days in The Netherlands.

Selection is a process that is constantly being developed within Hotelschool The Hague. The selection procedures move with and anticipate developments in the curricula and the learning styles of aspiring students. Several evaluations, benchmark sessions, focus groups and training courses for selectors took place in 2017. This has led to a tightening of the assessment criteria, assessment tools and the reliability of the assessments. Furthermore, the statutory ban on charging selection costs for candidates, introduced this year, was also implemented. As a result, the selection process has been revised. The pursuit of optimal procedures, with optimised systems, will be continued in 2018.

4.3 Student life

Hotelschool The Hague pays great attention to the range of extracurricular activities for its students. In line with the vision and mission, Hotelschool The Hague offers students more than just a good education in hospitality management.



In 2017, Hotelschool The Hague continued the successful concept of the Global Citizenship Series. During six seminars, students and lecturers debated on various social subjects:

- The importance of linguistic diversity - Rob Nierse
- True Pricing - Adrian de Groot Ruiz
- The opportunities and possibilities of migration – Louk Burgers
- Combating food waste – Anna de Visser-Amundson
- The refugee crisis and the reality of Lesvos – Johnny de Mol
- The maritime domain and the role of the Royal Dutch Navy – Kolonel Willem Vermeule

Hotelschool The Hague also facilitates participation in student challenges and large events such as the annual award of the Michelin Stars. In 2017, the “Genio Worldwide Innovation Summit” took place at the Amsterdam Campus. Fifteen hotel schools from around the world, represented by teams of three top students, participated in the challenge. In collaboration with Colliers International, Hotelschool The Hague devised the “Develop a new hotel / hospitality concept next to the Heineken Music Hall” assignment for students. Innovation and feasibility were the starting points. The students presented their results to a panel of international CEOs. Prior to this, an Industry Exchange Career Fair was organised. Aside from this “Genio” student challenge, student teams participated in various International Student Challenges. Some examples are: International Hotel Investment Forum (IHIF) (finals); Rezidor Challenge; European Mise en Place Cup; Hyatt Student Prize (finals) and YHS Lausanne (finals).

The introduction of the first edition of the TEDxhotelschoolthehague event was a unique happening in 2017. Students organised TEDxhotelschoolthehague with the theme ‘Brave New World’. Speakers from around the world gave an inspiring TED talk and the day ended with a unique dinner. In the coming year, Hotelschool The Hague aims for a follow-up.

Students actively participate in the Representative Advisory Council, the Education Committee, HTH The Voice, 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. Many students, as student assistants, also unite their own development with a contribution to the development of Hotelschool The Hague. Four times a year, a group of students is responsible for the organisation of “Parentsday”. Highly appreciated by the students, parents and employees. Not only do the students help Hotelschool The Hague, they also make an effort for various (charity) organisations via the curriculum or voluntarily. Good examples are School of Life, Rock Your Life and an annual Charity Gala.

Sports, music and cultural activities are organised by and for students. Hotelschool The Hague supports the students wherever possible with the organisation. 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 assist Hotelschool The Hague twice a year during the intake of new students.

4.4 Personal and financial support

Student Counselling

Impediments in the study progress of students increase in diversity and complexity. Good student counselling is important. In 2017, a new approach to student counselling was introduced in education. Personal tutors are linked to students who live together in the Skotel. The number of contact hours has also increased. In addition to this counselling by a personal tutor, students can appeal to the student counsellors. The student counsellors support, advise, inform, mediate and refer students where required. There are two student counsellors at Hotelschool The Hague: one in Amsterdam and one in The Hague (0.6 FTE per campus). In 2017, students presented questions and problems that were financial, medical or personal in nature.

Financial support

The Profiling Fund is a facility which students can rely on, if they are affected by a study delay due to special circumstances. The Tuinema Fund is a provision for the financial support to students for dispensation of the difference between the tuition fees that Hotelschool The Hague charges and the statutory tuition fees. For both funds, the Board of Directors determines on the basis of the application of the students, with the advice of the student counsellor, whether or not they qualify for financial support. In 2017, almost € 39,000 was paid to students by way of financial support (an amount of € 4.955 was paid in relation to applications of prior years). As of 1 September 2017, the Regulations for Financial Support for Students, which sets out the procedure and criteria for both funds, has been updated. Account is taken of the changed student loan scheme and the revised Hotelschool The Hague policy regarding financial support for the student associations. The three student associations of Hotelschool The Hague now receive a fixed number of months of management grants every year. It is up to the boards of the student associations to determine the distribution within their association.

Special circumstances are often personal circumstances, such as sickness, pregnancy, disability, special family circumstances or an insufficiently feasible study programme. The duration of the financial support depends on the study delay, but is 3.5 months on average. The average amount per student that is paid via the Profiling Fund, is € 833.87.

Profiling fund and Tuinema fund 2017	Number of applications 2017	Number of honoured applications 2017	Total paid amount based on honoured applications 2017
Personal circumstances	18	16	€ 14,407.95
Professional sport at top level	0	0	€ 0
Board members student associations, 2015-2017	24	24	€ 18,946.86
Tuinema fund	2	1	€ 597.50
Total	44	41	€ 33,952.31

Figure 4.5 2017 Fund

4.5 Legal protection

Legal Protection office

An important part of the Dutch Higher Education and Research Act (WHW) is the legal protection of students, which resulted in the obligation to set up an 'accessible facility'. 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. In case of a formal complaint, objection or appeal, the Legal Protection Office forwards the complaint, objection or appeal to the correct body within Hotelschool The Hague for further processing and monitors the timely handling.

Complaints

In 2017, eight student complaints were received through the Legal Protection Office. Two complaints were declared inadmissible due to non-compliance with formal requirements. A provision was made for three complaints and three complaints were declared unfounded. Complaints were filed about, *inter alia*:

- Participation in the graduation ceremony;
- Living situation in the Skotel;
- Delay in the graduation phase (LYCar);
- (Register for) resits in combination with the check-out from the Skotel.

Malpractice Notification Regulations (Whistle-blowers' Regulations)

These regulations are open to students and employees of the school. In 2017, one notification was received on the basis of the Malpractice Notification Regulations. Before a formal investigation was launched, the situation which the report related to, had been definitely changed, so that it was decided in consultation with the submitter that an investigation was no longer necessary.



Committee of Appeal for Exams of Hotelschool The Hague

In 2017, 24 notices of appeal were submitted to the Committee of Appeal for Exams of Hotelschool The Hague. The Committee was in session four times.

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 lecturer and student members, an external chairman and an independent secretary.

Five of the submitted notices of appeal were declared unfounded, one was declared founded and two were declared inadmissible; twelve were revoked prior to the session as an amicable settlement had been reached; four were withdrawn prior to the start of the session, of which one notice of appeal in January 2018. During the year under review, the chairman received two 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.

In the year under review, one notice of appeal was submitted to the Appeals Tribunal for Higher Education after a ruling by the Committee of Appeal for Exams. In anticipation of the treatment and outcome in the case, the appellant filed a request for a provisional measure with the Appeals Tribunal for Higher Education. The judge dismissed the adoption of a provisional measure. Treatment of the procedure will take place in the first half of 2018.

Arbitration Advisory Committee of Hotelschool The Hague

In 2017, seventeen notices of objection were submitted to the Arbitration Advisory Committee of Hotelschool The Hague, for which the Disputes Resolution Committee was in session eight times. The composition of the committee is, in conformity with the law, made up of lecturers and students, an external chairman and an independent secretary. The objections focused on the decision of Hotelschool The Hague regarding the payment of selection costs, imposed sanctions because of the presence of drugs in a student room and instalment of the tuition. The Disputes Resolution Committee advised the Board of Directors to declare ten objections unfounded, one founded and one inadmissible. The Board of Directors included eleven of these twelve opinions in the decision on the objection. Two objections were withdrawn, before the session, due to the conclusion of an out-of-court settlement with the Board of Directors. Two objectors withdrew their objection before the start of the session.

Figure 4.6 Alumni Chapter Map



4.6 Alumni



Figure 4.7

23 Alumni Chapters

Since the foundation in 1929, Hotelschool The Hague has delivered thousands of graduates. Alumni hold leading positions in hospitality and in industries where hospitality makes a difference, all over the world. Hotelschool The Hague attaches ample value to the international alumni network. With London as the forerunner, there are currently over twenty active HTH Alumni Chapters: from Singapore to São Paulo, 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.



The first meeting of 2017 was organised by a newly established HTH Alumni Chapter: Sydney, Australia. More than fifteen alumni from the city and the surrounding area gathered at the Hilton, led by the oldest alumnus there, Ronald van Weezel; the youngest present was in possession of his Bachelor degree only for a few months. This immediately reflects the essence of this network meeting: old and young, junior and senior and alumni with various disciplines meet, with Hotelschool The Hague as a common background. In 2017, Hotelschool The Hague officially opened the Hamburg Alumni Chapter and the Toronto Alumni Chapter.

In addition to the alumni newsletter that is sent every quarter, Hotelschool The Hague published the latest edition of the Alumni Magazine, the ALMA, in September. This edition was released both online and in print. The magazine has been viewed more than 2,500 times online. In the autumn, it was decided to reorganise the traditional Hotelschool The Hague New Year's Reception in 2018. Alumni will have the opportunity to meet other important relations of Hotelschool The Hague and employees. The year 2018 will be dominated by the further development of the alumni strategy and the activation and maintenance of the HTH Alumni Chapters.

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Employees (Social Annual Report)



Professional and motivated employees are indispensable for good education and research. Hotelschool The Hague trains and cooperates with the international hospitality industry. In addition to an international student population, an international staff population is an important pillar of internationalisation within Hotelschool The Hague.

Hotelschool The Hague ensures that its employees have the space and opportunity for development in a pleasant working environment. In 2017, the focus of the HR activities was on: more involvement from the HR department in the organisation, adequate support to the line managers, professionalisation of the recruitment process and putting the HTH function and wage building (FUWA) in order.

The reference date for the figures shown in this chapter is 31 December 2017.



Figure 5.1 Employees

227 in 2017

220 in 2016

5.1 Composition of the staff

The number of employees has risen from 220 to 227. The number of full-time equivalents (FTEs) increased as well, also due to the FTE expansion of existing employments, from 194.23 FTE (2016) to 200.05 FTE (2017). The composition of the staff 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	%
NTS	22	22.00	21	21.00	10	5.95	22	16.20	75	33%	65.15	33%
TS	54	54.00	40	40.00	17	12.25	41	28.65	152	67%	134.90	67%
Total	76	76.00	61	61.00	27	18.20	63	44.85	227	100%	200.05	100%
%	33%	38%	27%	30%	12%	9%	28%	22%				

Figure 5.2 Staff divided into full-time / part-time, male / female, TS / NTS per main appointment

The table above provides the Teaching Staff (TS) / Non-Teaching Staff (NTS) distribution based on main appointment. At the end of 2017, the TS / NTS per FTE was 69% (137.3 FTE) for the primary processes and 31% (62.75 FTE) for Non-Teaching Staff.

Age category	NTS		TS		Total	
	Male	Female	Male	Female	Empl.	%
25 years and under	1	3	0	0	4	1.8%
26 up to and including 35	2	9	5	15	31	13.7%
36 up to and including 45	8	15	13	33	69	30.4%
46 up to and including 55	14	8	31	22	75	33.0%
56 up to and including 65	6	7	20	11	44	19.4%
66+	1	1	2	0	4	1.8%
Total	32	43	71	81	227	100.0%

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

	Male	Female	Total
NTS	48.13	42.73	45.00
TS	49.59	43.52	46.35
Total	49.15	43.25	45.92

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

In 2017, the average age of employees slightly decreased compared to 2016 from 46.4 years to 45.9 years. At the end of 2017, Hotelschool The Hague employed four employees aged 66 or older.

	Empl.	%	FTE	%
Male	Temporary employment	20	8.8%	17.55
	Permanent employment	83	36.6%	76.65
Female	Temporary employment	38	16.7%	31.55
	Permanent employment	86	37.9%	74.30
Total	227	100.0%	200.05	100.0%

Figure 5.5 Number of employees and FTEs in permanent or temporary employment

At the end of 2017, a total of 58 employees were employed on a temporary basis; this is 26% of the total number of employees. In most instances it regarded the first or a second temporary annual agreement of employment. In the event of good performance, Hotelschool The Hague's policy, after these two temporary annual contracts, is to convert the employment into an open-term employment.

In 2017, Hotelschool The Hague did not work with min-max agreements, zerohour agreements or on-call agreements. A flexible agreement (freelance or on the basis of temporary employment) was concluded for a specific (teaching) period, with 67 people. In 2017, the costs for hiring third parties arrived at a total of € 1,699,000 of which € 1,123,000 TS and € 576,000 NTS.

In 2017, two employees received 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	NTS		TS		Total			
	Empl.	FTE	Empl.	FTE	Empl.	%	FTE	%
No scale	2	2.00	0		2	0.9%	2.00	1.0%
1-4	2	1.50	0		2	0.9%	1.50	0.7%
5-9	44	37.85	59	54.10	103	45.4%	91.95	46.0%
10-12	15	12.85	88	76.90	103	45.4%	89.75	44.9%
>=13	12	10.95	5	3.90	17	7.5%	14.85	7.4%
Total	75	65.15	152	134.90	227	100.0%	200.05	100.0%

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



5.2 Staff turnover and transfers

In 2017, 34 new employees (19 TS and 15 NTS) joined Hotelschool The Hague and 29 employees (15 TS and 14 NTS) left the organisation. This results in a staff turnover of 13%. This is an increase compared to 2016, when the staff turnover was 10%. In 2017, seven employees were (temporarily) given different positions within the organisation.



Figure 5.7 Knowledge Academia

85,5% of Hotelschool The Hague's lecturers were educated to Master level or higher.

5.3 Level of education of employees

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: 80.6% of the lecturers should be trained at university level of which 10% should have obtained a doctorate, 20% of the lecturers should be trained at Bachelor level. Since 2009 Hotelschool The Hague has complied with these target percentages. At the end of 2017, the level of education of lecturers within Hotelschool The Hague arrives at 85,5%. This due to promotions and obtaining a Master degree, but also due to the recruitment policy.

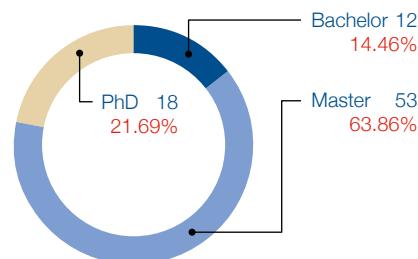


Figure 5.8 Division per level of education of lecturers and lectors

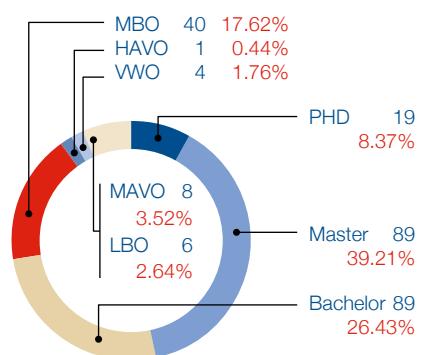


Figure 5.9 Distribution of level of education of all employees at the end of 2017

5.4 Occupational health and safety and occupational healthcare

Figure 5.10 Sickness Absence

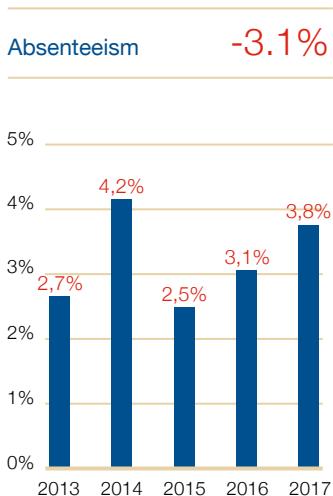


Figure 5.11 The sickness absence percentage over the past five years

The sickness absence percentage in respect of 2017 was 3.8%. This is an increase compared to 3.1% in 2016. In 2017, the employees reported sick 0.57 times on average. This is lower compared to the average of 2016, which was 0.64 times. With 23 days, the average duration of absence was considerably lower in 2017 than the 32 days in 2016.

In the years 2002 up to and including 2017, the influx percentage pursuant to the WIA or the WGA remained 0%. The differentiated contribution pursuant to the Dutch Return to Work Fund for the year 2017 amounts to the minimum percentage of 0.26%. In 2017, ample attention was 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. In 2017, 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 opts not to use the hours just yet but to, for the time being, save them. If the choice is made to use them, the SD hours are usually used to restore the balance between work and private life.

5.5 Staff schemes

In 2017, a total of eight employees relied on the elderly scheme (SOP) and twelve employees on the right to parental leave.

Hotelschool The Hague is compulsorily own-risk bearer pursuant to the Dutch Unemployment Insurance Act. This 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 Hotelschool The Hague. Being an own-risk bearer also implies that Hotelschool The Hague is subject to a reintegration obligation vis-à-vis the former employee. The former employee is also subject to an application obligation vis-à-vis Hotelschool The Hague in order to maintain the unemployment benefit. For the said counselling, Hotelschool The Hague makes use of the services of Randstad, which counsels former employees on a personal and intensive basis in finding a new job. In 2017, this involved three former employees of whom two found a new job in 2017 and for whom the right to unemployment benefit has expired. On 31 December 2017, there were no former employees who are being counselled and who are entitled to an (extra-statutory) unemployment benefit. 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 only does this contribute to keeping employees away from an unemployment benefit, but it also 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 and professionalisation.

5.6 Diversity policy

In 2017, 19% (42 of the 227) of the employees did not have the Dutch nationality (based on first nationality). Amongst the lecturers this percentage was 27% (22 of the 83). Hotelschool The Hague employed employees from sixteen different countries.

In addition to the increase in the number of international employees, the recruitment policy at Hotelschool The Hague will, in the coming years, focus on further increasing the number of employees with at least five years of international work experience and / or international background.

Hotelschool The Hague has 124 female (55%) and 103 male (45%) employees. This is fitting within the diversity policy of the school.

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 2016, through the intermediation of the company Green Fox Social Return, an employee started in the position of Assistant Facility Officer. At the end of 2017, an employee started at campus The Hague via a subsidy scheme (STiP) from the municipality of The Hague, via a test placement that converted into an employment contract as of 1 January 2018.

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). An Introduction Day was also organised for new employees. The Amsterdam University of Applied Sciences (HvA) and Amsterdam University (UvA) provided the Didactic Skills training course for eleven 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 2017, a total of € 242,000 (2.2 %) of the totalised annual income of € 10,776,417 in cash (out of pocket) was spent on training costs. Of this, € 144,000 was spent on training costs for lecturers.

Promotion / Master

In 2017, Hotelschool The Hague offered one employee the opportunity of working on doctoral research. In addition, four employees were given the opportunity to follow a Master 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.

Lecturer grant

In 2017, two employees received a Lecturer grant for the 2017-2018 Academic Year. For which Hotelschool The Hague received replacement costs to finance the temporary replacement.



5.9 Decentralised resources terms and conditions of employment

Twice a year consultation takes place with the trade unions. During the said consultation in 2017, Hotelschool The Hague presented the following budget and account for decentralised resources for the terms and conditions of employment. In 2017, with a total expenditure of 1.80% (€194,243), Hotelschool The Hague ended up above the standard of at least 1.41% of the totalised annual income of 2017 of € 10,776,417.

Decentralised terms and conditions of employment	Description	Realisation 2017 (€)
1 Child care	Additional contribution as a result of statutory regulation for child care (an estimate)	€ 48,277 (0.5% van 9,645,455)
2a Additional travelling expenses	Additional arrangements with regard to the commuting scheme (no capping and PT cards)	€ 14,798
2b Additional travelling expenses	Travelling expenses for home visits for expats	€ 15,290
3 Teleworking	Use of company mobile phones and 10% of the Internet connection for surfing	€ 46,000 (€ 31,000 mobile phones and € 15,000 Internet)
4 Collective IPAP insurance	Contribution for cover of full invalidity	€ 30,507
5 Parental leave	Accrual of pension rights is continued in full	€ 9,000
6 Additional arrangements healthcare policy	Coaching, psychological counselling and social work	€ 30,371 (in particular coaching)
Total expenditure decentralised resources terms and conditions of employment (% of the totalised annual income)		€ 194,243 (1.80%)

Figure 5.12 Realisation 2017 decentralised resources terms and conditions of employment

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 and can submit a complaint. The main duties of confidential counsellors in the past year consisted of providing advice and counselling, when looking for a solution for an undesired situation. In 2017, six employees and 20 students approached a confidential counsellor.

Complaint	Employee	0	Student	4
Notification of undesired conduct	Employee	1	Student	7
Consultation, advice	Employee	4	Student	2
Support	Employee	1	Student	7

Figure 5.13 Contact with confidential counsellors in 2017

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. The small-scale education at Hotelschool The Hague is aimed at giving lecturers and instructors the opportunity to experiment and investigate which forms of education challenge students optimally. The “significant learning approach” of Dee Fink that was introduced in 2016, provides a broader view on education, where basic knowledge, application, integration, the human dimension, caring for and learning how to learn, are central. In 2017, all lecturers and instructors were trained in this new approach. In addition, where required, employees were offered additional support / coaching in order to support them in the application of the Dee Fink model.

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 5.14 Realisation 2016 decentralised resources terms and conditions of employment

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Management



6.1 Buildings and facilities

Housing

- In 2017, the following projects were on-going regarding the management of the buildings:
- Renovation of the Skotel in The Hague (student accommodations, general areas and entrance area). In 2017, this project was completed in full as per plan and budget.
- Renovation of the hotel rooms of the Skotel in The Hague. The project proposal for the renovation was approved at the end of 2016 and completion of the project is scheduled for the end of 2018.
- Study & Workspace Amsterdam Project. Research among students and staff showed that students at Amsterdam Campus experience a shortage in the facilities for group work. As a solution, 12 glass cubicles were installed on the first floor of the campus in mid-2017.
- All revision drawings and 3D animations of all buildings were made in 2016. Based on this, a multi-year maintenance plan was adopted in 2017. The first maintenance work has also kicked off.
- In 2017, the implementation of (constructive) improvements, including fire-resistant doors, from the Health Safety & Environmental Plan was completed. Based on this, the municipality and / or fire brigade have granted all necessary permits for the campus in The Hague.
- In relation to the renovation of the campus in The Hague, a start has been made on drawing up a zoning plan. This zoning plan forms the basis for drawing up the final plan (specifications) for the renovation of the campus in The Hague with all stakeholders.

IT

After the realisation of a future-proof IT infrastructure in recent years, this year we have focused on the further professionalisation of the IT domain. In the coming years, IT 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. To this end, the 2017-2020 IT Roadmap has been prepared. The following elements were used in the preparation of the Roadmap: Innovations Hospitality Industry, Innovations general and higher education, Innovations IT and Innovations Hotelschool The Hague.

The Roadmap gives direction to both current IT projects and new projects.

In addition, the following projects have been carried out in the area of IT:

- Beacons for measuring heat, air quality and presence (Campus Amsterdam).
- Implementation of new (smart card) upgrade and payment systems.
- Implementation of new printers and repro.
- Expansion of WiFi facilities.

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. Based on the results from an external study in 2016, Hotelschool The Hague has appointed a Data Security Officer and a Security Manager who, on the basis of legislation and regulations, further implement the policy within Hotelschool The Hague; this on the basis of four pillars: crisis management, internationalisation, security and data security. A Procedure for reporting data breaches has also been established.

Media Centre

The Media Centre of Hotelschool The Hague (The Hague and Amsterdam Campus) 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 books, academic and professional 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. Professional and academically trained information specialists are available to support and advise in the process of conducting research at different stages of the study.

6.2 Corporate Social Responsibility

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. Apart from knowledge transfer, this platform is 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. This due to the fact that this regularly brings about substantial amounts and risks. Cooperation, professionalism, customer orientation, reliability and cost awareness are essential in this respect. In 2017, the procurement function was professionalised further and expanded with 0.6 FTE. Hotelschool The Hague applies a tender calendar to tendering, that is periodically discussed by the Board of Directors. There is also a contract register, procurement policy and a procurement handbook. In 2017, the latter two were adjusted to the new legislation and regulations in the area of tendering procedures. This year, ample tendering procedures were carried out in the area of Food & Beverage. This has led to changes in the number of suppliers, to other forms of cooperation and sharper quality requirements. These quality requirements are aligned with the latest developments in the field of sustainability and the trends in the foodservice industry.





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 Food & Beverage, 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 and provides guests insight into what Hotelschool The Hague stands for. The various outlets are also used to facilitate research with the help of students, employees and external guests. A good example in the context of sustainability is the Food Rescue (research) project that was started in 2017. With this project large quantities of fruit and vegetables, which would normally have been destroyed, have been collected and processed in the kitchens. The goal is to reduce food waste.

6.3 Marketing & Communication

In 2017, the focus of the marketing and communication activities was on the (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.

Marketing

In 2017, the approach and methodology for market research was once again determined in collaboration with the Recruitment Department. In addition, a set of criteria has been drawn up that can be used to assess market potential for attracting new students.

Research to draw the new customer journey has been put in motion. The customer journey will be used to develop new marketing personas, which are important for forming the marketing strategy. In 2017, the current online profiles were evaluated based on the extent of the cooperation and contractual provisions. As a result, the decision was made to reduce the number of (online) partnership programmes, so that the strong partnerships can be intensified and measurability can be increased. New partnerships are being investigated.

Online Marketing and PR

In 2017, the Strategic Marketing and Communication Department took many steps in the area of online marketing and PR. Many adjustments have been made in the field of online marketing, including SEO optimisations and new specific campaigns in collaboration with the Recruitment Department. This ensures better online visibility, involvement and a higher conversion in the sales funnel. A new social media strategy resulted in a strong growth of social media channels (both in terms of engagement and number of followers) in 2017, and thus contributed to a stronger (online) community. During the 'Online Marketing in Higher Education 2017' conference, the Instagram account of Hotelschool The Hague was mentioned as best practice in terms of content and community building. Ample attention was paid to optimising the website, the blog and PR activities. Via these channels, Hotelschool The Hague has been able to present itself strongly on various topics, such as AirBnB and Food Rescue. See Appendix 7 for more detailed information.

Branding

In 2017, 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. In 2017, new presentations, brochures, fact sheets, flyers, templates and fair materials were designed. In addition, the corporate identity was developed further. This resulted in a new corporate identity and new logos for various divisions, including Skotel. The department also presented a new video at the beginning of the year. Furthermore, the department also focussed on event branding for the professionalisation of events, e.g. Open Days, Industry Exchanges, Global Citizenship Series and the Hospitality Innovation Summit. New logos, presentations, banners, invitations, videos, social media channels and the look and feel of Momice – an event communication app – were developed for these events.

Internal Communication

Since 2015, Hotelschool The Hague has been using the Intranet. News can now be shared with all employees and students, and be consulted online almost directly. By means of a weekly newsletter the Intranet is promoted to generate more traffic. Strong growth in the number of users of the platform was visible in 2017, which strongly contributes to the goal of sharing all internal communication via the Intranet.

6.4 Hospitality Consultancy



Hospitality Consultancy gives Hotelschool The Hague the opportunity to commercialise its hospitality-related education offer. It opens a communication channel that can help in strengthening the position of Hotelschool The Hague as one of the top suppliers in hospitality education.

After bringing the activities back to the core in 2016, the focus in 2017 was mainly on making online learning modules available to three prominent hotel chains. These activities were aimed at offering blended learning through the existing collaboration with Lobster Ink. This is consistent with the vision of Hotelschool

The Hague to offer innovative education and the possibility of lifelong learning. After the negative financial results in the previous years, Hospitality Consultancy for the first time, achieved a positive result in 2017.

Hospitality Consultancy can provide an extensive offer of training sessions at various levels via 'video-supported training content'. The training courses provide a practical learning experience in hotel management and include the development and implementation of an action plan with a clear and direct return on investment. The courses cover a period of three to seven weeks in all hotel related fields:

- Engineering Operations
- Revenue Management
- Finance Management
- E-Commerce Management
- Front Office Management
- Housekeeping Management
- F&B Management
- Maintenance & Engineering Management
- F&B Service
- Kitchen

Feedback from our customers is very positive; the training offered is highly appreciated. During the evaluation, more than 80% of the participants indicated that the training was very useful.

07

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 were not 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

The year 2017, was concluded with a positive operating result of € 1,398,218.

This is € 751,149 more than the budget established in 2017.

This result could mostly be attributed to the following items:

- Almost € 1,100,000 higher income than budgeted, mainly due to higher government contribution as a result of higher HBO macro budget, due to the growth in the number of higher professional education students;
- More than € 300,000 higher costs, mainly due to € 1,000,000 higher personnel costs (almost half covered by the higher government contribution) and € 700,000 lower other costs.

The equity capital increased from € 4,956,106 to € 6,354,324. As a result, the solvency ratio increased from 17.5% to 24.2%. The solvency ratio, including provisions, is 26.3%. At the beginning of 2018, a ‘Notitie balansverwerking collegegelden HO’ (Notice on Tuition Fee Balance Processing HE (Higher Education)) was published by the Ministry of Education, Culture and Science. This memorandum concluded that, on the balance sheet date, the receivable from students’ tuition fees can only relate to receivables that relate to the period up to the balance sheet date and have not yet been received on the balance sheet date. This means that no item is included in the receivable on the balance sheet date that relates to tuition fees for January to August of the coming financial year. Insofar as there are receivables on the balance sheet date relating to tuition fees for January to August of the coming financial year, these have been netted in the 2017 financial statements with the pre-invoiced tuition fees (€ 3.3 million). This change in presentation is not included in the comparative figures, because the change in presentation is not of material influence and does not affect the result. The same change in presentation has been applied to the receivables and advance invoiced amounts under the Skotel contributions (€ 1 million). As a result, the items in the 2017 balance sheet for current assets and short-term debts are considerably lower than at the end of 2016.

The provisions post of € 551,000 consist of the following components:

- Redundancy pay scheme provision € 40,000
- Selection contribution provision € 75,000
- Senior’s scheme provision € 181,000
- SD hours provision € 216,000
- Anniversary Bonus provision € 39,000

Since the year 2015, the balance sheet total has increased by well over € 7 million due to the purchase of the Skotel building in The Hague and the renovation of this building (funded with borrowed capital). This decision has a negative effect of no less than 9% on this ratio.

The cash flow excluding investments is positive for an amount of € 3,731,651 (2016 € 2,434,748). Due to investments of € 1,067,000 in, inter alia, the renovation of

the Skotel The Hague and other investments in tangible assets, loan repayments and a slight decline in the operating capital, the liquid assets increased by an amount of € 2,443,069. In 2016, a positive result was realised for the very first time since the opening of the new campus in Amsterdam and the related growth in students and organisation; this trend continued in 2017 (as expected and budgeted).

7.3 2017 results and the 2017 balance sheet

	2017 Result	2017 Budget	2016 Result
Income			
Government funding	16,779	15,700	15,370
Other subsidies of the Ministry of Education, Culture and Science	47	0	57
Other government funding	50	0	88
Tuition, course, training and examination fees	8,272	8,100	7,565
Income from work commissioned by third parties	597	575	934
Other income	5,574	5,855	5,666
Total income	31,319	30,230	29,680
Expenditure			
Staffing costs	18,733	17,753	17,839
Depreciations and amortisation	2,333	2,340	2,272
Property and equipment	4,487	4,679	4,625
Other expenses	4,366	4,813	4,905
Total expenditure	29,919	29,585	29,641
Income and expenditure balance	1,400	645	39
Financial income and expenditure balance	9	2	9
Taxes	-11	0	114
Result	1,398	647	162

Figure 7.1 Consolidated income and expenditure statement over 2017 (x € 1,000)

	2017	2016		2017	2016
Intangible fixed assets	415	495			
Tangible fixed assets	16,197	17,384	Equity	6,354	4,956
Inventory	40	46	Provisions	551	81
Current assets	1,399	4,610	Long-term liabilities	9,749	10,707
Cash and cash equivalents	8,207	5,763	Current liabilities	9,604	12,554
	26,258	28,298		26,258	28,298

Figure 7.2 Balance sheet on 31 December 2017 (x € 1,000)

7.4 Performance indicators

Below, an overview is provided of the developments of the liquidity, solvency and profitability ratios from 2014 to 2017. Hotelschool The Hague uses the report on signalling values drawn up in 2016 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 2017 annual accounts provide the following picture:

	2017	2016	2015	2014
Liquidity ratio	1.00	0.83	0.91	0.90

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. Compared to the previous year, the liquidity has improved. This is in conformity with the 2017 budget. 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. In 2017, this ration was met.

	2017	2016	2015	2014
Solvency ratio	24.2%	17.5%	16.3%	18.7%

The solvency ratio is calculated by expressing equity as a percentage of total assets. By adding the 2017 positive result to the assets, the equity capital increased from € 4,956,106 to € 6,354,324.

As a consequence, the solvency ratio increased from 17.5% to 24.2%. Despite the increase, 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 in 2017. It is expected that in 2018, the solvency will be around this norm. This expectation is based on the budgeted positive 2018 result (T-2 funding). The equity capital, including provisions, is € 6,905,040. The solvency ratio is therefore 26.3%.

	2017	2016	2015	2014
Profitability ratio	4.4%	0.5%	(0.8%)	(4.7)%

In 2017, the profitability ratio, being the operating income in proportion to the operating revenue, is 4.4%. This is much better than the 2017 budget, 2.1% and the ratio in 2016 0.5%.

	2017	2016	2015	2014
Resilience ratio	20.2%	16.7%	17.4%	20.0%

The resilience ratio expresses the ability to absorb financial setbacks without jeopardising the continuity of the organisation, and is determined by the ratio between the equity and the total income. Compared to 2016, there was an increase from 16.7% to 20.2%.

7.5 Investment policy

Hotelschool The Hague did some major investments over the past few years. In 2012, significant investments were made with respect to the renovation and opening of the Amsterdam location. The multiannual budget takes this investment into account and the minimum and maximum risks were discussed. In 2013, 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 2016, the school invested an amount of almost € 2,400,000, of which the largest part is related to the renovation expenses for Zwolsestraat and Brusselselaan. In the years under review 2017, the school invested an amount of over € 1,000,000, where it was decided that the maintenance of the Brusselselaan premises will take place from the year 2018 onwards. In 2018, the master plan for educational housing in The Hague will be completed.

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.

Budget excluding renovation:

2018 investments	(x € 1,000)
Intangible fixed assets	€ 100
Fixed assets	€ 1,100
Total	€ 1,200

7.6 Treasury policy

The amended Treasury Statute, which was adopted in 2017, describes the policy-related principles, the objectives and the organisational and financial frameworks of the treasury policy of Hotelschool The Hague. The changes relate to the revision of the Treasury Statute to the Loans, Investments and Derivatives Education, Culture and Science Regulations 2016 (Regeling beleggen, lenen en derivaten OCW 2016). 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.

Subsequently, the Hotelschool The Hague Foundation makes use of so-called State Banking, whereby every night the balance of the current account is transferred to the Ministry, and thus ensuring that no financial risks arise in practice for Hotelschool The Hague Foundation.

No new outstanding investments and loans were issued in the financial year 2017, nor were any new loans taken out or any concluded derivatives agreements been entered into. No use is made of derivatives.

Consolidated 2017 statements of cash flows

		2017	2016
Cash flow from operating activities			
Result		1,398	162
Adjustments for:			
Depreciation and additions to provisions		2,803	2,144
Change in current assets:			
Inventory		(6)	(1)
Accounts receivable		3,117	953
Debts		(2,855)	(189)
Cash flow from business operations		4,457	3,069
Cash flow from investment activities:			
Investments in tangible fixed assets		(1,067)	(2,371)
Cash flow from funding activities:			
Repayment of long-term liabilities		(947)	(947)
Change in cash and cash equivalents		2,443	(249)

Figure 7.3 Consolidated 2017 statement of cash flows

7.7 Transparency

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

Theme 1: Outsourcing

Hotelschool The Hague does not outsource (parts of) government-funded 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.

Theme 3: Granting exemptions

Hotelschool The Hague grants exemptions in accordance with the Transparency memo. This memo stipulates under which conditions it is allowed to grant exemptions. Within the framework of progression from various target groups, Hotelschool The Hague has developed the International Fast Track (IFT Programme). In the IFT Programme, the Hotelschool The Hague grants an exemption for part of the full-time Bachelor Programme. Intake in the IFT Programme is only possible if the student has successfully completed the highly intensive summer course.

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. Hotelschool The Hague does not have any exchange students and no course participants.

Theme 5: Tuition not paid by students

The registration procedures employed at Hotelschool The Hague comply with laws and regulations related to this theme. 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 Haysystem for directors in higher professional education and takes the SESRA into account.

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. In 2016, the Board of Trustees established a maximum remuneration. This is a maximum of 75% of the SESRA remuneration for supervisors, which can be realised over five years.

The remuneration of the director and 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

	2017	2018	2019	2020
Income				
Government funding of the Ministry of Education, Culture and Science	16,779	17,461	17,900	18,200
Other government funding	97	0	0	0
Tuitions and other course income	8,272	8,500	8,800	9,000
Income from work commissioned by third parties	597	440	400	415
Other income	5,574	5,575	5,743	5,933
Total income	31,319	31,976	32,843	33,548
Expenditure				
Staffing costs	18,733	18,790	19,342	19,676
Property and equipment	4,487	4,738	4,819	4,919
Depreciations and amortisation	2,333	2,396	2,410	2,365
Other expenses	4,366	4,936	5,084	5,235
Interest	(9)	0	0	0
Taxes	11	0	0	0
Total expenditure	29,921	30,860	31,655	32,195
Operating revenue	1,398	1,116	1,188	1,353
Number of students at year-end	2,529	2,610	2,640	2,607

Figure 7.4 2018-2020 multiannual budget (x € 1,000)

The number of students will stabilise from the year 2018. The growth as a result of the expansion in Amsterdam will then have been realised in full. From 2019 onwards, the government grant will be based on this full capacity. This is due to the manner of funding by the government (T-2). Tuition fees are calculated based on monthly prognosis of student numbers up to and including the end of 2020. The staffing costs post takes into account an annual increase in salaries of 1.5% in connection with the annual periodical increase. The property and equipment post is indexed by 1.5% per year.

Risk management

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 to set up a special function in the area of risk management. The managers 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.

Hotelschool The Hague has established a Risk Heat Map and a Risk Appetite Overview. Every year these documents are updated, including mitigating measures, and discussed in the Board of Directors and the Board of Trustees.

Important risks that have been recognised:

- Monitoring the end level of the programmes;
- Decrease financing from the government, due to not continuing the distinctive feature small-scale and intensive education;
- Project revised curriculum for the Bachelor Programme;
- Accreditation project;
- Insufficient connection with the hospitality industry.

For each risk, mitigating measures have been established that have been or are being implemented, such as:

- Analysis of the curriculum where end level PDC / PEC is tested;
- Intensification role of the Exam Committee and Assessment Committee;
- Improving the archive of Hotelschool The Hague;
- Interesting GAP analysis on current criteria for small-scale and intensive education, including the benchmark of other Hotel Schools;
- Finalising preconditions for the redesign of the revised curriculum;
- Project plan including planning and investment incentive for curriculum renewal for the Bachelor Programme;
- Project plan including planning accreditations;
- Evaluation with hospitality industry and students about practical placement;
- Organising Industry and Alumni office, with targeted account and relationship management;
- Revising curriculum with real cases from hospitality industry in phases 2 and 3;
- Further development of HTH Alumni Chapters on content.

Multiannual perspective

From 2016 onwards, the budget shows positive results from business operations. After a negative result in the years 2012 up to and including 2015. In 2017, a positive result of € 1,398,000 was achieved. This had been foreseen by Hotelschool The Hague in the multiannual budget of the business case of the expansion in Amsterdam.

In the years to follow, the revenue will increase considerably due to increased student numbers and increased government funding (T-2). 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 staffing costs and has an effect up to and including the year 2017. 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 2018, the focus will have to be on the one hand on the maximisation of in-come (maximum intake, maximum outflow, minimal interim drop-out 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, established monthly in a Dashboard, as a result of which the financial steering and control became even more transparent.

	2017	2018	2019	2020
Staffing				
Management - Board of Directors	3.0	2.0	2.0	2.0
Teaching staff	132.6	138.6	140.0	140.0
Scientific staff	4.4	4.9	4.9	4.9
Other staff	61.1	59.7	59.0	59.0
Number of students at year-end	2,529	2,610	2,640	2,607

Figure 7.5 Key figures 2017-2020 multiannual budget (x € 1,000)

The guiding principle for 2017 was filling vacancies in teaching staff by permanent staff. At the end of 2017, a number of the vacancies were filled by freelancers. The growth in 2017 and 2018 in teaching staff is related to the above-mentioned growth of student numbers at the Amsterdam campus, investing in the quality of the education and the filling of the vacancies that were open in 2016 and 2017.

	2017	2018	2019	2020
Asset				
Fixed assets				
Intangible fixed assets	415	165	0	0
Tangible fixed assets	16,197	18,051	19,806	21,441
Financial fixed assets	0	0	0	0
Total fixed assets	16,612	18,216	19,806	21,441
Current assets	9,645	8,193	6,431	4,689
Total assets	26,257	26,409	26,237	26,130
Liabilities				
Equity				
General reserve	2,378	3,415	4,393	5,451
Earmarked public funds	316	275	245	215
Earmarked private funds	3,660	3,780	4,020	4,345
Total equity	6,354	7,470	8,658	10,011
Provisions	551	650	750	750
Non-current liabilities	9,749	8,789	7,829	6,869
Current liabilities	9,603	9,500	9,000	8,500
Total liabilities	26,257	26,409	26,237	26,130

Figure 7.6 Balance sheet 2018 - 2020 multiannual budget (x € 1,000)

The result of the Foundation Internaatexploitatie Hotelschool Den Haag and of Hotelschool The Hague Leadership Development BV is included in the earmarked private funds. The result of Hotelschool The Hague Foundation is included in the general reserve.

The long-term liabilities consist of a 10-year loan from 'Stichting Beheer' and a 20-year loan from the Ministry of Finance, a mortgage with a term of 20 years at the Rabobank for the purchase of the property Zwalusestraat and a new 10-year development deposit account at the Rabobank. The loan from 'Stichting Beheer' has a fixed interest rate of 2.18% over the term. The loan from the Ministry of Finance has a fixed interest rate of 2.18% over the term. The mortgage at the Rabobank has a fixed interest rate of 2.9% for five years. New development deposit account has a variable interest rate. In the years 2018, 2019, 2020 and 2021, Hotelschool The Hague expects to realise in phases the renovation of the Brusselselaan building in The Hague.

Appendices

Appendix 1

Legal structure and organisation chart
of Hotelschool The Hague Foundation
(at the end of 2017)

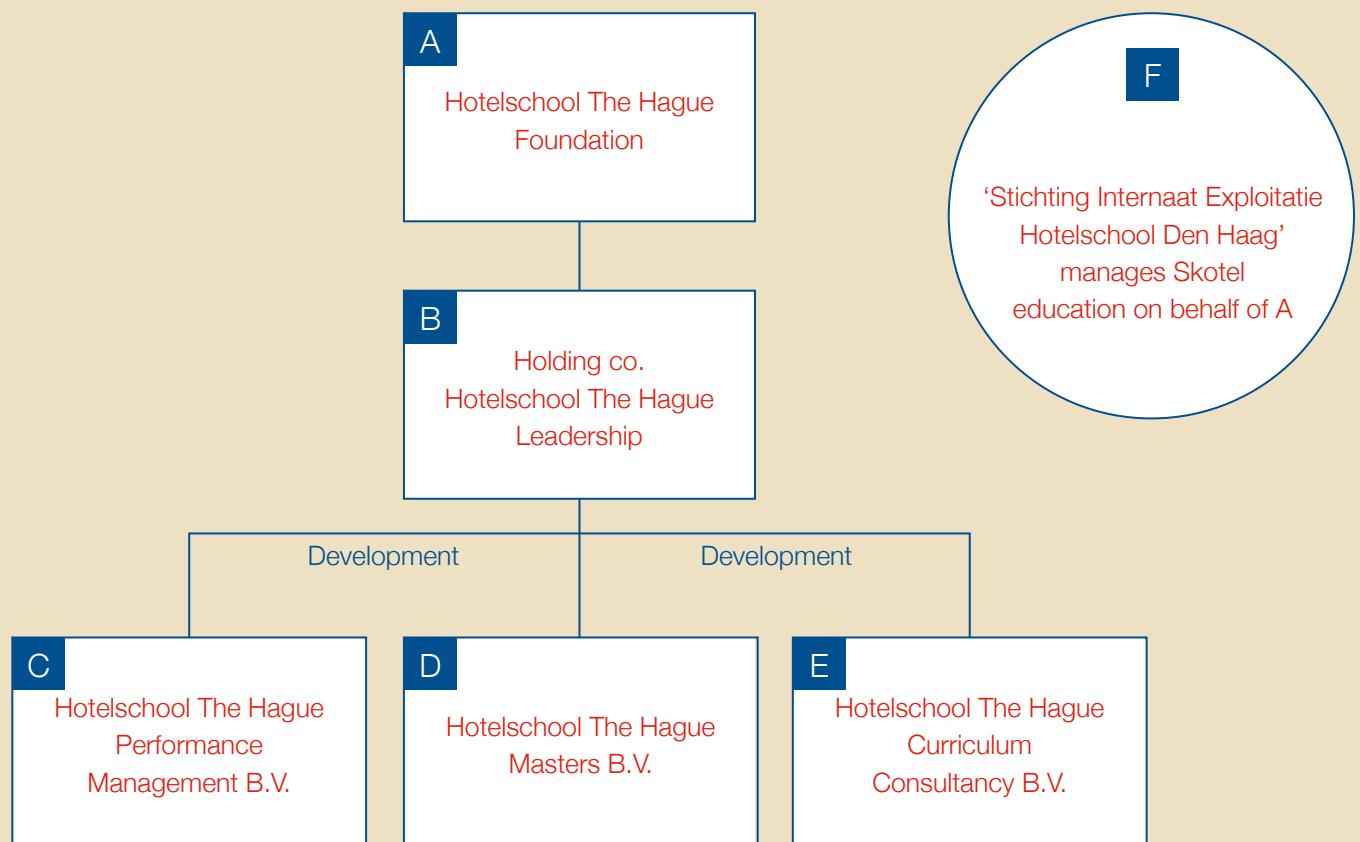


Figure A.1 Organisation chart Hotelschool The Hague

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 University 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 from the Ministry of Education, Culture and Science.

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 president 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) is also known as Consultancy & Training or Hospitality Consultancy. Hotelschool The Hague LD is 100% shareholder of HPM BV. The executive board consists of the president of the Board of Directors of Hotelschool The Hague. As of 2017, the focus is placed solely

on the activities and products that are already available at Hotelschool The Hague or that provide added value to the required developments within Hotelschool The Hague. For 2017, this was blended / online learning for existing partners in the hospitality industry. 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 Master Programme is developed by this private limited company. In September 2014, the first cohort of students started the Master Programme accredited in 2013. Hotelschool The Hague LD is 100% shareholder of Hotelschool The Hague Masters BV. The executive board consists of the president 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 the 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 hotel schools in developing new curricula, including – if so desired – a training chair for the lecturers of the relevant school. The executive board consists of the president 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 Internaatexploitatie Hotelschool Den Haag

The Stichting Internaatexploitatie Hotelschool Den Haag was founded for the Skotel Amsterdam and the Skotel The Hague. The Board of Directors of Hotelschool The Hague Foundation (A) is responsible for the day-to-day management. The Board of Trustees of Hotelschool The Hague is the supervisory body that is a.o. responsible for the approval of the budget and the annual report of the Stichting Internaatexploitatie Hotelschool Den Haag. The foundation is financed by private resources. The first-year students are accommodated in the Skotels. The Skotal is a place where practical education takes place under the supervision of instructors and practical supervisors and where hotel rooms are offered. The instructors are employed by Hotelschool The Hague. 80% of the costs of the Skotel are building related costs. 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.

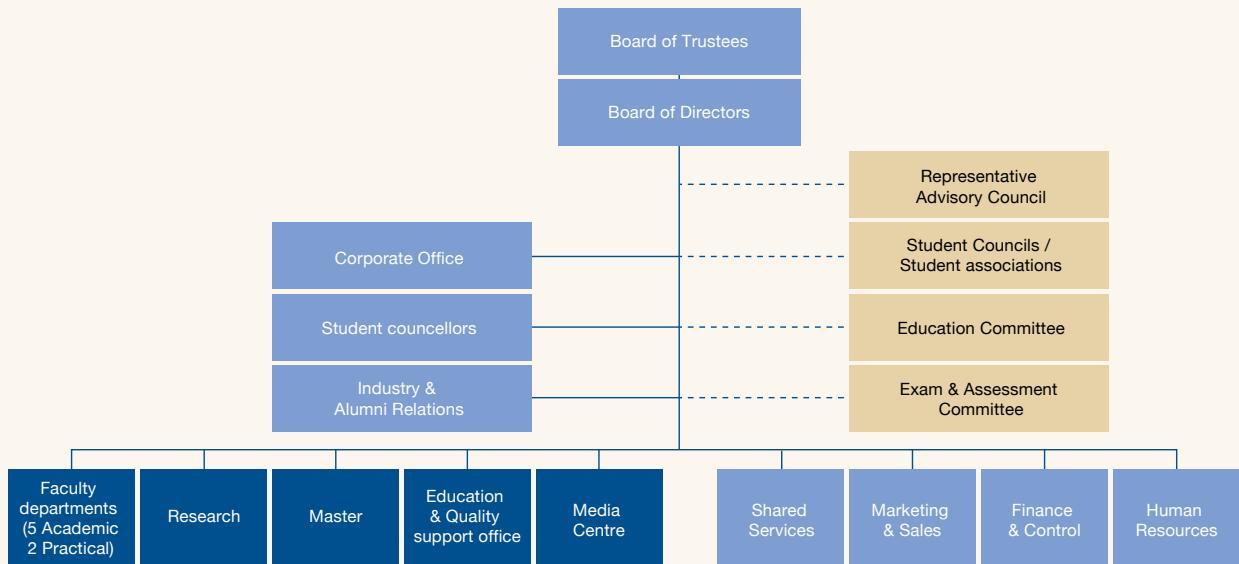


Figure A.2 Organisation chart Hotelschool The Hague

Appendix 2

2017 Composition and ancillary duties of the Board of Trustees

The Board of Trustees consists of a statutory minimum of five members. The members are appointed for a four-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 Statutes and the Board of Trustees Regulations. These regulations (just like those of the various 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, operate independently and critically, in relation to each other, the Board of Directors and other interested parties. This appendix includes an overview of the members of the Board of Trustees, including main and ancillary duties.

In 2017, 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: Mr. G.H.N.L. van Woerkom (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 VNO-NCW (Confederation of Netherlands Industry and Employers);
- 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;
- Member of the Board of Volkswagen Car Claim;
- Chair of the Board of Trustees of GGZ Rivierduinen.

Date of first appointment: 15 December 2005

Current appointment until: 15 December 2017

Eligible for reappointment: no (the transitional law from the governance code was used for the appointment of the third term).

Paul Bringmann

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

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

Position: Owner 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 Chairman of the Audit Committee)

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

Position: Global Head Trade & Commodity Finance ABN AMRO Bank

Date of first appointment: 7 December 2010

Current appointment until: 7 December 2018

Eligible for reappointment: no

Ancillary duties:

- Member of the ORMIT B.V Advisory Board;
- Member of the Alumni Advisory Board Amsterdam Institute of Finance.

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: Consultant in education

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 General Assembly of Coöperatie de Ambulante Educatieve Dienst, Leiden;
- Chair of NVAO committees for the institutional quality assurance audit.

Wolfgang M. Neumann

(member of the Board of Trustees)

Name: W.M. Neumann (1962)

Position: member of the Board of Directors, The Rezidor Hotel Group (President & CEO until June 2017)

Date of first appointment: 1 January 2014 (until 1 January 2018)

From 1 January 2018 to 1 January 2022, Mr Neumann has been appointed Chairman of the Board of Trustees and member of the Remuneration Committee.

Eligible for reappointment: no

Ancillary duties:

- Chairman of the International Tourism Partnership

Ingrid Eras
(member of the Board of Trustees and chair of the Remuneration Committee)
Name: I. Eras-Magdalena (1965)
Position: Senior Vice President, Chief Human Resources Officer, Belmond Hotels
Date of first appointment: 1 November 2014
Current appointment until: 1 November 2018
Eligible for reappointment: yes
No ancillary duties.

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
End date membership of the Board of Trustees: 1 January 2018
(due to new position as president of the Board of Directors of Saxion University)
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
- Member of the governing board of Unesco IHE

Appendix 3

2017 Composition and ancillary duties of the Board of Directors

In 2017, two members, Ms Stolte and Mr Risseeuw, left the Board of Directors of Hotelschool The Hague. As a result of this, the Board of Trustees, in consultation with the Representative Advisory Council and the Board of Directors, has decided on an organisational structure with a two-person Board of Directors. Through a multiple private tender procedure, Brederode Consultants has been contracted to support Hotelschool The Hague with the search for the Board of Directors. A profile for the president and the member of the Board of Directors has been established with the advice of the Representative Advisory Council.

In 2017, the Board of Directors consisted of the following members:

Susanne Stolte (1952) until 1 September 2017

Position: President 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 Supervisory Board of De Boer Structures Holding BV.

Rob Risseeuw (1953) until 1 April 2017

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

Date of appointment: 1 January 2016

Ancillary duties:

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

Regine von Stieglitz (1965)

Position: Director of Operations, interim Dean (from 1 April 2017), member of the Board of Directors

Date of appointment: 1 August 2016

Ancillary duties: None.

Max Merkx (1955)

Position: interim President of the Board of Directors

Starting date of assignment: 12 September 2017

Ancillary duties:

- Chair of the Board of Trustees of Het Culturgebouw, Haarlemmermeer;
- Chair of the Board of Directors of SPRING, festival of performing arts, Utrecht;
- Chair of the Supervisory Board of Fleurage Residences, Zorginstelling Bloemendaal;
- Member of the professional committee on the development of a new educational concept for Business, Management, Economics and Law, Avans University of Applied Sciences, Breda.

Appendix 4

Remuneration and expense claims of the Board of Directors

WNT-verantwoording 2017 Stichting Hotelschool Den Haag

Per 1 januari 2013 is de Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT) ingegaan. Deze verantwoording is opgesteld op basis van de volgende op Stichting Hotelschool Den Haag van toepassing zijnde regelgeving: Onderwijs, klasse C

Deze klasseindeling is gebaseerd op de uitkomsten van de complexiteitsvragen die als volgt zijn vastgesteld:

Gemiddelde totale baten	4	(5 tot 25 miljoen)
Gemiddeld aantal studenten	2	(1500 tot 2500)
Gewogen aantal onderwijssoorten	2	(1 x factor 2)
Totaal aantal complexiteitspunten	<u>8</u>	

1. Bezoldiging topfunctionarissen

1a. *Leidinggevende topfunctionarissen, gewezen topfunctionarissen met dienstbetrekking en leidinggevende topfunctionarissen zonder dienstbetrekking vanaf de 13e maand van de functievervulling*

Bedragen x € 1	S. Stolte	A.R. von Stieglitz	R. Risseeuw
Functiegegevens	(Voorzitter) CvB	Lid CvB	Lid CvB
Aanvang en einde functievervulling in 2017	1/1 - 31/12	1/1 - 31/12	1/1 - 31/3
Deeltijdfactor in fte	1,0	1,0	1,0
Gewezen topfunctionaris?	nee	nee	nee
(Fictieve) dienstbetrekking?	ja	ja	nee
Bezoldiging			
Beloning plus belastbare onkostenvergoeding	€ 145.974	€ 111.805	€ 32.250
Beloningen betaalbaar op termijn	€ 17.209	€ 16.689	€ 0
Subtotaal	€ 163.183	€ 128.494	€ 32.250
Individueel bezoldigingsmaximum	€ 129.000	€ 129.000	€ 32.250
-/- onverschuldigd betaald bedrag			
Totaal bezoldiging	€ 163.183	€ 128.494	€ 32.250
Motivering indien overschrijding: zie	1)		
Gegevens 2016			
Aanvang en einde functievervulling in 2016	1/1 - 31/12	1/8 - 31/12	Zie tabel 1b
Deeltijdfactor 2016 (fte)	1,0	1,0	
Beloning plus belastbare onkostenvergoedingen	€ 145.095	€ 41.569	
Beloningen betaalbaar op termijn	€ 14.791	€ 5.784	
Totaal bezoldiging 2016	€ 159.886	€ 47.353	
Individueel bezoldigingsmaximum 2016	€ 128.000	€ 53.333	Zie tabel 1b
<i>Motivering overschrijdingen bezoldigingsmaximum</i>			
1) De overschrijding van het bezoldigingsmaximum bij de voorzitter CvB betreft geen onverschuldigde betaling. Voor de bezoldiging van de voorzitter CvB geldt overgangsrecht omdat de afspraak gemaakt is voor 1-1-2016. De bezoldiging wordt vanaf 1-1-2016 4 jaar gerespecteerd en dient vervolgens in 3 jaar afgebouwd te worden naar het maximum.			

1b. *Leidinggevende topfunctionarissen zonder dienstbetrekking kalendermaand 1-12.*

Bedragen x € 1	R. Risseeuw	M. Merkx
Functiegegevens	Lid CvB	Voorzitter CvB
Kalenderjaar	2017	2016
Periode functievervulling in het kalenderjaar (aanvang - einde)	nvt, zie tabel 1a	1/1 - 31/12
Aantal kalendermaanden functievervulling in het kalenderjaar	nvt, zie tabel 1a	12
Individueel toepasselijke bezoldigingsmaximum		
Maximum uurtarief kalenderjaar	€ 176	€ 175
Maxima op basis van de normbedragen per maand	€ 0	€ 252.000
Individueel toepasselijk maximum gehele periode kalenderjaar 1 t/m 12	€ 252.000	€ 98.000
Bezoldiging		
Werkelijk uurtarief lager dan het (gemiddeld) maximum uurtarief?	Ja	Ja
Bezoldiging in de betreffende periode	nvt, zie tabel 1a	€ 250.980
Totale bezoldiging gehele periode kalendermaand 1 t/m 12	€ 250.980	€ 63.508
-/- onverschuldigd betaald bedrag		
Totaal bezoldiging, exclusief BTW	€ 250.980	€ 63.508

1c. Toezichthoudende topfunctionarissen					
Bedragen x € 1		GGHNL van Woerkom	WM Neumann	WM Neumann	KAM Kersten
Functie	Voorzitter RvT	Lid RvT	Voorzitter RvT	Lid RvT	Voorzitter auditcommissie
Lid remuneratiecommissie					
Aanvang en einde functievervulling in 2017	1/1 - 15/12	1/1 - 15/12	16/12 - 31/12		1/1 - 31/12
Bezoldiging					
Bezoldiging	€ 10.920	€ 6.196	€ 284		€ 7.380
Individueel WNT-maximum	€ 18.502	€ 12.335	€ 848		€ 12.900
-/- onverschuldigd betaald bedrag					
Subtotaal	€ 29.422	€ 18.530	€ 1.132		€ 20.280
Gegevens 2016					
Aanvang en einde functievervulling in 2016	1/1 - 31/12	1/1 - 31/12	nvt	1/1 - 31/12	
Bezoldiging	€ 9.460	€ 5.440	nvt		€ 6.340
Totaal bezoldiging 2016	€ 9.460	€ 5.440	-		€ 6.340
Individueel WNT-maximum 2016	€ 19.200	€ 12.800	nvt		€ 12.800
1c. Toezichthoudende topfunctionarissen (vervolg)					
Bedragen x € 1		WJ Breebaart	A Mulder	I Eras	PWWC Bringmann
Functie	Lid RvT	Lid RvT	Lid RvT	Lid RvT	Lid RvT
Lid auditcommissie		Voorzitter onderwijscommissie		Lid remuneratiecommissie	Lid auditcommissie
Lid onderwijscommissie					
Aanvang en einde functievervulling in 2017	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 7/12
Bezoldiging					
Bezoldiging	€ 8.280	€ 7.380	€ 7.380		€ 7.380
Individueel WNT-maximum	€ 12.900	€ 12.900	€ 12.900		€ 12.052
-/- onverschuldigd betaald bedrag					
Subtotaal	€ 21.180	€ 20.280	€ 20.280		€ 19.432
Gegevens 2016					
Aanvang en einde functievervulling in 2016	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12
Bezoldiging	€ 7.240	€ 6.340	€ 6.340		€ 6.340
Totaal bezoldiging 2016	€ 7.240	€ 6.340	€ 6.340		€ 6.340
Individueel WNT-maximum 2016	€ 12.800	€ 12.800	€ 12.800		€ 12.800
3. Overige rapportageverplichtingen op grond van de WNT					
Naast de hierboven vermelde topfunctionarissen zijn er geen overige functionarissen met een dienstbetrekking die in 2017 een bezoldiging boven het individueel toepasselijke drempelbedrag hebben ontvangen.					

Expense claims of the Board of Directors

			Reiskosten:					
			Representatie	Binnenland	Buitenland	Overige 1)	Gez. Kosten	Totaal
S Stolte	voorzitter CvB	2017	1.013	868	4.950	5.435	0	12.266
		gehele jaar 2016	426	1.763	6.257	6.930		15.376
R Risseeuw	Dean	2017	1.291	721	440	804	0	3.256
		gehele jaar 2016	3.278	1.806	4.521	0		9.605
R von Stieglitz	lid CvB	2017	137	1.310	1.316	0	0	2.763
		gehele jaar 2016	0	266	0	0		266
M Merkx	voorzitter a.i. CvB	2017	85	0	0	0	0	85
1)	Overige kosten exclusief leasekosten auto							
	Declaraties CvB bevatten minimaal de bestuurskosten zoals voorgeschreven in de Handreiking publieke verantwoording bestuurderskosten van de Vereniging Hogescholen							

Appendix 5

Annual Report of the Representative Advisory Council (RAC)

The year 2017 was 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 (FUWA) initiated in 2015 was once again an important subject throughout the year 2017. As there is no specific expertise in the RAC about the used FUWA system, knowledge and skills were acquired in the person of Wiets Lysen van Symion. Together with this external advisor, consultation took place at an extensive and very detailed level with the Board of Directors and the HR department about how to design the function building of Hotelschool The Hague. Finally, the proposed function building was approved with regard to non-education-related functions. In the opinion of the RAC, there were no insurmountable differences of opinion about this. Partial agreement has been reached. Agreements have been made about the further development of the function building, the quality of which should increasingly meet the required professional level that fits the ambitions of Hotelschool The Hague.

This year, the design of a renewed curriculum also required the attention of the RAC. Great steps were taken under the guidance of the then Dean. The RAC was always vigilant about the organisational consequences of the proposed curriculum. This did not only apply to the effects in the future, but also to the extra workload that the development of the new curriculum brought to the relevant teaching staff. Attention was also paid to the financial and facility consequences. From this perspective, the RAC advised the Board of Directors to postpone the implementation of a new curriculum for the time being. The RAC was also of the opinion that the organisational consequences of all educational innovations planned in this context were insufficiently clear to be able to make an opinion about this.

In 2017, the RAC and the Board of Directors invested in improving the relationship between the two. Because both parties had different ideas and expectations regarding the planning and the interpretation of the powers and duties of the representative bodies, the contact between the Board of Directors and RAC often went less smoothly than both parties would have wanted. Under the guidance of an external supervisor, Mrs Weber, the first steps were taken towards an improvement. This was done by paying a lot of attention to the decision-making processes regarding advice and / or consent procedures. Mrs Weber also brought her expertise in the manner of contact, whereby the various roles of chair, secretaries and members of the RAC were put in focus. Without any reservation, it can be stated here that the relationship has actually improved.

A topic on which the student section, in particular, focused, is

the Dress Code. An open discussion about this took place with the Board of Directors. The student section was informed by the Student Council, which had an initiating role with regard to the changed Dress Code. Ultimately, this consent process led to a solution that both parties are happy with.

After the departure of Susanne Stolte, Max Merkx has taken office as interim president of the Board of Directors. The RAC appreciates the broad administrative knowledge that Mr Merkx has brought with him from the field of Higher Education. Thanks to his efforts, continuity is guaranteed, also from the consultations between RAC and the Board of Directors. The Board of Trustees can thus look for a new president of the Board, with close involvement of the RAC. A recruitment profile for the new president has been established in consultation with the Board of Trustees.

The work pressure of the teaching staff of Hotelschool The Hague remains subject of concern for the RAC. This has led to the recommendation of the RAC to give the highest attention to developments in this area within the framework of the Risk Inventory and Evaluation (RI&E).

As known the representative advisory councils within the higher education received consent to the budget in broad outline. Although the RAC and the Board of Directors were still investigating in 2016, the consent process - in parallel with the advisory process - went very smooth in 2017. A memorable fact that deserves to be mentioned.

The RAC is satisfied with its involvement in the realisation of the 2018-2023 Institutional Plan. Initially, there was much discussion about the first proposals for this Institutional Plan; three concept versions have been reviewed. Ultimately, however, consensus has been reached on the main principles of this indispensable strategic document. The RAC looks forward with confidence to the further implementation of the 2018-2023 Institutional Plan.

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. The RAC is represented by a chair and vice-chair, both of whom are also members of the RAC. An Official Secretary supports the RAC. The RAC has three committees, namely 1) Organisation, 2) Finance and 3) Education, in which the various agenda items are prepared. Given the current understaffing, the third committee is unmanned. On average, the RAC and its committees meet twice a month on an internal basis. An administrative consultation with the Board of Directors takes place once per teaching block. To keep well informed about what is going on among the staff of Hotelschool The Hague, the RAC regularly organises RAC Cafes where all the developments at Hotelschool The Hague are discussed in an informal atmosphere. A RAC Advisory Board has also been established, where various topics are presented to a changing group of people from the different parts of Hotelschool The Hague.

Information about the RAC

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

Appendix 6

2017 Publications of the Research Centre

Academic Publications

- Martinez, J., Seo H., Suba A., van Ravenswaay Claasen T., and Wiegerink, K., (2017). Measuring Customer Experience Through Emotions - A new approach to evaluating emotions expressed in the reviews of guest(s) within the service industry. *HTH Working Paper Series*, ISSN 2543-2494.
- Knobel, J., and Ruël, H. (2017). How do MNCs conduct business diplomacy? Exploratory study on business diplomacy instruments. *International Journal of Diplomacy and Economy*, 3(3), 243-263.
- Bondarouk, T., Ruël, H. and Parry, E. eds., (2017). *Electronic HRM in the Smart Era*. Emerald Group Publishing.
- Vieveen, I. (2017). Lost opportunities in restaurant revenue management. *Journal of Revenue and Pricing Management* 1-6.
- Oskam, J., Dekker, D. M. and Wiegerink, K. (2017). Innovation in Hospitality Education. Anticipating the Needs of a Changing Profession. Cham: Springer, 2018
- Oskam, J. (2017). Introduction: Innovation in Hospitality Education. In Oskam, J., Dekker, D.M., and Wiegerink, K., *Innovation in Hospitality Education*. Cham: Springer, 2018
- Oskam, J. (2017). Conclusion: The future of hospitality education. In Oskam, J., Dekker, D.M., and Wiegerink, K., *Innovation in Hospitality Education*. Cham: Springer, 2018
- Wiegerink, K. (2017). Value Creation Through Hospitality: A Case Study on the Effect of Hospitality Trainings. In Oskam, J., Dekker, D.M., and Wiegerink, K., *Innovation in Hospitality Education*. Cham: Springer, 2018, 14 (215-231).
- Lombarts, A. (2017). Hospitality, Health & Design HHDS2016 In Search of a Healthy Future, *Proceedings: Cornell Symposium: In Search of a Healthy Future*, Cornell University, 19 September, 2017
- Ruël, H. and Gbur, M., (2017). HRM frames of HR managers and line managers: congruence, consequences and context. *European Journal of International Management*, 11(5), pp.557-580.

Trade Journal Publications

- Ruël, H., Dealing with new stakeholders, a matter of co-creation. *The Diplomat Magazine* (February 2017):
- Oskam, J., Airbnb: Wat we niet mogen weten. *Hospitality Management*, February 2017.
- Ruel, H. (2017), Hospitality in Diplomacy. *The Diplomat Magazine*. Available at: <http://www.diplomatmagazine.nl/2017/04/01/hospitality-in-diplomacy/>.
- Jorrit Bijl, Carmen Willemsen, Jeroen Oskam, Leonore Verhaak (2017). Airbnb aan de kust. Vlissingen / The Hague: Research Centre for Coastal Tourism / Hotelschool The Hague. <http://www.kenniscentrumtoerisme.nl/library/download/20100>.
- Vieveen, I. (2017), Lost opportunities in restaurant revenue management. *Hospitality Management on Hotel Food and Beverage (special issue)*. Available at: <https://www.hospitality-management.nl/gemiste-kansen-in-restaurants-10-revenue-management-tips>.
- Wiegerink, K. (2017), column: 'De stad als waardedrijver van events (The city as a value driver of events)', *Site survey* 2017-2018.

- Lombarts, A. (2017), Prof. Angelique Lombarts investigates the influence of hospitality, "Wij Gastvrij", *Uitblinkers*, October.
- Neervoort, F. and Lombarts, A. (2017), "Wat vindt de patiënt nu echt?" Research on patient satisfaction - learning from the hospitality sector: The patient is central, "Healthcare institutions", October.
- Strous B. (2017), Terrorism threat and hospitality: best practices in the hotel sector. *Hospitality Management*, October 2017.

Conferences

- Ruël, H., (2016) Innovating export promotion: challenges for practice and research. An international conference at Windesheim University of Applied Sciences. Organizer, 15 December.
 - Oskam, J., (2017). Sharing Is Finally Becoming Transparent: Detailed Analysis Of Airbnb In Europe's Metropolises. *ITB Convention Berlin*, 9 March.
 - Lombarts, A., (2017). Medical Tourism. *ITB Convention Berlin*, 9 March.
 - De Visser-Amundson, A., & De Korte, A., (2017). How 'Sharing And Caring' Is Context Dependent: Underlying Motives In Millennials' Choices For Peer-To-Peer Accommodation. *ITB Convention Berlin*, 10 March.
 - De Visser-Amundson, A., (2017). Choosing Taste Instead of Waste: Lessons from the Field. *Global Tourism and Hospitality Conference*. Hong Kong, 5-7 June. Hong Kong Polytechnic University School of Hotel and Tourism Management, pp.502-513.
 - Jooss, S., Burbach, R., Ruël, H.J.M. (2017). HRM innovations in the Hospitality sector – an exploratory analysis of Irish Hotel Corporations. *Global Tourism and Hospitality Conference*. Hong Kong, 5-7 June. Hong Kong Polytechnic University School of Hotel and Tourism Management.
 - Jooss, S., Burbach, R., Ruël, H.J.M. (2017). Key Characteristics of Talent Pools in Multinational Corporations: A Systematic Literature Review and Research Agenda. *Global Tourism and Hospitality Conference*. Hong Kong, 5-7 June. Hong Kong Polytechnic University School of Hotel and Tourism Management.
 - Ruël, H.J.M., Broek, S., Bondarouk, T. (2017). Explaining trade missions: the role of program characteristics in explaining trade mission's outcomes. *Global Tourism and Hospitality Conference*. Hong Kong, 5-7 June. Hong Kong Polytechnic University School of Hotel and Tourism Management.
 - Van Rheede, A., (2017) A new Host-Guest paradigm for Resilient regions. *ERSA*, Groningen, 29 August - 1 September
- ### Presentations and workshops for professionals
- Oskam, J., "Airbnb, van kreten naar feiten", KHN Onderwijsdagen, 25 January, 2017.
 - Wiegerink, K., Workshop leadership for The Hague non-profit organisations that work with volunteers, December 2016, Koninklijke Schouwburg; 'How to manage a hospitable team?'
 - Ruël, H. "Nation Branding and International Business; two sides of the same coin" – presentation at an international conference on International Branding at Tehran University – Faculty of Management (Tehran January 2017).
 - Oskam, J., "Airbnb. Rapportage Amsterdam, Rotterdam, The Hague 2017". KHN General Members' Meeting Amsterdam, Generator Hostel, 4 April 2017.
 - Oskam, J., "Airbnb in Amsterdam, Rotterdam and the Hague". Hotelschool The Hague, 2 May, 2017.
 - Oskam, J., "Airbnb: ¿Economía compartida o comercialización de

- la ciudad?" Global Tourism Forum Bilbao, 4 May, 2017.*
- Oskam, J., "The Development of Airbnb. Reykjavik 2016". Reykjavik, May 30, 2017.
 - Lombarts, A., "Hospitality in care". Rijndam Revalidatie, Rotterdam, 7 March, 2017.
 - De Visser-Amundson, A., & De Vos, J. "Duurzaam omgaan met voedsel". Casa 4000: 9 May, 2017.
 - Keehnen, E., & Pine, J. "Creating a wellbeing experience". Hotelschool The Hague, 30 March, 2017.
 - Wiegerink, K., Huizing, J., & Westerhof "The Cultural Hospitality Business Case, How hospitality in the culture sector pays". Culture subsidy Municipality of The Hague, 30 May, 2017.
 - Ruel, H., "Hospitality as a competence for international business". Hospitality Research Day, Saxion University of Applied Sciences, Apeldoorn, 20 April, 2017.
 - Wiegerink, K., "The Cultural Hospitality Business Case", Meeting of Dutch Theatre Directors, Theateroverleg, 14 June, 2017
 - Oskam, J., "The impact of networked hospitality: Airbnb in Tallinn and other European cities", Turism – suurtes muutustes, Narva-Joessuu, Estonia, 28-29 September, 2017
 - Wiegerink, K., "Kijkje in de Keuken" of hospitality of Rotterdam The Hague Airport - Industry Workshop, 9 October, 2017
 - De Visser-Amundson, A., "In-Stock Food Rescue restaurants", Research findings presentations to the founder and management, The Hague, 14 September 2017
 - De Visser-Amundson, A., "Kromkommer", Research findings presentations to the founder and management, Utrecht, 29 September 2017
 - De Visser-Amundson, A., "Luncheon presentation about HTH Food Rescue Project and Research", International Advisory Board and Industry Professionals, Amsterdam, 11 October 2017
 - Lombarts, A., "Hotelschool The Hague And Haaglanden Medical", Antoniushove, 14 September 2017
 - Felius, I. and Ruel, H., "Global Talent Management for the new diplomat" - presentation at the Netherlands Foreign Ministry - audience: HR advisors/manager/HR academy, 9 October 2017
 - Lim, A., "Innovation and Entrepreneurship in the hospitality industry", Nederlands Lectoren Platform Ondernemerschap Symposium HBO en Ondernemen, NLPO, 12 October 2017
 - Lim, A., "From digital to AI: hotels in the era of new technological revolution", 1st International Hospitality Forum, Hellenic Chamber of Hotels, 25 November 2017

Reports

- Research project 'Welcoming Teams Amsterdam... how personal contact with city hosts can contribute to cityhospitality experience' for House of Hospitality Amsterdam (ROCVa) and the Municipality of Amsterdam.
- Presentation KHN Algemene Ledenvergadering, April 4, 2017
- Airbnb report and presentations Reykjavik, May 17 2017
- Welcome Teams maken het verschil in Amsterdam, Verslag van een experiment, 'House of Hospitality Amsterdam'.
- Detailed analysis of Airbnb in Tallinn, Estonian Tourist Board.
- Report: Welcome Teams make the difference in Amsterdam - report and advice based on two pilot projects, "House of Hospitality" Amsterdam.
- Knowledge project research project by green educational institutions.

Appendix 7

Online and PR activities

Hotelschool The Hague

Website

In 2015, the number of international visitors was higher than the number of Dutch visitors for the first time. The website is an important means for internationalisation when it comes to attracting potential students and employees. In 2017, 58.06% of the website visitors came from abroad, compared to 41.94% from The Netherlands. The majority of visitors are from: The Netherlands, Romania, France, Germany, Bulgaria, the United States, the United Kingdom, Belgium and India.

Facebook

In 2017, Facebook remains the most important social media channel with the highest engagement of users. For instance, the most popular post reached 101,265 people, was "liked" 1,976 times and was shared 270 times. On 1 January 2017 Hotelschool The Hague had 8,422 followers. By the end of 2017, this had increased to over 9,800 followers.

Instagram

In 2017, Hotelschool The Hague started to make more use of user generated content and quotes. This means that photos taken by students themselves are also shared via the official channels. Instagram has also been used for various student projects, including TEDxhotelschoolthehague, CDI (Creative Discovery & Innovation), BMI (Business Model Innovation), SDV Abroad (Strategy Development) and the HTH Food Rescue project. Due of the introduction and increasing popularity, Hotelschool The Hague has also started to use Insta Stories for recruitment events and internship visits. These changes have led to higher engagement and more followers. At the end of 2017, Hotelschool The Hague had more than 3,600 followers on Instagram.

LinkedIn

In 2016, it was decided to replace the existing two corporate LinkedIn pages by one Hotelschool The Hague page. This page was followed by more than 16,250 people at the end of 2017. Via this LinkedIn page, information is shared about the developments in the education, research, the organisation, as well as.

Snapchat

Snapchat is an important social media channel for young people. To reach future students and present students Hotelschool The Hague joined Snapchat (username: Hotelschool) in 2016. The objective is to show what studying at Hotelschool The Hague is all about from the perspective of the students. In 2017, Snapchat was used for various events and recruitment events, but the introduction of Insta Stories has caused Instagram to continue to increase in popularity, while the number of Snapchat users has decreased.

Blog

The blog focuses on the hospitality expertise of the faculty, our Hospitality Research Centre, our students and alumni. In 2017, the number of visitors increased by 26.96% compared to 2016. The most frequently read articles were about the outcome of the 'Keuzegids' (a Dutch guide comparing all Universities and Universities of Applied Sciences in The Netherlands), the National Student Survey, the best Master of Business Administration, the top 5 Alumni hotspots and the top 5 tips to take your life with you in 2 suitcases.

Public Relations

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

- Results of the 2017 NSE and the 2018 'Keuzegids';
- MBA Top Programme Selection Guide Masters;
- 2017 Genio Worldwide Innovation Summit;
- Susanne Stolte leaving Hotelschool The Hague;
- Airbnb Research results of HTH Research Centre;
- Appointment of Wolfgang M. Neumann as Chairman of the Board of Trustees.

Colofon

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