



**HOTELSCHOOL
THE HAGUE**

Hospitality Business School

Creating hospitable futures together

2018 Annual Report





Since 1929

Strong heritage, established in 1929



Top ranked 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

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This English version of the 2018 Annual Report is a translation of the original Dutch version.



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Contents

Foreword by the Board of Directors	4
1 Board of Trustees Report	6
2 Outline of Hotelschool The Hague	14
3 Education and Research	19
3.1 Education	20
3.2 Practical education (Outlets)	23
3.3 Research	25
3.4 Quality Assurance	27
4 Students	30
4.1 Student population	31
4.2 Recruitment and selection	32
4.3 Student life	34
4.4 Personal and financial support	35
4.5 Legal protection	36
4.8 Alumni & Industry	38
5 Employees (Social Annual Report)	39
5.1 Staff composition	40
5.2 Staff turnover and transfers	42
5.3 Employees' education level	42
5.4 Occupational health and safety and occupational healthcare	43
5.5 Staff schemes	43
5.6 Diversity policy	44
5.7 Participation jobs	44
5.8 Education & training courses	44
5.9 Decentralised employment conditions resources	45
5.10 ESS (Employee Satisfaction Survey)	47
5.11 Confidential Counsellors	47



6	Management	48
6.1	Buildings and facilities	49
6.2	Corporate Social Responsibility	51
6.3	Marketing & Communication	53
6.4	Hospitality Consultancy	54
7	Finances	55
7.1	Financial policy	56
7.2	Result and balance sheet explanatory notes	56
7.3	2018 Results and the 2018 balance sheet	57
7.4	Performance indicators	58
7.5	Investment policy	59
7.6	Treasury policy	59
7.7	Transparency	60
7.8	Remuneration	61
7.9	Continuity section	62
Appendix 1	The Hotelschool The Hague Foundation's legal structure and organisation chart	66
Appendix 2	The 2018 Board of Trustees composition and additional functions	68
Appendix 3	The 2018 Board of Directors composition and additional functions	69
Appendix 4	The 2018 Board of Directors' remuneration and expenses	69
Appendix 5	Representative Advisory Council (RAC)'s Annual Report	70
Appendix 6	2018 Hospitality Research Centre Publications	71
Appendix 7	Hotelschool The Hague's Online and PR activities	72

Foreword by the Board of Directors



We would hereby like to present you with Hotelschool The Hague's 2018 annual report. With this report we, the Board of Directors, render account for the policy pursued and the results achieved in 2018. This annual report presents an overview of our organisation, its strategic goals, financial position, governance and the social and economic world in which we operate.

Welcome Willkommen Welkom 歡迎
Dobrodošao Velkommen Teretulnud
Tervetuloa Accueil Καλώς ήρθατε
Üdvözlet Benvenuto Powitanie
Bienvenido Välkommen

We would like to thank our inspiring community for a successful 2018. Thanks to the dedication and involvement of our employees, students, the Representative Advisory Council, the Board of Trustees, our alumni and many partners, great results have been achieved. We would like to take this opportunity to express our appreciation and gratitude.

The accreditation was an important milestone in the first half of 2018. Hotelschool The Hague has successfully applied for the NVAO accreditation of the bachelor and master programmes, the international accreditation via THE-ICE, the one-off practical assessment of our small-scale and intensive education, as well as the distinctive feature of internationalisation (CeQuInt). We will work on implementing the accreditation panel's recommendations during the forthcoming years.

Hotelschool The Hague continued its preparation for the implementation of the General Data Protection Regulation (AVG) on 25 May 2018 during the first half of 2018. Privacy (protection) will continue to be an important issue in the coming years.

In addition to the positive accreditations, we are also proud of Hotelschool The Hague's results in the various ranking tables. Hotelschool The Hague continued to be the best government-funded hotel school in the Netherlands in 2018 and this year it was also voted the best of all the government-funded and private hotel schools in the Netherlands, according to the HBO Keuzegids 2019. Hotelschool The Hague is also in the top 10 of the Educations.com ranking worldwide and, according to CEO World Magazine, in the top 3 of the "Best Hospitality And Hotel Management Schools" in Europe for 2018. A few other results: 435 graduate students, finalist positions at various (inter)national (student) challenges, seven academic research publications and the award of a Comenius Leadership scholarship. In addition, our P.A.T.E. programme was among the three finalists for "Best Educational Innovation" at the Worldwide Hospitality Awards. Our alumna Ellen Schmid won the prize for "Best Professional Success". Finally, we also received an award from Michelin for our educational innovation P.A.T.E.

We had somewhat of a rocky start to the second half of 2018. The change of our degree from Bachelor of Business Administration (BBA) to Bachelor of Arts (BA) by the Minister of Education, Culture and Science resulted in a great deal of discontent among our (international) students. Especially because of the lack of a transition period for the current students. We are pleased this was rectified by the Minister of Education, Culture and Science at the end of 2018, making sure students who studied with us before the Academic Year 2019-2020 can opt for a BA or BBA degree on their diploma. On a positive note, the collaboration between different Hotelschool departments and student representatives, such as Student Councils and student associations, has greatly improved. This was also evident when drawing up the Quality Agreements plan.

2018 ended with a good financial result, the establishment of the multi-annual plan for the implementation of the three strategic objectives from the Institutional Plan and the choice to further develop one scenario for the renovation of our Brusselselaan building. This is an important project to create a campus in The Hague with facilities which will support our further educational innovations and ambitions.

What will Hotelschool The Hague be focusing on in 2019? Primarily on the quality of our education and research. Innovation and improvement is a continuous process. The following focus points were chosen for 2019: designing a pre-master programme as part of our bachelor programme, the Quality Agreements, the organisational simplification, the development of a new, funded master programme and finalising the renovation plan for the Brusselselaan building.

We will continue to respond to the developments within the hospitality industry, within education in hospitality management and worldwide during the years ahead. We look forward to a wonderful and successful 2019. A year during which we can build on Hotelschool The Hague's future together with our community and stakeholders and celebrate this fantastic organisation's 90th anniversary.

At the heart of hospitality,

Regine von Stieglitz and Arend Hardorff
Board of Directors - Hotelschool The Hague

101

Board of Trustees Report



...y convinced that hospitality should be delivered with warmth and a big heart  We are at the

...ectives. We are **SUSTAINABLE**, as global citizens we respect the rights of all people and protect the environment. We are **HONEST** in all our

... on and off campus we are **LOYAL** to our school's vision and reputation and true to our fellow students and colleagues. We are **AMBASSADORS** for our scho

... by our **INTEGRITY** and **TRANSPARENT** in all our actions. We are **PROFESSIONAL**

... YES-MINDED! We are energetic and **TRUSTWORTHY** and cherish our **INTERNATIONAL** character  We welcome diversity and

... accepting responsibility and ownership. We are **YES-MINDED!** We are reliable and **TRUSTWORTHY** and cherish our **INTERNATIONAL** character  We welcome diversity and

1 Looking back on 2018

Supervision

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

Hotelschool The Hague's Strategy

The Board of Trustees has been actively involved with the preparation of the Institutional Plan. The following themes were further explored during the annual strategic work session between the Board of Trustees and the Board of Directors in 2018:

- External dynamics in the international hospitality education market;
- Implications of technology-driven change;
- Organisation design enabling the delivery of our strategy.

The results were used in the choices made in the multi-annual plan and the Quality Agreements proposal. Both documents provide further details of the Institutional Plan and focus on the ambitions and objectives for the next three years. 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.

Changing organisation

The decision was made to appoint a two-person Board of Directors for the forthcoming period in 2017. Following positive advice from the Appointment Advisory Committee and the Representative Advisory Council, the Board of Trustees decided to appoint Mrs Von Stieglitz as President of the Board of Directors effective 1 March 2018 and Mr Hardorff as Dean and member of the Board of Directors effective 14 August 2018. The division of the portfolios between the two members was jointly determined. In addition to establishing the upper structure of the organisation, 2018 was also used to determine the contours of the desired organisation (structure and culture) for the realisation of the strategic objectives. The elaboration will be an important agenda item for the Board of Trustees in 2019.

(Inter)national recognition of Hotelschool The Hague

The recognition of, and satisfaction with, Hotelschool The Hague was high again in 2018. This led to the successful (international) accreditation of the bachelor and master programmes, among other things. Hotelschool The Hague was chosen as the best hotel school in the Netherlands in the HBO Keuzegids 2019.

the heart of HOSPITALITY. PASSIONATELY,
PROFESSIONAL, DRIVEN
OPEN to new ideas and fresh perspectives
for dealings and
school community



Quality of education and research

The Board of Trustees defines the 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 great deal during his studies and makes a good start as a young professional, or successfully continues his studies at a higher level. Our quality also means our students study with enthusiasm and are lifelong Hotelschool The Hague ambassadors. For the professional field this implies they like to welcome our graduates as starting out professionals due to their applicable, practice-oriented knowledge, partly achieved by linking education and research to practice, and having a vital connection with the international professional field.*

The Board of Trustees periodically discussed the progress of the curriculum renewal project, the accreditation project, the quality assurance system and the long-term strategic plan for research, including participation in the Comenius Leadership Fellow programme, with the Board of Directors in 2018. Another point of concern for the Board of Trustees continues to be the erratic pattern of students' study progress. Unfortunately, this is a national trend. The subject remains on the Board of Trustees' agenda for periodic discussion. Another important subject is the expansion of Hotelschool The Hague's education portfolio. The Board of Trustees supports the Board of Directors' choice for the development of a funded master programme. The Board of Trustees is also positive about the new structure of the bachelor's programme fourth year, allowing for the introduction of a pre-master programme.

Housing

Hotelschool The Hague's future will require a far-reaching refurbishment and modernisation of the Brusselselaan building. The starting points and criteria for this renovation have been established first. This led to a choice for the development of a scenario at the end of 2018, including a task-setting budget. The Board of Trustees has

overseen efforts to realise an attractive, modern and sustainable building, realistic plans and a prudent use of resources. A final decision on this renovation project is planned for the first quarter of 2019. Overdue maintenance work was carried out on the The Hague Campus building in 2018, in line with planning and the budget, while the Board of Trustees ensured the investments were in line with broader planning.

Finances

A better result than budgeted was once again realised in 2018. The Board of Trustees noted with satisfaction that the Board of Directors had further rationalised the teaching staff/non-teaching staff (TS/NTS) ratio to almost 70%/30%. The financial ratios are also broadly at the agreed level. The Board of Trustees regularly discusses the return on investment status with the Board of Directors. The allocation of resources can be referred to as very efficient when compared to other Universities of Applied Sciences. The central question is whether the investment in manpower and money is justified when looking at the future output. Hotelschool The Hague's healthy financial situation is a good starting point for supporting the realisation of the strategic objectives.

2 General information

The Board of Trustees consisted of six members at the end of 2018, see Appendix 2 for more information on the members. Ms Bonhof and Mr Roel joined the Board of Trustees on 15 March and 1 September 2018, respectively. The Board of Trustees parted company with Mrs Kersten at the end of 2018 after two terms in office. Mrs Eras-Magdalena was appointed for a second term of office, following positive advice from the Representative Advisory Council. Two new replacement members will be recruited during the course of the year to replace Mrs Kersten and Mr Breebaart, whose second terms expire at the end of 2019.

The Board of Trustees is of the opinion that its composition is sufficiently diverse in terms of diversity, expertise and competences. The Board of Trustees' composition and expertise are in line with the Board of Trustees' profile, as published on www.hotelschool.nl.

The Board of Trustees acts on the basis of the powers established in the Articles of Association and the Dutch Higher Education and Research Act. The Board of Trustees works with committees to support the Board of Trustees' work. The Board of Trustees' working method is outlined in the Board of Trustees Regulations and the committees' working method in the Committee Regulations. The regulations are publicly available and can be consulted via www.hotelschool.nl.

The assessment framework explains how supervision is implemented. The Board of Trustees has made a distinction between formal supervision, i.e. supervision within the framework of governance, and policy-based supervision, i.e. supervision of the quality of education, research and valorisation in this framework. The assessment framework, including supervision, can be viewed on www.hotelschool.nl.

3 The Board of Trustees' activities

The Board of Trustees met in six formal meetings in 2018, including one strategy session. The Board of Trustees organised an internal consultation prior to these meetings. The meetings were attended by the Board of Directors. The Board of Trustees Chairperson has monthly meetings with the Board of Directors. The auditor was present during the April 2018 meeting to discuss the annual accounts.

The Board of Trustees approved the following in 2018:

- the 2019-2021 multi-annual plan;
- the 2017 annual accounts, the 2018 budget (including the multi-annual budget) for the Hotelschool The Hague Foundation, Boarding School Exploitation Foundation, Leadership Development BV, HTH Masters BV, Hospitality Consultancy;
- the choice for a scenario for the The Hague Campus renovation (final decision for this project is expected to be made during the first meeting of 2019).

Furthermore, the Board has established the (recruitment) profiles for the Board of Trustees members, the 2019 remuneration, the 2019 WNT remuneration class, an updated protocol for claims by board members and a protocol for claims submitted by the Board of Trustees. It was also decided to ask the current auditor to audit the financial statements for 2018. The Board of Trustees was informed of progress in all areas of Hotelschool The Hague by means of management information reports, a dashboard and separate presentations about the aforementioned subjects during each and every meeting.

4 Committees

The preparation of subjects discussed within the Board of Trustees is taken care of by committees established for this purpose. The committees fulfil an advisory role within the Board of Trustees; decision-making takes place within the Board of Trustees.

The composition of these committees was as follows in 2018:



Audit Committee:

Mrs Kersten (Chairperson), Mr Breebaart and Mr Roel (from 1 September 2018).

Remuneration Committee:

Mrs Eras-Magdalena (Chairperson) and Mr Neumann.

Education and Research Committee:

Mrs Bonhof (Chairperson from 15 March 2018) and Mr Breebaart.

The Audit Committee held four formal meetings this year. These meetings were attended by (some or all members of) the Board of Directors and the Finance & Control Manager. The Audit Committee spoke to the auditor about the audit of the annual figures during the first meeting, without the presence of the Board of Directors. Permanent items on the agenda of the committee are (multi-annual) budgets, annual accounts (including filing with the Chamber of Commerce), financial monthly figures, Dashboard, Risk Heat Map, compliance with the auditor's recommendations, student funding and periodic overviews of expense claims submitted by the Board of Directors. In addition, the Audit Committee reviewed the effectiveness of the expense claims submitted by the Board of Directors and discussed these with the Board. The Audit Committee periodically monitored the renovation plans throughout 2018. This will be taken over by the (temporary) Commission for Construction effective 2019, in connection with the Brusselselaan renovation project. Mr Roel and Mr Neumann are members of this committee.

The Education and Research Committee held two formal meetings this year. The Board of Directors also attended these 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 Research Centre's strategic plan and the renewal of educational courses on offer.

The Remuneration Committee held two formal meetings. 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 in 2018. This was done with the support of a recruitment agency, selected by means of a multiple private tender.

5 Employment Practices

The Board of Directors' performance is reviewed annually. This is done by the Remuneration Committee. The Committee uses an assessment framework to perform this procedure. An individual interview is held with the directors before feedback of this review is given to the plenary Board of Trustees. Agreements are also made annually about the Board of Directors' KPIs.

One of the Board of Trustees' duties is to review the remuneration policy for the Board of Directors and Board of Trustees members 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. This was remuneration class C for Hotelschool The Hague in 2018, with a maximum of € 133,000. The remuneration class for Hotelschool The Hague has been changed to remuneration class D for 2019. This is due to the three-year average increase of the total income per calendar year. The Board of Directors' remuneration complies with the SESRA. The ABP pension fund scheme for the sector is adhered to for the pension. There were no top-up schemes in 2018. The remuneration policy does not include any variable components.

The remuneration of the Board of Trustees' members also complies with the SESRA. The Board's remuneration is established annually. The basic principle of the maximum remuneration being 75% of the SESRA maximum for Boards of Trustees was determined in 2016. This maximum is gradually worked towards with an annual increase. The remuneration of the Board of Trustees' members complies with the requirements defined in the remuneration code for supervisors. The accountability regarding the Board of Directors and Board of Trustees' remuneration is included as an Appendix.

The Board of Trustees also reviews the expense claims submitted by the Board of Directors, in addition to the remuneration policy. The auditor was instructed to audit the Board of Directors' expense claims for legality in 2018. The Audit Committee performs an annual random check of the legitimacy of the expense claims. The table regarding the Board of Directors' expense claims is also included as an Appendix. The Board of Directors or members of the Board of Trustees were not issued with any shares, loans or guarantees in 2018 or earlier. The policy is not to do this.

Evaluation of personal performance by the Board of Trustees

Attention is paid to the evaluation of the Board of Trustees and the individual members' performance every year. This evaluation has been carried out with the aid of a self-evaluation tool in recent years. The results are discussed within the Board of Trustees and the Board of Directors in a separate meeting. The self-evaluation for the year 2019 will take place with the aid of external guidance. In view of the recent changes in the composition of the Board of Trustees, it was decided to use this method instead of the 2018 self-assessment.

Permanent Education

The individual members of the Board of Trustees attended training sessions within the context of permanent education. The most important findings were shared with the Board of Trustees and mirrored in Hotelschool The Hague. A member of the Board of Trustees attended the fifth anniversary symposium of the Organisation of Higher Education Supervisors. One member participated in the training sessions organised by this organisation. One member is in an intervision group with former students of the Commissioners programme at the Erasmus University Rotterdam.

6 Board of Trustees and governance

Independence of members

The Board of Trustees is of the opinion that each and every member performed his or her position independently in 2018. 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 Board of Trustees members in the plenary meetings. The Board of Directors reports conflicting interests to the Board of Trustees Chairperson in accordance with the Governance Code. There was no case of conflicting interests in 2018.

Consultation with interested parties

The Board of Trustees deems it to be of essential importance to maintain contact with interested parties for the performance of both the supervisory role and the role as sparring partner. To this end, (a delegation of) the Board of Trustees meets with the Representative Advisory Council once a year. In addition to this meeting, the Remuneration Committee Chairperson, in the capacity of contact person for the Representative Advisory Council, consulted with the Chairperson, or a delegation of the Representative Advisory Council, prior to the Board of Trustees meetings. The Remuneration Committee Chairperson reports on this during the Board of Trustees meeting. In addition, the Board of Trustees also involved the Representative Advisory Council in the decision-making process regarding the expansion of the Board of Directors, the temporary and permanent filling of vacancies in the Board of Directors and the reappointment of Mrs Eras-Magdalena. Moreover, one staff member and a student member of the Representative Advisory Council were part of the Appointment Advisory Committee for the Board of Directors members. Members of the management team are regularly invited to the Board of Trustees' (Committee) meetings and the Board of Trustees speaks with Hotelschool The Hague employees. The introduction day for new Board of Trustees members, as well as participation with International Advisory Board meetings, employee days and the jury of the Genio Student Challenge are an excellent addition to this.

7 In conclusion

It is important to find the right balance between (innovation) ambitions and fulfilling the social mission and the tensions between the people in our organisation. Some things can and must happen quickly and for other things a little more time is needed. The multi-annual plan, along with the Quality Agreements with the government, will allow Hotelschool The Hague to devote the desired extra focus on the objectives and ambitions to be achieved in the forthcoming years. The year 2019 will be dominated by Quality Agreements, organisational development, curriculum renewal, the development of a funded master programme and the development of the definitive plan for the The Hague Campus renovation. The Board of Trustees will ensure these policies are implemented in line with the strategic goal of ensuring the school continues to be one of the best hotel schools in the world. The Board of Trustees wishes all employees, students and the Board of Directors a great deal of success and looks forward to celebrating Hotelschool The Hague's 90th anniversary together. In conclusion, the Board sincerely thanks all employees for the results realised and for their dedication and commitment to the Hotelschool and its students.



Wolfgang M. Neumann
(Chair of the Board of Trustees, 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)



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



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



Geri Bonhof
(Member of the Board of Trustees and Chair of the Education and Research Committee)



Hendrik Jan Roel
(Member of the Board of Trustees and Chair of the Audit Committee from 1 January 2019)

102

Outline of Hotelschool The Hague



2.1 General information



Hotelschool The Hague has been the oldest independent Hotelschool in the Netherlands since 1929. Innovation and internationalisation has been a central theme for nearly 90 years. 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 75 different nationalities, follow the English-language bachelor or master programme in Hospitality Management. In addition, Hotelschool The Hague employs more than 250 employees from 16 different countries.

Legal Structure

The legal form is a foundation, with its registered office in The Hague. The Hotelschool The Hague Foundation (Hotelschool The Hague) is registered with the Chamber of Commerce under KvK41150185. The statutes can be found on www.hotelschool.nl, these were last amended on 26 April 2012. The Hotelschool The Hague Foundation is the sole shareholder of the Hotelschool The Hague Leadership Development BV holding company. Private (education) activities are offered within this holding company. This structure allows for a strict separation of the private and public funding flows. Three private limited companies, each with their own focus, form part of the holding company:

- Hotelschool The Hague Performance Management BV;
- Hotelschool The Hague Curriculum Consultancy BV;
- Hotelschool The Hague Masters BV.

The Hotelschool The Hague Foundation's Board of Directors also makes up the Board of Directors of the Hotelschool The Hague Boarding School Exploitation Foundation. This foundation was established for the private funding of both Skotels (student accommodation and hotel rooms). Appendix 1 contains more information about Hotelschool The Hague's legal structure; it also contains the Hotelschool The Hague's organisational chart.

Statutory objectives

Hotelschool The Hague's purpose is "Creating hospitable futures together". Within the limits of its resources, this is implemented by providing higher professional education in international hospitality management and conducting applied research in this area. The education is focussed on theoretical and practical preparation for practicing professions within the international hospitality industry.

Mission

"To be a leading educational community, which 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."

Our promise

"Our promise is to deliver a unique combination of theory, practice and research. This is how we distinguish ourselves from our competitors. Our real-life learning environment supports the integration of the three. We act in a significant and student-centred learning environment.

A unique combination of development in three types of skills:

- considerable foundational knowledge, an in-depth understanding of hospitality and critical thinking skills (IQ);
- Highly developed personal and intercultural skills (EQ);
- Resilience (AQ).

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

Strategy

Hotelschool The Hague's strategic direction is principally established in the 2018-2023 Institutional Plan. Hotelschool The Hague wants to strengthen the ties with its hospitality students, employees, alumni and the industry during the forthcoming years. Hotelschool The Hague is focussed on achieving the following strategic objectives:

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

These objectives from the Institutional Plan were further elaborated on in a multi-annual plan and budget in 2018. This multi-annual plan defines the most important projects for the upcoming period. The Board and the organisation's focus is on the successful execution and implementation of these projects.

Hotelschool The Hague's values

Hotelschool The Hague's core values are summarised in 'a caring community, with a responsible business, based on our strong heritage'. A Code of Ethics has been drawn up, based on these core values, our mission and vision. The letters of the word Hospitality provide a guide for reflection for students, employees and management. The objective is to inspire and to guide behaviour and the way in which people work (together). The Code of Ethics is part of the students' curriculum. The meaning of the values is addressed on the basis of various (practical) examples.

2.2 Governance within Hotelschool The Hague

The "Good Governance Code of Universities of Applied Sciences" (hereinafter: the Governance Code) is the guiding principle for Hotelschool The Hague in terms of the structure of the governance within the Foundation. The Governance Code principles are endorsed. The Governance Code is applied as much as possible. A clarification will be provided in this report whenever the Code has not been applied.

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

The Board of Directors has been made up of two members since 14 August 2018: Mrs Regine von Stieglitz (President) and Mr Arend Hardorff (member and Dean). Further information about the Board of Directors is included in Appendix 3.

The Board of Trustees internally supervises the Board of Directors' performance and the general course of affairs within Hotelschool The Hague. The Board of Trustees provides (solicited and unsolicited) advice in its role of sparring partner and fulfils the role of the Board of Directors' employer. The Board of Trustees consisted of five members at the end of 2018. Chapter 2 contains the Board of Trustees' annual report.

The New Management and Administrative Regulations and new Authorised Signatory Regulations came into force on 1 January 2018. Hotelschool The Hague does not yet have an established Horizontal Dialogue Guide and Strategic Cooperation Statute. The Institutional Plan, with the Board of Directors' vision in respect of the implementation of Hotelschool The Hague's social mandate during the forthcoming 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 provides the Dutch Ministry of Education, Culture and Science with justification for how the public funds were spent every year. Other stakeholders like students, employees, alumni and representatives from the hospitality industry are also expressly involved in Hotelschool The Hague's activities and developments.

The Board of Directors conducted five consultation meetings with the Representative Advisory Council (RAC) in 2018. Both employees and students are represented in the Representative Advisory Council. Important themes in 2018 were: the budget (cycle), the job description and job evaluation project (FuWa), organisation (development), the curriculum renewal project, preparation for the accreditation, including quality assurance, the changed education and examination regulations. The President of the Board of Directors also has monthly meetings with the Chairman of the RAC in preparation for these meetings. Appendix 5 contains the RAC's Annual Report.

In addition to consultation meetings with the RAC, the Dean also attended the Education Committee meeting at least once per teaching block. Both students and teaching staff are represented in the Education Committee. Important themes for 2018 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 devoted to how the Education Committee's changed role and responsibilities are implemented within Hotelschool The Hague.



The 'HTH Voice' was organised for and by students once per block. Matters which concern students are discussed during these Student Councils sessions in Amsterdam and The Hague. A representative from the Board of Directors is present during these sessions. The students' input is taken into account when drafting or updating policies, but also to improve individual courses and facilities for students.

A separate session (Heart-to-Heart meeting) is organised once per block, where, together with representatives from the student associations and student councils, subjects are discussed more in-depth.

The Board of Directors and many employees take part in the various international meetings organised annually by the hospitality industry. Hotelschool The Hague has a long tradition of close cooperation with the international hospitality industry. These include the HotelloTop, ITB, MIF, EUHOFA, ICHRIE and EUROCHRIE. Hotelschool The Hague also organises an Industry Exchange Event and a career fair for students at least twice a year. The annual "Genio Worldwide Innovation Summit" is also organised. Fourteen student teams participated in this student challenge from various international Hotel schools in 2018. These are relevant meetings to exchange knowledge and experiences for the curricula and to maintain and develop relevant networks within the hospitality industry and with other Hospitality management schools. The first so-called International Advisory Board "next generation" took place in April. This initiative, which was the result of advice from the regular IAB, proved to be an enormous success and will therefore be continued in the year ahead. The second International Advisory Board (IAB) meeting took place in October. The IAB is composed of sixteen people from across the entire hospitality industry, who hold significant positions within their respective companies; mostly at CEO level. The most important objective of the Industry Advisory Board, chaired by 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 the co-founder of Hotel Schools of Distinction. We collaborate and exchange knowledge on "best practices" within Hotel Schools of Distinction for the benefit of the curricula and research, marketing, contacts with the professional field and the exchange of experiences between students at various different Universities (of Applied Sciences) throughout the world.

103

Education and Research





Figure 3.1 Education

Bachelor	240 EC
Master	75 EC

3.1 Education

Courses

Hotelschool The Hague offers a full-time, specialised, English-language bachelor programme: Bachelor Hospitality Management (240 EC)¹. An accelerated programme is offered within this bachelor programme: the International Fast Track programme (IFT programme). The IFT programme is accessible to students with appropriate prior education and/or work experience in combination with a completed intensive preparation phase. Students who successfully complete the bachelor programme or the IFT programme and who have been enrolled since 1 September 2018, will receive the degree of Bachelor of Arts in Hospitality Management (BA.HM). Students who were enrolled before 1 September 2019, may make use of the transitional provisions in connection with a changed degree. They may apply for a Bachelor of Business Administration in Hotel Management (BBA.HM).

Hotelschool The Hague has also offered a full-time English-language master programme since 2015: Master of International Hospitality Management (75 EC). This programme focuses on learning to develop and implement new strategies, business models and innovative hospitality services from a “customer centrality” perspective. Students who successfully complete the master programme are awarded the degree: Master of Business Administration in Hospitality Management (MBA.HM).

The accreditations went well in 2018. The following were gained:

- the NVAO extensive programme of accreditation for the bachelor and master programmes;
- the distinctive feature of small-scale and intensive education for the bachelor programme;
- the distinctive feature of internationalisation for the bachelor programme;
- international accreditation by THE-ICE for the bachelor and master programmes.



THE HAGUE



AMSTERDAM

Guaranteed exit level

Hotelschool The Hague is characterised by small-scale and intensive education, which doesn't just result in attention for the education, but also for the offer of extra-curricular activities. This education is characterised by the fact that the exit qualifications are attained in an inextricable correlation between curriculum and social context. The accreditation panel assessed the characteristics of small-scale and intensive education in 2018 and concluded that all standards had improved compared to 2011.

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 bachelor and master programmes' exit level. It is essential that the Exam Committee can operate judiciously and independently. The Exam Committee consisted of three lecturers, an external member from another University of Applied Sciences and an Administrative Secretary in 2018. The Assessment Committee, which forms part of the Exam Committee, was expanded from three to four faculty members. The Exam Committee reports on its findings regarding guaranteeing the quality of examinations and assessments via an annual report. The annual report and the method of following up the recommendations are discussed with the Board of Directors.

¹ The Dutch name is Bachelor Hotel Management.

Launching Your Career (LYCar), the bachelor graduation programme, is an important link in the curriculum when it comes to guaranteeing the exit level. Implementing improvements within the graduation programme is a continuous process. Particular attention was paid to thorough preparation of the final products and internship component to be delivered by the student in 2018. The improvement in the supporting LYCar processes has been shaped by the purchase of a tool which improves the workflow and the matching of students and companies. The preparations for a good implementation of the tool have already started.

The five funded institutions with a higher hotel education continue to work together in the area of assessments in several carousels. The consultations within the carousels was at a lower level in 2018 due to the cluster accreditation of the hotel schools. The five funded higher hotel schools and the two non-funded hotel schools worked closely together in preparation for the accreditation under the leadership of a joint project leader and had a joint development session on 11 October 2018 with the Chairpersons and secretaries of the accreditation panels, as well as with representatives from NVAO and THE-ICE.



Blended learning

Blended learning is an important subject for Hotelschool The Hague. Blended learning represents the integration of online learning activities and traditional face-to-face (practical) education to Hotelschool The Hague. The starting point is that technology and education strengthen each other and ultimately improve the learning process. A new version of the learning management system was successfully implemented in 2018, offering lecturers new opportunities in the areas of interactive content provision, online testing and grading rubrics. This has laid the foundation for optimal support for educational innovation.

Educational innovation

2018 was a defining year for the future of curriculum innovation. First of all, Hotelschool The Hague made a fundamental and fairly groundbreaking choice to define the hospitality management discipline as a design-based discipline. Three clear design criteria for curriculum development were formulated in the form of (1) Play, (2) Personal and (3) Real (see framework) in order to put this choice into practice. The hospitality industry is evolving rapidly; experimentation is the key to continuing to realise creative solutions and innovation. Hotelschool The Hague wants to train the next generation of hospitality leaders who are agile, flexible and resilient to embrace and tackle the opportunities and challenges within the hospitality industry.

Play

Play is a cross-cultural and universal concept which everybody understands. Most importantly, PLAY involves a playful mind-set being adopted to allow for (2) constant experimentation, (3) embracement of mistakes / failure by creating a safe and playful learning environment, (4) creativity and innovation and (5) gamified learning experiences both on and offline, which foster engagement, but social interactions too.

Personal

In a world which is changing at such a rapid pace, everything we teach should be different from machines. The concept of personal is therefore about (1) making the education fit the student's individual needs (2) enabling the student to become the best version of himself by finding out what his true values are and how to care for the world. We will see this in the broader curriculum.

Real

In a rapidly changing world, we must keep our industry focus, but also adopt a broader focus to engage with a larger set of stakeholders, vital to build a sustainable future and create hospitable futures together. Keeping REAL means we have an external focus to (1) create real-life learning experiences, (2) contribute to the United Nations Sustainable Development Goals by moving societal goals forward, (3) form partnerships with various parties (e.g., companies, other universities, institutions) and an internal focus to (4) keep our course budgets, time allocations and workload realistic for both students and staff.



3.2 Practical education (Outlets)

Skotel Experience

The students' 'residential units' are located in the Skotels (hotel and student accommodation) in The Hague and Amsterdam. Students live, work and study together in the Skotel during the first year. The aim is to mix one Dutch and one international student per room. The Skotel aims to realise 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. A small-scale international "professional community" is developed as a result of the high educational intensity and extracurricular activities. This community will be further developed during further training and after graduation.

The new Academic Year started in August with the arrival of 160 students in The Hague (highest number ever) and 153 in Amsterdam. In addition to the 199 students from the February intake, this meant that all 512 available places were filled. Two students from the Amsterdam campus took part in a "Starters Kit" project which was started for new students. All new students were given the opportunity to purchase various articles you might need as a new student. This included kitchen, office and toilet items, but also linen and a bicycle. All new students attended an information meeting in our auditorium during the first week, organised by the GGD (Municipal Health Service) about alcohol and drug use. This meeting was deemed to be very valuable, partly due to the new input from real life cases.

Campus Experience

The Campus Experience's guiding principle is: "The campuses will set 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 theoretical knowledge gained by students is applied in a practical situation and vice versa. In addition to the practical skills gained at the various different outlets, students also develop management skills. The students are given the opportunity to manage an international team of first-year students in the second year. Cultural differences within the team provide added value to the students' learning process.

Hotel accommodation

The Skotels in The Hague and Amsterdam have 21 and 20 hotel rooms at their disposal respectively, used for our practical education in the first and second year. These hotel rooms are furnished by various international hotel chains. This unique concept offers students a very varied and broad learning experience, while hotel guests are always surprised. A start was made on the renovation of the hotel wing in 2018, following the renovation of our student rooms and public spaces in Skotel The Hague in 2017.

The three hotel corridors, as well as the first five hotel rooms, have been completely renovated. The remaining rooms will be refurbished with the help of our hotel partners during the year ahead. A new logo for the Skotel was introduced in 2018, based on the existing Hotelschool The Hague logo. Two illuminated signs with this logo have been installed on Skotel The Hague's facade.

The hotel rooms are available to both internal and external guests. The occupancy rate in Skotel The Hague rose from 56.98% in 2017 to 59.42% in 2018 and in Amsterdam from 58.56% to 70.61%. The total revenue from rooms rose by more than 28% from € 513,268 to € 659,480. The increase in both occupancy and revenue was mainly due to the new booking opportunities for both Skotels which were introduced this year via the online booking channels Expedia and Booking.com. This also means the focus is

shifting from learning practical skills such as check-in, check-out and making reservations to the more commercial aspects of pricing hotel rooms.

The total revenue from the Skotel activities increased by more than 25% from € 728,000 to € 910,000. This increase was mainly due to activities in the summer, where both Skotels were rented out to the Vrije Universiteit in Amsterdam and The Hague Academy of International Law in The Hague's summer courses. These extra activities in Skotel also offer our own students the opportunity to put their learning experiences into practice. Hotelschool The Hague selected four key projects from the United Nations Sustainable Development Goals as part of its strategic objectives in 2018. The Rooms Division department donated € 2,300 from tips received to various organisations which support these goals, as well as materials and personal support and the exchange of instructors for various projects. For example, our replaced examination tables were given a new lease of life in a school in Ghana and we donated soap to the Habitat for Humanity project in Lesotho. A number of hotel rooms were made available to the Dutch Refugee Council and financial contributions were made to Kika, Hart4Onderwijs in Nepal, Children of the Desert and the Catholic Foundation for Education on St. Maarten. Skotel students collected clothing for the Salvation Army, organised workshops for the Sophia Children's Hospital and supported the organisation Matchis with the recruitment of stem cell donors.



Food & Beverage (F&B) outlets

Hotelschool The Hague has six fully operational restaurants and a Banqueting Division for the practical F&B education. The Banqueting Division is responsible for the organisation of, for example: dinners, meetings, receptions for internal and external clients. Before the students start working in the outlets, they are taught a number of basic skills via a 'living lab situation'. Procurement, control and cost price calculations are recurrent themes in the outlets which the students have to deal with on a daily basis. The various outlets are also used to facilitate research with the help of students, employees and external guests. Consumer behaviour and the testing of new developments are important topics. A good example is the Food Rescue (research) project launched in 2017. This project involved instructors, together with the students, collecting and processing large quantities of vegetables in the kitchens, which would normally have been discarded. The goal is to contribute to the reduction in food waste. This project was continued in 2018. Hotelschool The Hague has entered into a partnership with Instock. This company has a number of restaurants which work with "rescued" products and now they also have a wholesaler, where Hotelschool The Hague buys products at a low price. In addition, there is a collaboration with the "Verspillend is Verrukkelijk" platform. This has led to a 'Rescued Food Market' at the Amsterdam Campus for students, employees and external contacts. Due to its great success, this event will be repeated in 2019, but this time at the The Hague Campus. A practical education innovation was started in 2018, called P.A.T.E. (Practical And Theoretical Education). This assignment is linked to the United Nations Sustainable Development Goals. Sustainability and social responsibility play a major role in F&B education. The students are given an assignment to make a choice and a plan to contribute to these goals and must also execute this plan, i.e. make a translation from theory to practice. This has resulted in a number of wonderful projects, which have led to the Hotelschool The Hague being nominated and finishing in the top 3 at the Worldwide Hospitality Awards in Paris.

3.3 Research

Research offer

Hotelschool The Hague's practical research strives for new insights. These insights will give further substance to the curriculum, whilst also stimulating innovations in the hospitality industry at the same time. Hotelschool The Hague describes this principle as "thought leadership". Both lecturers and students are actively involved in the research projects. Hotelschool The Hague cooperates with various companies, (knowledge) institutions and official authorities in the area of applied research.

The Hospitality Research Centre, employing 6.7 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).

2018 Developments

The Hospitality Research Centre continued to develop in the direction described in the research strategy in 2018. This strategy includes more attention for the dissemination and valorisation of research and further incorporation of the research within the organisation and the education.

The Hospitality Research Centre has made a substantial contribution to the accreditation process. Having been awarded the Comenius Leadership Grant, the chosen approach of a research contribution to educational programmes has been recognised as "very good", while at the same time being consolidated by the funding obtained. The Strategic Human Resources Management and Hospitality, Happiness and Care research lines have been further developed as evidenced by the resulting academic production. Finally, the concept of "thought leadership" as a strategic goal was further elaborated on during discussions about areas of interest and research focus.

Accreditation

The NVAO report concluded that "a good balance between research and professional skills" was being offered. At the same time, it noted the desirability of strengthening the line of research in education. THE-ICE also concludes that the role of research in education has "a sound beginning". The panel members also expressed their appreciation for the strategic choice for relevance, for example the Airbnb study: the report speaks of a promising "new and widening paradigm about hospitality research, which embraces societal and community concerns, as well as continuing to pursue topics which offer technical improvements for the hotel sector".

Comenius Leadership Grant

The core idea behind the proposed innovation is the increasing importance of critical thinking and research skills among future professionals, because as a school we cannot predict where the sector will be in 5-10 years' time and what skills will be required. It is therefore a question of adaptability on the professionals' part, but also in educational programmes themselves: shortening the innovation cycle. The chosen approach is that of design driven research, to be integrated into all parts of the educational programmes. The Comenius project teams and Curriculum Innovation teams have been merged for greater efficiency and effectiveness.

Learning Communities

The Hospitality Research Centre has launched the initiative to form 'Learning Communities', as described in the Comenius proposal, in order to discuss the most

recent developments in the profession with students, lecturers, researchers and the professional field. For the students, the selection criterion has an above-average interest for the subject. After initial experiments, it was decided that the Hospitality Research Centre would not identify the topics for the Communities, but only support and facilitate initiatives which had arisen from the bottom up. A Learning Community in the field of Strategic HR Management was successfully launched (measured by the participation of students and the professional field) at the end of 2017. Preparations for Learning Communities in the areas of 'Hospitable Encounters' and 'Real Estate' have been made. The Learning Communities are expected to lead to progressive knowledge development. To this end, the organisers have been asked to submit meeting reports.

Thought Leadership

While the integration of education and research in the bachelor programme is making great strides, the Hospitality Research Centre has indicated it is seeking closer involvement in the master programmes. In particular, the identification of future developments at programme level is at odds with the Comenius proposal principle, which means we cannot predict this future. In other words, the term 'Thought Leadership' requires an adaptive element and is defined as follows: "Pursuing thought leadership means developing, collecting and disseminating new insights into the pressing questions which are currently, or will become in the near future, of interest or of concern to professionals and society, with the objective of becoming a reference for those questions when they arise".

2018 Research output

A dashboard was developed in 2017, which measures the Research Centre's output against 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 (2018)	Target	Count of Indicator	Sum of Amount
A. Academic Publications	9	7	€ 0
B. Trade Journal Publications	12	11	
C. Participation in Academic Conferences	6	11	€ 0
D. Presentations and workshops for professionals	20	40	€ 0
E. Contracted projects (i.e. derde geldstroom)	€ 80,000	5	€ 35,743
F. Grants and funding awarded (i.e. tweede geldstroom)	€ 20,000	3	€ 263,086
G. Citations	30	595	
H. Mentions in the news (i.e. others speaking about us)	12	54	
I. Students participating in research projects	25	30	€ 0
J. Membership of journal boards, professional field committees, PhD committees etc.	5	11	
Grand Total		178	€ 298,829

Figure 3.2 Indicators

The target shortfall in the number of publications can partly be explained by the fact that a number of books were prepared in the past year, which entailed a greater investment of time per publication than articles. Financial revenues are reported on procurement and therefore booked over longer periods. The method of reporting citations has been improved and is now based entirely on Google Scholar mentions; this allows for better estimates in the future. An overview of publications is presented in Appendix 6.

Quality Assurance

Last year, the operationalisation of a quality assurance system and the establishment of procedures to monitor the progress of research projects were in line with the

conclusions of the VKO validation (2014). This system was further developed in 2018 and the PDCA cycle has now been fully implemented.

Finances

Last year, it was reported that the subsidy application results required further attention. The Procurement department has made a selection of specialised consultants; this has led to a collaboration with PNO for the preparation of grant applications. The results of this initiative can't be evaluated until next year.

Annual overview

Primarily with a view to internal dissemination (increasing visibility for students and colleagues), an accessible overview of the Research Centre's activities in 2018 has been compiled. This yearly overview can be found on <https://hotelschool.nl/en/research/about-research-centre>.

3.4 Quality Assurance



Hotelschool The Hague aims for the students to attain the highest possible (personal and professional) level, so the students are optimally prepared for a leadership position/management career in the global hospitality industry. This is realised by imposing high quality requirements on the (incoming) students, staff, the content and implementation of the curricula and the supporting processes. Hotelschool The Hague uses the "Systematic Quality Assurance & Improvement" method for the further organisation of the formal quality assurance system.

'Quality sessions' were organised with lecturers, instructors and staff during the accreditation preparations, where the expertise and needs of the quality assurance system and the quality culture were used as input for improvement.

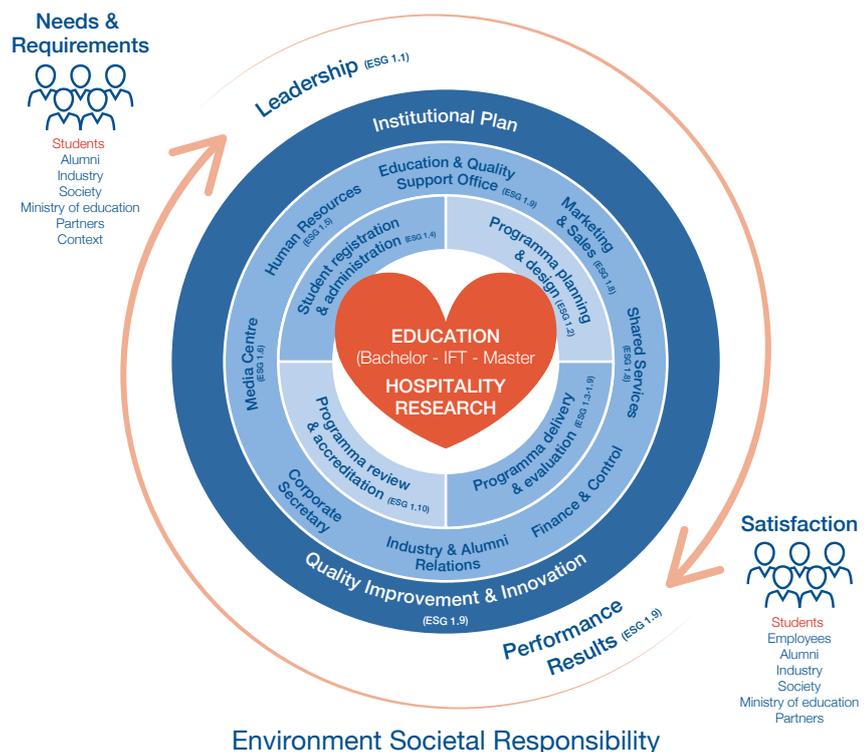


Figure 3.3 Quality Management System Model

	Institutional	Programme	Department	Course	People	Frequency
P L A N	Institutional plan					6 year
	Policies	Policies				3 year
	Multi-annual plan & budget		Multi-annual plan		Career develop. plan	3 year
	Regulations/ procedures	Regulations/ procedures (e.g. Education & Examination Regulation - EER)	Regulations/ procedures	Regulations/ procedures Course set-up, budget and syllabus	Regulations/ procedures	Annually
	Framework letter		Year plan (incl. budget)		Planning meeting	Annually
DO	Hotelschool The Hague fulfilling its promises to the students and the professional field. Deliver a unique combination of theory, practice and research in a real-life learning environment and a unique combination of development of skills (IQ, AQ and EQ).					
C H E C K	Student Voice/Staff lunches Risk heat map Corporate dashboard Progress multi-annual plan Ranking/Accreditation	Vertical & horizontal alignment and achievement intended learning goals Benchmarks /mid-term audit/Accreditation	Departmental surveys /internal audits Departm. dashboard Progress year plan	Course surveys/focus groups Assessment evaluation Course dashboard Study progress report	Class visits Peer feedback Faculty eval. Intervision (peer group coaching)	Various
A C T	Improvement/ development plans	Improvement/ development plans	Improvement/project plans	Course improvement plan	Personal development Plan	<3 year
C & A	Progress meeting BoD with BoT	Education Committee and Education Man. Team	Progress meeting managers with BoD	Core team meetings	Dialogue and performance meetings	Quarterly
C H E C K	Impact of forces driving change in Hotelschool The Hague and its stakeholders 'What is happening outside Hotelschool The Hague?'					Annually
	Snapshot Governance Management review (ACT)	Quality Programmes Quality Research	Snapshot Organisation Snapshot Culture	Quality Courses	Snapshot Staff	Annually

Figure 3.4 Several key activities were successfully supported with the improved and consistently executed management cycle.



Figure 3.5 Successfully implemented projects



Figure 3.6 **Ranking**

Top ranked

No. 1

(Government-funded)
Hotel Management School
in the Netherlands
(HBO Keuzegids 2018)

An important goal for 2018, was to increase the students' involvement. Two new initiatives have been launched with this in mind. The first is the organisation of Heart-to-Heart meetings four times a year, where student representatives from the Student Councils, the Education Committee, the Representative Advisory Council and student associations enter into a dialogue with the Board, Chairpersons of the various committees and employees. The openness of these conversations will lead to an improved insight into what is going on and will offer the opportunity to come up with joint solutions. The Heart-to-Heart meetings also provide important input for the Quality Agreement proposals.

In addition, student representatives were introduced in the first year, who represent the link between the students who follow courses in a specific block and the lecturers, management staff and support services involved. These short lines of communication allow for the quicker identification of problems within a subject or area and to subsequently solve these more quickly too.

The course evaluations are to be conducted in the same way as last year, with a more limited number of subjects based on a more in-depth 360-degree approach. This has led to a greater involvement of the course teams. Quantitative results will be complemented by focus groups where necessary.

The attention paid to making the results more accessible and increasing the involvement of the students and lecturers will also lead to the strengthening of the quality culture within the Hotel School The Hague.

104

Students



4.1 Student population



Figure 4.1 Students

2,664 in 2018

2,646 in 2017

Hotelschool The Hague had a total of 2,664 students on the reference date of 1 October 2018. Hotelschool The Hague continues applying a maximised intake of first-year students for the regular bachelor programme; this fits the educational concept most effectively. The fact that students live 'internally' during the first year of their studies forms an essential part of this educational concept. As a result, the intake equals the available housing capacity at both Skotels.

Student population 01-10-2017		2,646
Enrolled, following education		2,646
Students returning after leaving		6
February 2018 intake		210
Bachelor Diplomas 1 October 2017 - 1 October 2018		-/-428
Master Diplomas 1 October 2017 - 1 October 2018		-/-28
Left without Diploma 1 October 2017 - 1 October 2018		-/-105
Negative binding recommendation on continuation of studies 01 October 2017-01 October 2018		-/- 43
Intake September 2018		380
Intake master September 2018		26
Student population 01-10-2018		2,664

Figure 4.2 Student population

Intake of the 2017-2018 Academic Year

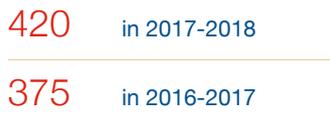
Hotelschool The Hague has two intake moments for the full-time bachelor programme, on 1 September and on 1 February. A total of 1,773 full applications were received from prospective students for participation in the selection procedure for the Academic Year 2017-2018. This is an increase of 8% compared to the previous Academic Year. 1,546 students participated in a selection day in the Netherlands or abroad. 160 new students arrived at the The Hague Campus and 152 at the Amsterdam Campus in September 2018. 101 new students arrived at the The Hague Campus and 109 students at the Amsterdam Campus in February 2018. The total full-time intake for the Academic Year 2017-2018 amounts to 523 students. The IFT programme has one entry moment, 1 September. This Academic Year there was an increase of 10% in the applications of prospective students for the IFT programme, from 111 to 123. 69 students, of which 68% were international students, took part in the obligatory summer course PIFT in the summer of 2018. This is two students less than 2017. 64 IFT students have started the Academic Year 2017-2018, of which 33 were in The Hague and 31 in Amsterdam. The master programme has one entry moment, 1 September. 26 students started the master programme at the Amsterdam Campus for the Academic Year 2018-2019.

An international student population is an important pillar of internationalisation within Hotelschool The Hague. Hotelschool The Hague aspires to realise a 50/50 ratio between the intake of Dutch/ non-Dutch students. The number of applications from international prospective students was 32% (based on first nationality) in the 2017-2018 Academic Year.

Currently, 34.9% of the total student population is non-Dutch (based on first nationality) and students of 75 nationalities are enrolled at Hotelschool The Hague. The majority of the non-Dutch students are from other EU countries, mostly from Germany, France, Romania, Belgium, the United Kingdom, Italy and Bulgaria. About 9% of the non-Dutch



Figure 4.3 Number of graduated students per academic year



students come from outside the EU, such as India, The United States, China, Russia and South Korea. 43% of the total intake of new students (bachelor, IFT and master) was non-Dutch on 1 September 2018. This is a decrease of approximately 1% compared to last year.

Outflow

420 students graduated from the bachelor programme in the Academic Year 2017-2018 (1 September 2017 – 31 August 2018). This makes the number of graduates slightly higher than the previous Academic Year (number of graduates in 2016-2017 was 375 students). A total of 15 master students graduated (17 graduates in 2016-2017). The 2017-2018 study duration remained almost the same as in previous years. Hotelschool The Hague will continue to take measures to ensure steady progression within the programmes in 2019.

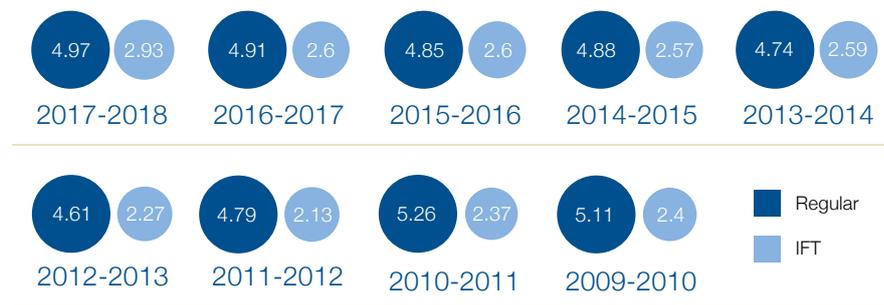


Figure 4.4 Average years of study in years bachelor

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 make selections for the bachelor programme based on strict admission requirements and to request a higher tuition fee. A selection procedure also applies to the master programme. NVAO decided to re-accredit the programmes at the beginning of 2019 as a result of the accreditation procedure completed in 2018; the two special characteristics have also been reaffirmed.

Hotelschool The Hague's quality also depends on the quality of its students. The objective and the responsibility of the Hotelschool The Hague's Recruitment Team 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 open days, trade fairs, school and hotel visits, along with presentations and online promotions. Hotelschool The Hague was represented at the most important national and international Higher Professional Education Fairs in 2018, at international schools and recruiters gave several presentations to the international hotel industry. Not only student recruiters, but also lecturers, current students and alumni are also regularly involved with the recruitment and promotion of Hotelschool The Hague. The selection days held abroad are a good example of this, where the power of various stakeholders is combined to best represent the Hotelschool The Hague.



Hotelschool The Hague has intensive selection procedures for both programmes. The procedures are organised in such a way that the prospective students, who are eventually not admitted, are offered a learning experience. Ten selection days for the regular programme and a specific selection day for the IFT programme only were organised in the Netherlands in 2018. Ten selection days were also organised abroad. Both Dutch and non-Dutch prospective students attended the selection days in the Netherlands. In order to increase the non-EEA student population, Hotelschool The Hague has been offering the Orange Tulip Scholarship since the end of 2018, in addition to the Holland Scholarship programme. This grant is intended for prospective students from South Africa, who are not eligible for EEA tuition fees.

Selection is a process which is constantly being developed within Hotelschool The Hague. The selection procedures change in line with anticipated developments in the curricula and the aspiring students' learning styles. Several evaluations, benchmark sessions, focus groups and training courses for selectors took place in 2018. This has led to a tightening of the assessment criteria, assessment tools and the reliability of the assessments. The pursuit of optimal procedures, with optimised systems, will be continued in 2019.

4.3 Student life

Hotelschool The Hague pays a great deal of attention to the range of extracurricular activities it provides its students with ('going the extra mile'). Hotelschool The Hague's vision and mission means students are offered more than just a good education in hospitality management.



**GLOBAL
CITIZENSHIP
SERIES**



Hospitality
Innovation Summit

Hotelschool The Hague continued the successful Global Citizenship Series concept in 2018. Students and lecturers debated on various social subjects during the seminars. Hotelschool The Hague also facilitates participation in student challenges and large events, such as the presentation of the annual Michelin Stars. The Hotelschool The Hague organised the "Genio" Student Challenge again in October. This student challenge brings together excellent students from all over the world with leaders from our industry. The jury consisted of no less than seven CEOs and a total of fourteen international hotel schools participated in this event. Students worked on a "real life" case during this event, which was presented to the jury. In addition to this "Genio" student challenge, student teams also participated in various International Student Challenges. Some examples are: International Hotel Investment Forum (IHIF) (finals); SHIMUN (United Nations Simulation by EHL); European Mise en Place Cup (finals); Hyatt Student Prize and YHS Lausanne (finals). A large culinary event was organised in collaboration with the Peruvian Embassy, during which Peruvian cuisine and products were centre stage. This was the result of a study trip to Peru by a group of students from the Gastronomy elective.



Students actively participate in the Representative Advisory Council, the Education Committee, HTH The Voice, the Appeal Committee and the Dispute Resolution Committee. This allows students to make a valuable contribution to the improvement of the quality of the education and the (educational) facilities. Many students, as student assistants, also combine their own development with a contribution to Hotelschool The Hague's development. A group of students is responsible for the organisation of "Parents day" four times a year. An activity highly appreciated by the students, parents and employees. The Hotelschool The Hague students also contribute to various (charity) organisations via the curriculum or voluntarily. Good examples are Benekids, 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 with the organisation wherever possible. 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

Obstacles in the students' study progress are increasing in diversity and complexity. Good student counselling is important. Last year, 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 also 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). Students mainly presented questions and problems which were of a personal nature in 2018, especially stress and work overload. Other reasons why the students visited the counsellors included financial, medical and housing problems.

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 Hotelschool The Hague charges and the statutory tuition fees. The Board of Directors will reach a decision based on the students' applications for both funds, with advice from the student counsellor as to whether or not they qualify for financial support. € 20,329 was paid out as financial support to students in 2018. 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 paid via the Profiling Fund is € 939. All students who have benefitted from the profiling fund have an EEA nationality.



Profiling Fund and Tuinema Fund 2018	Number of 2018 applications	Number of 2018 honoured applications	Total amount disbursed for 2018 honoured applications
Personal circumstances	4	2	€ 2,311
Professional sport at top level	0	0	€ 0
Board members student associations	17	17	€ 15,538
Tuinema fund	2	2	€ 2,480
Total	23	21	€ 20,329

Figure 4.5 Overview of requests for Profiling Fund and Tuinema Fund 2018

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

Three student complaints were received through the Legal Protection Office in 2018. A provision was made for these complaints. Complaints were filed about, for example:

- Oral examinations;
- Delay in the graduation phase (LYCar);
- Participation in education.

Malpractice Notification Regulations (Whistle-blowers' Regulations)

These regulations are open to both students and members of staff at Hotelschool The Hague. There were no complaints or reports on account of the Malpractice Notification Regulations in 2018.

Examination Appeals Committee

Seventeen notices of appeal were submitted to Hotelschool The Hague's Examination Appeal Committee in 2018. The Committee was in session five times. Members of the management team did not form part of the Examination Appeal Committee, in line with the Dutch Higher Education and Research Act. The composition of the Committee is made up of lecturer and student members, an external Chairperson and an independent secretary. Four of the submitted notices of appeal were declared unfounded, two were declared founded and two were declared inadmissible; five were revoked prior to the session as an amicable settlement had been reached; three were withdrawn prior to the start of the session, of which one notice of appeal in January 2019. One notice of appeal has not been considered due to incompleteness of the appeal. The Chairperson received one application for a provisional measure during the year under review, which has been assigned. Students lodged an appeal against, for example:

- the issue of a negative binding recommendation on continuation of the studies;
- the imposition of sanction(s) for the use of unauthorised aids during the exam/examination;
- the invalidation of an exam/examination on account of the use of unauthorised aids during the exam;
- not granting an exemption for the practical traineeship;
- the assessment of an examination;
- the refusal of a resit of an exam.

Arbitration Advisory Committee

Nineteen notices of objection were submitted to Hotelschool The Hague's Arbitration Advisory Committee in 2018. The Disputes Resolution Committee was in session once. The composition of the Committee, in accordance with the law, is made up of lecturer and student members, an external Chairperson and an independent secretary. The Disputes Resolution Committee advised the Board of Directors to declare one objection as founded. The Board of Directors included this opinion in the objection decision. Ten objections were withdrawn before the session, due to the conclusion of an amicable settlement with the Board of Directors. Four objectors withdrew their objection before the start of the session. One objection was withdrawn in January 2019, due to the conclusion of an amicable settlement. Three objections have yet to be settled in 2019.

The objections were against decisions made by the Hotelschool The Hague concerning:

- sanctions for unacceptable behaviour at the Skotel;
- payment of statutory or institutional tuition fees;
- non-admission to the IFT Summer Course;
- non-admission to the bachelor programme.

Figure 4.6 Alumni Chapter Map



4.8 Alumni & Industry



Figure 4.7

23 Alumni Chapters

Hotelschool The Hague has delivered thousands of graduates since its foundation in 1929. An important part of Hotelschool The Hague's strategy is its relationship with the industry and our alumni. Hotelschool The Hague is proud of the regular and intensive contact with our partners and alumni in the hospitality industry.

Worldwide, alumni hold leading positions in hospitality and in industries where hospitality makes a difference. With London as the forerunner, there are currently over twenty active HTH Alumni Chapters: from Singapore to Sao Paolo and 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 Hotelschool The Hague trainees and support during the international recruitment and selection of prospective students. 2018 has been dominated by many alumni meetings both at home and abroad. In addition to the Dutch New Year's reception in The Hague, no less than eleven international alumni events were organised, most of them in Europe and some in Asia.

Extensive research was carried out throughout the year for the purchase of a so-called alumni platform. As a result of this research, and taking all technical aspects into account, a decision has now been made regarding which software will be employed. The launch is currently being prepared, leading up to the official launch in 2019.

Alumni newsletters were regularly sent out throughout 2018, the content of which is a compilation of the Hotelschool The Hague news, promotions, initiatives and articles.

105

Employees

(Social Annual Report)



The three strategic objectives in the 2018-2023 Institutional Plan and the 2019-2021 multi-annual plan form the basis for the HR strategy development for the forthcoming years. The HR policy is aimed at actively supporting and contributing to the realisation of these three strategic goals and focuses on the following points:

- Building an organisation in which working is inspiring, challenging and rewarding;
- We strive for personal lifelong learning for all employees;
- Aligning processes and organisational design.

These three focal points are of strategic importance for making an active contribution to the guiding principle: “to create a place where people love to teach and work”.

2018 was a challenging year for the HR department and therefore for the (continued) development of the HR policy. Unfortunately, a number of experienced HR colleagues have left Hotelschool The Hague and due to various circumstances there has been a discontinuity in the department’s management. However, further progress on a number of key themes and topics is expected in 2019.



Figure 5.1 Employees

233 in 2018

227 in 2017

This chapter outlines some staff characteristics, with 31 December 2018 as reference date.

5.1 Staff composition

The number of employees has risen from 227 to 233. The number of full-time equivalent (FTE) has also risen from 200.05 FTE (end of 2017) to 203.85 FTE (end of 2018).

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	19	19.00	9	6.50	22	16.00	72	30.9%	63.50	31.2%
TS	54	54.00	40	40.00	20	14.00	47	32.35	161	69.1%	140.35	68.8%
Total	76	76.00	59	59.00	29	20.50	69	48.35	233	100%	203.85	100%
%	33%	37%	25%	29%	12%	10%	30%	24%				

Figure 5.2 Staff in 2018, subdivided into full-time/part-time, male/female, Teaching Staff (TS)/Non-Teaching Staff (NTS) per main appointment

The table above provides the Teaching Staff (TS) / Non-Teaching Staff (NTS) distribution based on main appointment. The TS / NTS per FTE was 69% (140.35 FTE) for the primary educational processes and 31% (63.50 FTE) for Non-Teaching Staff at the end of 2018.

Age category	NTS		TS		Total	
	Male	Female	Male	Female	Empl.	%
25 years and under	0	1	0	0	1	0.4%
26 up to and including 35	3	11	3	15	32	13.7%
36 up to and including 45	7	15	19	36	77	33.0%
46 up to and including 55	15	8	29	23	75	32.2%
56 up to and including 65	6	5	20	13	44	18.9%
66+	0	1	3	0	4	1.7%
Total	31	41	74	87	221	100.0%

Figure 5.3 Age structure of Teaching Staff and non-Teaching Staff per appointment

	Male	Female	Total
NTS	47.30	43.04	44.85
TS	50.52	44.47	47.17
Total	49.54	44.01	46.43

Figure 5.4 Average age of Teaching Staff and Non-Teaching Staff per appointment

The average age of the employees in 2018 has risen slightly compared to 2017 from 45.9 to 46.4. Hotelschool The Hague had four employees who were aged 66 or older on 31/12/2018.

		Empl.	%	FTE	%
Male	Temporary employment	16	6.9%	15.00	7.4%
	Permanent employment	89	38.2%	81.50	40.0%
Female	Temporary employment	32	13.7%	25.15	12.3%
	Permanent employment	96	41.2%	82.20	40.3%
Total		233	100.0%	203.85	100.0%

Figure 5.5 Number of employees and FTEs in permanent or temporary employment in 2018

A total of 48 employees were employed on a temporary basis at the end of 2018; this is 21% of the total number of employees. In most instances this involved the first or second temporary annual contract of employment, with the intention, after these two temporary annual contracts, to convert the employment into an open-term employment.

Hotelschool The Hague did not work with min-max contracts, zero-hour contracts or on-call contracts in 2018. A flexible contract (freelance or on the basis of temporary employment) was concluded for a specific (teaching) period, with 67 people.

The costs for hiring third parties amounted to a total of € 1,472,000 (€ 948,000 TS and € 524,000 NTS) in 2018. The cost of hiring third parties within the TS correspond to approximately 10.4 FTEs.

Two employees received a labour market allowance in 2018. Seven employees were offered a temporary (D3) employment contract, 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	0.00	2	0.9%	2.00	1.0%
1-4	3	2.30	0	0.00	3	1.3%	2.30	1.1%
5-9	43	36.65	58	52.85	101	43.3%	89.5	43.9%
10-12	13	11.80	98	83.60	111	47.6%	95.4	46.8%
>=13	11	10.75	5	3.90	16	6.9%	14.65	7.2%
Total	72	63.50	161	140.35	233	100.0%	203.85	100.0%

Figure 5.6 Number of employees and number of FTE per salary scale and job category in 2018 per main appointment



5.2 Staff turnover and transfers

32 new employees (21 TS and 11 NTS) joined Hotelschool The Hague and 26 employees (11 TS and 15 NTS) left the organisation in 2018. This resulted in a staff turnover of 11%. This is a decrease compared to turnover in 2017 (13%). Twelve employees were (temporarily) given different positions within the organisation in 2018.

5.3 Employees' education level



Figure 5.7 **Knowledge Academia**

84,8% of Hotelschool The Hague's lecturers were educated to Master level or higher.

The following target percentages were mentioned for the lecturers' level of education in the Association of Universities of Applied Sciences' Green Paper: 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. Hotelschool The Hague has met these target percentages since 2009 (with 84.8% master or higher).

The lecturers' level of education within Hotelschool The Hague, due to promotions and obtaining a master degree, but also due to the recruitment policy, arrived at 84.8% (78 persons) of the 92 lecturers at master level or higher (PhD) at the end of 2018. Of this 84.8%, more than 18.5% (17 persons) of the lecturers have a doctorate and 66.3% (61 persons) have a master degree.

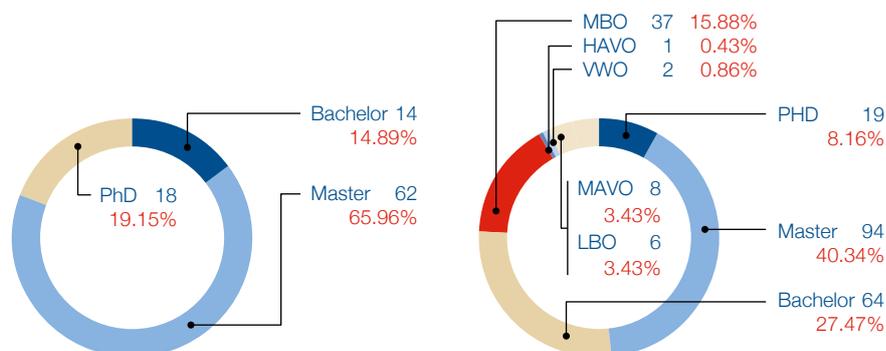


Figure 5.8 **Division per level of education of lecturers and lectors**

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

Absence **-0.7%**

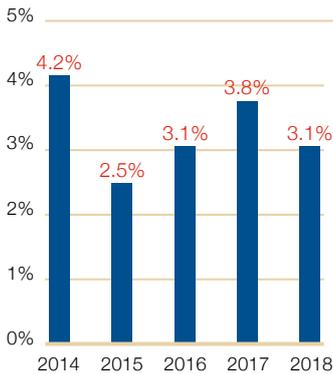


Figure 5.11 The sickness absence percentage over the past five years

The sickness absence percentage in respect of 2018 was 3.1%. This is a decrease compared to 2017 (3.8%). Employees reported sick an average of 0.66 times in 2018. This is higher than 2017 (0.57). With 23 days, the average duration of absence in 2018 remained the same as 2017.

The percentage pursuant to the WIA or the WGA rose to 0.5% in the years 2002 up to and including 2018. This means one employee had to depend on the WIA or the WGA (partial incapacity for work) in 2018. The differentiated contribution pursuant to the Dutch Return to Work Fund for the year 2018, amounts to the minimum percentage of 0.28%. Ample attention was paid to the working conditions within Hotelschool The Hague in 2018. For instance, this year Livvit's entire company-related occupational health budget was dedicated to interventions like coaching and taxi transport, in order to ensure the return to work of partially disabled employees.

A large group of employees have been able to rely on Sustainable Deployment (SD) hours, in accordance with the Collective Labour Agreement, effective 1 August 2015. The aim of this scheme is to enable employees to make arrangements which will help them to continue to do their work well, healthily and with pleasure in the longer term and to find the right balance between their professional and private lives. These hours were not used very often. Managers were asked to enter into discussions with their employees about the use of the SD hours for one of the designated spending purposes in 2018. We also wanted to make sure the system used to record these hours is actually used for a correct registration of these hours. An initial inventory amongst the lecturers showed the majority have opted not to use the hours just yet but to, for the time being, save them. The majority of the SD hours are usually used to restore the balance between work and private life.

5.5 Staff schemes

A total of eight employees relied on the elderly scheme (SOP) and seventeen employees on the right to parental leave in 2018.

Hotelschool The Hague is obliged to bear the deductible for the Dutch Unemployment Insurance Act. This implies that the costs of (extra-statutory) unemployment benefits for former employees, who are entitled to the same, is always at the Hotelschool The Hague's expense. Being a deductible 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 continue receiving the unemployment benefits. Hotelschool The Hague uses Randstad's services, which counsels former employees on a personal and intensive basis in their search for a new job. Randstad counselled no former employees in 2018. There was one former employee being counselled and who is entitled to (extra-statutory) unemployment benefits on 31 December 2018. The counselling from work to work with the help of an organisation like Randstad, but also with counselling by a career coach, is and will continue to be our aim. Not only does this contribute to keeping employees away from unemployment benefits, it also stimulates the mobility of employees. Hotelschool The Hague feels this is fully in line with the other HR instruments, like sustainable deployment and professionalisation.

5.6 Diversity policy

15% (36 of the 233) of the employees did not have a Dutch nationality (based on first nationality) in 2018. This was 23% (22 of the 94) amongst the lecturers. Hotelschool The Hague employed employees from sixteen different countries. The strategic ambitions laid down in the Institutional Plan state that the target is for 50% of the employees to have at least five years of international work experience and/or a non-Dutch passport by 2023. International background is therefore an important criterion when hiring new employees.

Hotelschool The Hague has 128 female (55%) and 105 male (45%) employees, which is a reasonably balanced gender distribution.

5.7 Participation jobs

With the Dutch Participation Act taking effect from 1 January 2015, Hotelschool The Hague has committed to creating a total of eight participation jobs in the run-up to 2024. Hotelschool The Hague succeeded in creating the first participation job at the Amsterdam campus in 2016. An employee started in the position of Assistant Facility Officer via the company Green Fox Social Return in November 2016. An employee started at the The Hague Campus via a subsidy scheme (STiP) from the municipality of The Hague at the end of 2017, via a trial placement which was converted into an employment contract as of 1 January 2018. Part of the 2019 HR Agenda is to create new participation jobs within Hotelschool The Hague for both campuses in The Hague and Amsterdam.

5.8 Education & training courses

A number of departments collectively, and many employees individually, participated in external training courses. Employees are given the opportunity to apply for a training course via the Personal Development Plan (PDP) twice a year. An Introduction Day was organised for new employees in 2018. The Amsterdam University of Applied Sciences (HvA) and Amsterdam University (UvA) provided the Didactic Skills training course for eleven employees. The internal Didactics training course on Hotelschool The Hague's learning concept and learning pathways was once again offered to new lecturers and instructors. A total of € 330,000 (2.8%) of the total annual income (€ 12,000,000) in cash (out of pocket) was spent on training costs in 2018. € 174,000 of this was spent on training costs for lecturers.

Promotion/master

Hotelschool The Hague gave one employee the opportunity to work on doctoral research in 2018. In addition, four employees were given the opportunity to follow a master programme. A number of lecturers were appointed as Research Fellows, in order to conduct research within the Hospitality Research Centre Lectorates for one day a week.

Lecturer grant

Two employees received a Lecturer grant (a grant for the further education of lecturers) in 2018 for the 2018/2019 Academic Year, for which Hotelschool The Hague received replacement costs to finance the temporary replacement.



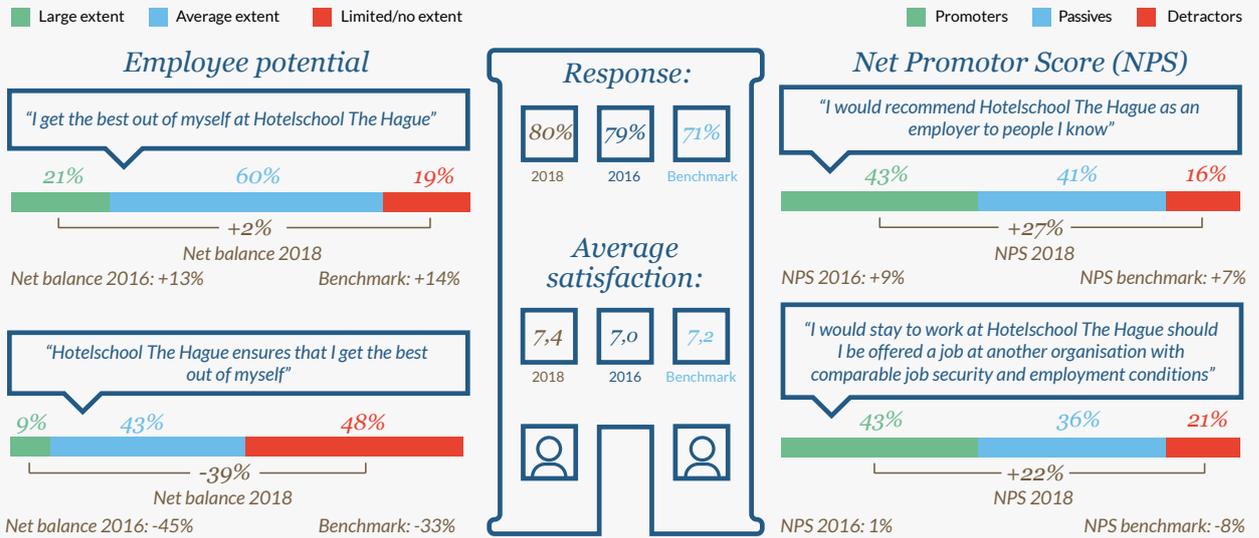
5.9 Decentralised terms and conditions of employment

Consultations take place with the trade unions twice a year. The planned consultations did not take place at the end of 2018. Hotelschool The Hague ended up above the standard of at least 1.41% (ca. € 169,200) of the totalised annual income of 2018 of € 12,000,000 in 2018, with a total expenditure of ca. €212,500. No policy has yet been formulated in the area of a public transport plan.

Decentralised terms and conditions of employment	Description	2018 Realisation (€)	2018 Budget (€)
1 Childcare	Additional contribution as a result of new statutory regulation for childcare (an estimate)	€ 62,500 (0.5% of € 12,000,000)	€ 44,000 (0.5% of € 8,700,000 ref. date Jan. 2017)
2a Extra travel expenses	Additional arrangements with regard to the commuting scheme (no capping and PT cards)	€ 21,000	€ 21,000
2b Extra travel expenses	Travelling expenses for expat home visits	€ 31,000	€ 10,000
3 Teleworking	Use of company mobile phones	€ 28,000	€ 28,000
4 Collective IPAP insurance	Contribution for cover of full invalidity	€ 36,000	€ 31,000
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	€ 30,000 (coaching in particular)	€ 25,000 (coaching in particular)
Total expenditure decentralised terms and conditions of employment resources (% of the total annual income)		€ 212,500 (1.77%)	€ 163,000 (1.41%)

Figure 5.12 2018 Realisation of decentralised terms and conditions of employment resources

This infographic contains a summary of the results of the Employee Satisfaction Survey that was conducted in the fall of 2018 at the Hotelschool the Hague. The results are compared to a Benchmark based on surveys conducted at other Dutch Universities of Applied Science.



Satisfaction compared to the benchmark



Top 3 of motivational drives:

1 The challenge / satisfaction I get from my job

2 The work I do (job content)

3 The work atmosphere / cooperation with colleagues

Top 10 core expectations:

most important items according to HTH employees

1. The enjoyment I get out of my work	7,9
2. The focus on students (student orientation) at Hotelschool The Hague	7,4
3. The connection between the curriculum and the professional practice	7,2
4. The content of the curriculum I am involved in	7,3
5. The focus on quality of Hotelschool The Hague	6,9
6. The respect for each other within the department / team	8,3
7. The level of the content of the curriculum I am involved in	7,3
8. The cooperation with colleagues within my department / team	8,1
9. My work/life balance	7,2
10. The help / support that we as a department / team provide to each other	8,4
Average top 10 on core expectations	7,6

Figure 10.13 Infographic Employee Satisfaction Survey 2018

5.10 Employee Satisfaction Survey

As stated in the 2018-2020 CLA-HBO, every university of applied sciences must carry out an employee satisfaction survey every two years. As a result, Integron carried out an employee survey in 2018 on behalf of Hotelschool The Hague. There was an 80% response rate from employees in 2018. This is a slight increase compared to the 79% response in 2016 and, with a response of 71%, is well above the benchmark. The HR agenda for 2019 and beyond, includes the prioritisation of areas for improvement and the follow-up of the results of the Employee Satisfaction Survey.

5.11 Confidential Advisors

Hotelschool The Hague offers its students and staff a safe and inspiring working and learning environment. A procedure for carefully dealing with complaints with respect to undesired conduct significantly contributes to this desired environment.

There are two confidential advisors at each campus, one for students and one for the employees. Every employee or student who experiences undesired conduct in his work or study situation can contact the confidential advisor and can submit a complaint. The main duties of confidential advisors consisted of providing advice and counselling in the past year, when looking for a solution for an undesired situation. New students will be informed about the confidential advisor's position and tasks. The confidential advisor in The Hague will give a presentation during the introduction day for all new employees. All confidential advisors have received special training and attend relevant conferences in order to increase their knowledge and share experience with other confidential advisors in the Higher Professional Education sector.

The confidential advisors were coached by Mrs Mandy Oostlander, organisational psychologist, WerkenmetWAAR in 2018. These sessions were deemed to be very valuable.

Information about the confidential advisors, contact details and availability, has been published on the school's Intranet. Orientation talks about the visibility, place in the organisation, various roles and overlap in tasks have taken place with the Head of HR, Corporate Office, student deans (career counsellors) of both campuses and a communication consultant.

Five employees and sixteen students approached a confidential counsellor for various reasons in 2018.

Complaint	Member of staff	3	Student	1
Notification of undesired conduct	Member of staff	1	Student	5
Consultation, advice	Member of staff	1	Student	6
Support	Member of staff	-	Student	10

Figure 5.14 Contact with confidential advisors in 2018

106

Management



6.1 Buildings and facilities

Housing

The following projects regarding the management of the buildings were ongoing in 2018:

- The Skotel in The Hague (student accommodation, general areas and entrance area). Various activities in relation to safety and fire prevention took place in 2018 (e.g. modification of escape routes, fire-resistant glass and fire separations) after completion of the renovation in 2017. A renewed permit was applied for to complete these works;
- Renovation of the hotel rooms at Skotel The Hague was continued in 2018 and all the commercial hotel rooms are expected to be renovated in 2019;
- A number of (urgent) maintenance activities took place in 2018 based on the multi-annual maintenance plan, the most important of which were: the removal and prevention of concrete rot at the front and back of the campus in The Hague and modifications to the fire-resistant doors and frames of all stairwells;
- A decision was made to renovate the entire interior of the main campus building in The Hague in 2018 as a result of extensive scenario planning. An architectural and structural specification will be drawn up of the chosen scenario in 2018 and, on this basis, various tenders will be requested in relation to its implementation. Implementation (construction) is planned for 2020. A plan and specification will also be drafted in 2019 in relation to the temporary housing of the The Hague Campus activities.

ICT

The 2017-2020 ICT Roadmap is based on the Innovations Hospitality Industry elements, Innovations general and higher education, Innovations ICT and Innovations Hotelschool The Hague. The Roadmap gives direction to both current and new IT projects.

The following projects have been carried out in 2018:

- More floor Beacons for measuring heat, air quality and presence (Amsterdam Campus);
- Selection and implementation of new payment systems;
- Selection and implementation of a new planning tool;
- Selection and implementation of a new placement / LYCar placement tool;
- Development of a workplace concept;
- Selection and implementation of a Learning Management System;
- Document Management System advice report;
- Set up information/cyber security;
- Set up Document Structure Plan and the implementation of iNavigator.

Integral Safety at Hotelschool The Hague

The topic of Integral Safety is high on the political and administrative agendas. Developments which follow one another in rapid succession, as a result of an increasingly globalised world, underline the importance of safety within Hotelschool The Hague. Safety & security has assumed an increasingly more central role within our organisation, in order to actively respond to these developments. The Safety Office has set itself the goal of implementing safety as a precondition in every branch of our organisation. This is not done by imposing rules, but by working together to find the right mix of a safe learning and working environment. There is still room for the free and innovative activities which higher education, and Hotelschool The Hague in particular, is so good at. The integral safety approach means Hotelschool The Hague goes through five process steps for each safety topic: risk management, policy, organisation, awareness and continuity. It is important for these steps and topics not to be seen in isolation from each other, but in combination and using communal processes (synergy). Incidents, calamities and crisis situations cannot be completely ruled out, despite efforts to manage security risks. This led to the following in 2018: a HTH Safety Management

advisory document, a new crisis plan, a Social Safety vision document, a new composition of the crisis management team and several training sessions for the crisis management team. Hotelschool The Hague, together with more than 50 other higher professional education institutions, universities, university hospitals and educational support organisations, also participated in the 2018 major Cybercrisis exercise OZON.

Data security/privacy

Hotelschool The Hague has appointed a Data Security Manager (DSM) in line with the new General Data Protection Regulations (GDPR) legislation. This is done on the basis of a secondment agreement with the Haagse Hogeschool and the Hogeschool der Kunsten Den Haag. The DSM has, and continues to have, a supervisory and advisory role. Further efforts will be made in 2019 on the advice of the DSM:

- Awareness-raising campaign;
- Completion of processing activities register;
- Continue getting all necessary processor agreements in order.

In addition to the position of Data Security Manager, Hotelschool The Hague also has a Data Protection Officer (DPO). This role has been assigned to the ICT department manager. The DPO reports to the Board of Directors on a quarterly basis. Investments were made in a new cyber security information system in 2018. There have been no special security issues, apart from the increasingly prevalent phishing emails. No data leaks were reported to the Dutch Data Protection Authority (2016: one report, 2017: one report) in 2018.

Media Centre

Hotelschool The Hague's Media Centre (The Hague and Amsterdam Campus) is a modern, inspiring and inviting knowledge and information centre with an international orientation. The Media Centre's mission is: "Hospitable in information".

The following key duties give substance to this: making relevant information available and accessible to support the education and research of students and staff. The Media Centre offers students and staff the opportunity to improve their information skills. Professionally and academically trained information specialists are available for this purpose. The Information Specialists have also been actively involved in the design and development of various subjects in the bachelor programme. Tutorials and workshops on information skills are regularly evaluated and reviewed.

The current (digital) 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. The implementation of Open Athens (authentication system) has given students and staff global access to all offered, current, indexed, informative and relevant collections of digital materials, including academic and popular journals, hospitality, business, economic and statistical databases, repository of practical internship reports, graduation reports (LYCar) and publications of professors and members of the Hospitality Research Centre.

6.2 Corporate Social Responsibility



SMART



SUSTAINABLE



HOSPITALITY

Corporate Social Responsibility

Corporate social responsibility has been high on Hotelschool The Hague's agenda since 2010. Decisive is the 'Smart – Sustainable – Hospitality' vision document. 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 in human and social capital. Sustainability and Corporate Social Responsibility are also important themes for 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. The new 2017-2020 Energy Efficiency Plan was established in 2016. Hotelschool The Hague is part of the higher education procurement platform. In addition to knowledge transfers, this platform is engaged in themes like collective procurement, sustainability, contract administration and contract management.

Good and accurate procurement and (European) tendering in combination with supplier and contract management is of great importance to Hotelschool The Hague. Indeed, this can regularly involve substantial amounts of money and risks. Hotelschool The Hague has drawn up its own procurement policy and a corresponding procurement manual, taking the Proportionality Guide, the amended 2018 laws and regulations, threshold amounts and the latest developments in the field of sustainability into account.



All tenders are recorded in a tender calendar, which is discussed by the Board on a quarterly basis; there is also a contract register, standard formats and such like. Cooperation, professionalism, customer focus, reliability and cost awareness are essential for Hotelschool The Hague. Hotelschool The Hague is a member of the HIP (Hogescholen Inkoop Platform-Universities of Applied Sciences Procurement Platform) and SURF (collaborative organisation for ICT in Dutch education and research). These memberships enable the development of partnerships for various (European) tendering processes in the field of education. In addition, the Procurement and Contract Management team was further professionalised in 2018 and now consists of 1.6 FTEs. 24 tendering processes were carried out in 2018.

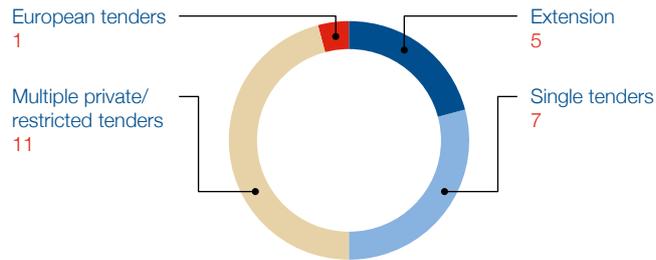


Figure 6.1 2018 Tenders

This has led to changes in the number of suppliers, other forms of cooperation and stricter (quality) requirements and performance indicators.

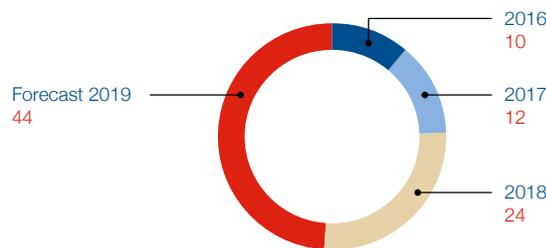


Figure 6.2 Total Tenders 2016 up to and including 2018

Green F&B Manifesto

The 'Hotelschool The Hague Green Manifesto' applies to all Food & Beverages departments. This document contains the F&B sustainability vision, 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 which (potential) suppliers must comply with and provides guests with 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. This project involves the collection and processing of large quantities of vegetables in the kitchens, which would normally have been discarded. The goal is to reduce food waste.

6.3 Marketing & Communication

The focus of marketing and communication activities was on Hotelschool The Hague's (international) positioning, support for accreditation and communication regarding the roll-out of a new title degree (Bachelor of Arts) in 2018. 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 which contribute to Hotelschool The Hague's international ambitions.

Marketing

The e-recruitment activities and associated online marketing campaigns to increase the number of leads was once again determined in collaboration with the Recruitment Department in 2018. The research to map out the customer journey has been initiated, in part by a LYCar study by one of the students. The customer journey is used to manage customer experiences at times which are crucial in the student's experience. Many modifications have been made in the field of online marketing, including SEO optimisations and new specific campaigns in collaboration with the Recruitment department. This will result in better online reach, engagement and a higher conversion in the sales funnel.

External communication

The strong growth of social media channels (both in terms of engagement and number of followers) continued in 2018, thus contributing to a stronger (online) community. In addition, a great deal of attention has been paid to the continuous flow of content generation and publication in all channels. Hotelschool The Hague has been able to raise its profile on various issues, such as AirBnB and Food Rescue, through its website and blog. The Strategic Marketing and Communication department has had to update many promotional materials, such as brochures, as a result of the change of title in 2018. The department has also focused on improving and renewing recruitment materials and supporting the development of presentations, invitations, videos and promotions through social media channels, events such as the Open Days, Industry Exchanges, Global Citizenship Series, TEDxhotelschoolthehague and the Genio.



Internal Communication

The department made great progress with the professionalisation of internal communication in 2018. The department supports the Board of Directors in all communication and with the development of the plans and the (production of the) communication about these to the internal community. A great deal of emphasis was placed on the organisation of the accreditation and the development of all the communication surrounding it, such as the self-evaluation report, in the spring of 2018.

More detailed information can be found in Appendix 7.

6.4 Hospitality Consultancy



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

The focus was mainly on making online learning modules available to three prominent hotel chains in 2018. These activities were aimed at offering blended learning through the existing collaboration with Lobster Ink. Online learning modules offer innovative education and the possibility of contributing to 'Lifelong Learning', which is consistent with Hotelschool The Hague's vision. Once again, Hospitality Consultancy achieved a positive financial result in 2018.

Hospitality Consultancy can provide an extensive offer of training sessions at various levels via, among other things, '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.

The feedback from our customers is very positive, the training offered has been highly appreciated. More than 80% of the participants indicated they found the training very useful during the evaluation.

107

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. The said ratios were not realised in the years 2014 up to and including 2017, due to the way the school is funded by the government (T-2) in combination with the growth of the Amsterdam Campus. These ratios have been brought back to the desired level due to the better than budgeted result for the year 2018.

7.2 Result and balance sheet explanatory notes

The year 2018 was concluded with a positive operating result of € 2,733,863.

This is € 1,617,663 more than the budget established in 2018.

This result could mostly be attributed to the following items:

- Almost € 1,750,000 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 and compensation for salary increases in accordance with CLA-HBO;
- More than € 100,000 higher costs, mainly due to € 600,000 higher personnel costs (almost half covered by the higher government contribution) and € 500,000 lower other costs, of which € 250,000 depreciation costs due to the postponement of the renovation of the Brusselselaan building to the year 2020.

The equity capital increased from € 6,354,324 to € 9,088,187. As a result, the solvency ratio increased from 24.2% to 31.6%. The solvency ratio, including provisions, is 35.9%.

The provisions post of € 1,238K consists of the following components:

Redundancy pay scheme provision	€	371K
Senior's scheme provision	€	400K
SD hours provision	€	400K
Anniversary Bonus provision	€	67K

The cash flow, excluding investments, is positive for an amount of € 4,895,367 (€ 3,731,651 in 2017). Due to investments of € 1,631,000 in, for example, the Skotel The Hague renovation, the facade of the Brusselselaan building (concrete rot) and other investments in tangible assets, loan repayments and a slight decline in the operating capital, the liquid assets increased by an amount of € 3,436,965. This increase in cash has allowed for the financing of most of the forthcoming internal Brusselselaan building renovations.

For the first time since the opening of the new campus in Amsterdam and the associated growth in students and organisation, a positive result was realised in 2016; this has continued in 2017 and 2018 (as expected and budgeted).

7.3 2018 Results and the 2018 balance sheet

	2018 Result	2018 Budget	2017 Result
Income			
Government funding	18,592	17,461	16,779
Other subsidies from the Ministry of Education, Culture and Science (OCW)	91	0	47
Other government funding	30	0	50
Tuition, course, training and examination fees	8,624	8,500	8,272
Income from work commissioned by third parties	676	600	597
Other income	5,722	5,425	5,574
Total income	33,735	31,986	31,319
Expenditure			
Staffing costs	19,575	18,930	18,733
Depreciations and amortisation	2,162	2,391	2,333
Property and equipment	4,609	4,803	4,487
Other expenses	4,638	4,746	4,366
Total expenditure	30,984	30,870	29,919
Income and expenditure balance	2,751	1,116	1,400
Financial income and expenditure balance	0	0	9
Taxes	-17	0	-11
Result	2,734	1,116	1,398

Figure 7.1 Consolidated income and expenditure statement for 2018 (x € 1,000)

	2018	2017		2018	2017
Intangible fixed assets	220	415			
Tangible fixed assets	15,862	16,197	Equity	9,088	6,354
Inventory	33	40	Provisions	1,238	551
Current assets	1,033	1,399	Long-term liabilities	8,762	9,749
Cash and cash equivalents	11,643	8,207	Current liabilities	9,703	9,604
	28,791	26,258		28,791	26,258

Figure 7.2 Balance sheet on 31 December 2018 (x € 1,000)

7.4 Performance indicators

An overview is provided below of the developments of the liquidity, solvency and profitability ratios from 2015 to 2018. 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 an insight into the financial management of the educational institutions and allow for a better mutual comparison. In this respect, the 2018 annual accounts provide the following picture:

	2018	2017	2016	2015
Liquidity ratio	1.31	1.00	0.83	0.91

The liquidity is expressed in the current ratio, which is the proportion of the current assets to current liabilities. The ratio provides an insight into the ability to comply with current short-term obligations. The liquidity has improved compared to the previous year. This is in line with the 2018 budget. The liquidity exceeds the lower threshold as formulated by the Inspectorate of Education of 0.3. Internally, Hotelschool The Hague uses a ratio of 1.0. This ratio was met in 2018.

	2018	2017	2016	2015
Solvency ratio	31.6%	24.2%	17.5%	16.3%

The solvency ratio is calculated by expressing equity as a percentage of the total assets. By adding the 2018 positive result to the assets, the equity capital increased from € 6,354,324 to € 9,088,187. As a consequence, the solvency ratio increased from 24.2% to 31.6%. This increase pushed Hotelschool The Hague above the thresholds recognised by the Inspectorate of Education. The Board of Directors and the Board of Trustees stipulated that the solvency should be between 30% and 45% as a starting point. This was achieved in 2018. The result is in line with the estimate made in 2017. This expectation was based on the 2018 budgeted positive result (T-2 funding). The equity capital, including provisions, is € 10,326,545. The solvency ratio is therefore 35.9%.

	2018	2017	2016	2015
Profitability ratio	4.4%	0.5%	(0.8%)	(4.7)%

The profitability ratio, being the operating income in proportion to the operating revenue, was 8.1% in 2018. This is considerably better than the 2018 budget, 3.5% and the ratio in 2017, 4.4%.

	2018	2017	2016	2015
Resilience ratio	26.9%	20.2%	16.7%	17.4%

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 2017, there was an increase from 20.2% to 26.9%.

7.5 Investment policy

Investments in intangible assets amounted to € 68,325 in 2018 and involved two investments in software packages. An amount of € 1,562,513 was invested in tangible assets, of which an amount of € 1,016,922 related to conversions and renovations of the premises at Zwolsestraat and Brusselselaan and an amount of € 545,591 in inventory and equipment. An amount of more than 15 million euros will have been invested in the renovation of the Brusselselaan building by 2020.

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

Budget excluding renovation:

2019 Investments	(x € 1,000)
Intangible fixed assets	€ 100
Fixed assets	€ 1,400
Total	€ 1,500

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 Hotelschool The Hague's treasury policy. The changes relate to the revision of the Treasury Statute to the 2016 Loans, Investments and Derivatives Education, Culture and Science Regulations (Regeling beleggen, lenen en derivaten OCW 2016). The treasury policy's general objective is to safeguard the financial continuity in combination with the minimisation of the financial risks and financing expenditure. The policy also states that cash and cash equivalents not required for the repayment of debts or for investments are to be deposited in the school's business bank account. The Hotelschool The Hague Foundation subsequently makes use of so-called State Banking, where the balance of the current account is transferred to the Ministry every night, thereby ensuring no practical financial risks arise for the Hotelschool The Hague Foundation. No new outstanding investments and loans were issued in the 2018 financial year, nor were any new loans taken out or any concluded derivative agreements entered into. A right of mortgage rests on the building in Zwolsestraat. This right of mortgage has been granted to Rabobank in connection with the mortgage loan of € 4.35 million and a construction deposit of € 2.6 million, which were taken out to finance the purchase and the renovation. Two loans were taken out in 2012 to finance the new building in Amsterdam. Firstly, a loan of € 2,250,000 from Stichting Beheer, starting in July 2012, term 10 years, first repayment in 2013. Secondly, a loan from the Ministry of Finance, first tranche as at September 2012 of € 2,500,000, term 20 years, first repayment in 2015. Second tranche as of 07/07/2013 of € 1,500,000. Third tranche as at 01/01/2014 of € 750,000. There are also current account relationships between entities. No use is made of derivatives.

Consolidated 2018 statements of cash flows

	2018	2017
Cash flow from operating activities		
Result	2,734	1,398
Adjustments for:		
Depreciation and additions to provisions	2,849	2,803
Change in current assets:		
Inventory	6	(6)
Accounts receivable	366	3,117
Debts	100	(2,855)
Cash flow from business operations	6,055	4,457
Cash flow from investment activities:		
Investments in tangible fixed assets	(1,631)	(1,067)
Cash flow from funding activities:		
Repayment of long-term liabilities	(987)	(947)
Change in cash and cash equivalents	3,437	2,443

Figure 7.3 Consolidated 2018 statement of cash flows

7.7 Transparency

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

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. Hotelschool The Hague has developed the International Fast Track (IFT) programme within the framework of progression from various target groups. Hotelschool The Hague grants an exemption for part of the full-time bachelor programme in the IFT 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-EEA 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 used within Hotelschool The Hague comply with laws and regulations related to this theme. The tuition is paid for by the student or the parents in almost all instances. In addition, the school offers students the possibility of applying for financial support.

Theme 6: Students according to modules

Students do not follow modules within Hotelschool The Hague. 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 course

A student personally indicates which course he/she is registering for and enrolls without the 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

Hotelschool The Hague's Directors are paid based on the Hay system for Directors in higher professional education and the Standards for Remuneration Act (SRA).

Board of Trustees

The Board of Trustees members receive a fee for their activities in consideration of the SRA. Hotelschool The Hague attaches a great deal of importance to the recruitment of high-quality Board of Trustees members. The Board of Trustees established a maximum remuneration in 2016. This is a maximum of 75% of the SRA 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 SRA specification in Appendix 4. This appendix also includes the overview of the Board of Directors' expense claims.

7.9 Continuity section

	2018	2019	2020	2021	2022	2023
Income						
Government funding of the Ministry of Education, Culture and Science	18,592	19,650	20,630	21,400	21,700	21,800
Other government funding	121	100	100	100	100	100
Tuitions and other course income	8,624	8,100	8,250	8,320	8,400	8,450
Income from work commissioned by third parties	676	550	490	390	350	350
Other income	5,722	5,637	5,736	5,936	6,000	6,000
Total income	33,735	34,037	35,206	36,146	36,550	36,700
Expenditure						
Staffing costs	19,575	20,791	21,905	22,262	22,500	22,800
Property and equipment	4,609	4,891	5,285	4,997	5,000	5,000
Depreciations and amortisation	2,162	2,140	2,040	2,740	2,750	2,750
Other expenses	4,638	5,122	5,182	5,286	5,300	5,300
Interest	0	0	0	0	0	0
Taxes	17	0	0	0	0	0
Total expenditure	31,001	32,944	34,412	35,285	35,550	35,850
Operating revenue	2,734	1,093	794	861	1,000	850
Number of students at year-end	2,536	2,549	2,532	2,474	2,421	2,348

Figure 7.4 2019 - 2023 multi-annual budget (x € 1.000)

The number of students will stabilise from the year 2018. The growth resulting from the expansion in Amsterdam will then have been realised in full. The government grant will be based on this full capacity from 2019 onwards. This is due to the manner of government funding (T-2).

Tuition fees are calculated based on monthly prognosis of student numbers up to and including the end of 2021. The Halving of Tuition Fees Act will apply to first-year students from September 2018 and will be compensated for (approximately 500 students x € 1,650) by a higher government contribution. The staffing costs post takes an annual increase in salaries of 1.5% into account in connection with the annual periodical increase. There will be a 2.4% CLA increase and a one-off bonus of € 400 in 2019. The additional increase in the government's contribution in respect of study advances will be used on a project basis in the personnel costs item from 2020. 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 risk management function. The Hotelschool The Hague managers 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 has strengthened various internal control components, 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. These documents are updated every year, including mitigating measures and discussed by the Board of Directors and the Board of Trustees.

Important risks which have been recognised:

- Student intake (low quality and/or insufficient enrolment);
- Decline in the quality of education;
- Lack of thought leadership in selected research areas;
- Small-scale organisation: vulnerable to unforeseen external events;
- Relationship with the professional field: insufficient connection with the hospitality industry;
- Income; changes to the central government funding system.

For each risk, mitigating measures have been identified which have been, or are being, carried out, such as:

- Improve the information provision to prospective students
 - Modification, adjustment of selection procedure and selection criteria (lagging behind by one year)
 - Investing in the training of selectors for recruitment
- Introduction of a new curriculum committee
 - Follow-up of the points for improvement in accreditations
 - Implementation of the project plan for the renewal of the bachelor programme in year 4 and Comenius
 - Introduction of a new funded master programme
 - Professionalisation of teaching staff in line with the curriculum renewal
 - Simplification and punctuality of student and staff scheduling
- Partnerships with some universities
 - Monitoring the progress of the Comenius project
 - Involve more lecturers and students with research
 - Setting up a learning community per faculty linked to research topics
- Clear Tasks, Powers and Responsibilities
 - Improve internal communication
 - Increase focus and priority settings
- Evaluation with the hospitality industry and students about practical placement
 - Set up an Industry Office, with targeted account and relationship management
 - Revising the curriculum with real cases from the hospitality industry in phases 2 and 3
 - Further development of HTH Alumni Chapters on content
- Monitoring and, if possible, influencing the new funding system
 - Developing other financial flows.

Multi-annual perspective

The budget has shown positive results from business operations since 2016, after a negative result in the years 2012 up to and including 2015. A positive result of € 2,733,863 was achieved in 2018. This had been foreseen (although not the extent of it) by Hotelschool The Hague in the multi-annual budget or the Amsterdam business expansion.

The revenue will increase considerably during the years ahead due to increased student numbers and increased government funding (T-2) and the increase in the state contribution due to the Study Loan's Act. Hotelschool The Hague will use these extra funds to expand the number of FTEs for lecturers, in order to guarantee the quality of the education on the one hand and to reduce the workload for lecturers on the other. The multi-annual budget shows that Hotelschool The Hague will start realising healthy profitability figures again.

Planning & Control

The focus will have to be on the maximisation of income (maximum intake, maximum outflow, minimal interim drop-out of students) on the one hand and on the continual effective monitoring of expenditure on the other in 2019. A number of KPIs have since been recorded in a corporate Dashboard every month, resulting in the financial steering and control becoming even more transparent.

	2018	2019	2020	2021	2022	2023
Staffing						
Management - Board of Directors	2.0	2.0	2.0	2.0	2.0	2.0
Teaching staff	137.8	147.0	153.0	155.0	155.0	155.0
Scientific staff	4.7	5.7	6.0	6.0	6.0	6.0
Other staff	56.4	61.2	62.0	62.0	62.0	62.0
Number of students at year-end	2,536	2,549	2,532	2,474	2,421	2,348

Figure 7.5 Key figures 2018 - 2021 multi-annual budget (x € 1,000)

The guiding principle for 2018 was the filling of teaching vacancies with permanent staff. A number of these vacancies were filled by freelancers at the end of 2018. The increase in teaching staff in 2017 and 2018 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 vacancies which were open in 2017 and 2018. The forecast of student numbers is based on a fixed intake of 512 students for the bachelor programme and an annual outflow of approximately 20% (at their own request, for example through graduation or because of a binding recommendation to continue with the studies at the end of the first year).

	2018	2019	2020	2021	2022	2023
Asset						
Fixed assets						
Intangible fixed assets	220	40	0	0	0	0
Tangible fixed assets	15,862	15,100	29,310	27,780	26,000	24,000
Financial fixed assets	0	0	0	0	0	0
Total fixed assets	16,082	15,140	29,310	27,780	26,000	24,000
Current assets	12,709	14,263	2,834	4,072	4,549	5,399
Total assets	28,791	29,403	32,144	31,852	30,549	29,399
Liabilities						
Equity						
General reserve	4,640	5,333	5,984	5,652	7,399	7,974
Earmarked public funds	295	275	245	215	200	175
Earmarked private funds	4,153	4,336	4,509	4,732	5,000	5,300
Total equity	9,088	9,944	10,738	11,599	12,599	13,449
Provisions	1,238	1,250	1,250	1,250	1,250	1,250
Non-current liabilities	8,762	7,809	9,856	8,753	7,700	6,700
Current liabilities	9,703	10,400	10,300	10,250	9,000	8,000
Total liabilities	28,791	29,403	32,144	31,852	30,549	29,399

Figure 7.6 Balance sheet 2019 - 2023 multi-annual budget (x € 1,000)



The Boarding School Exploitation Foundation and HTH Leadership Development BV results are included in the designated private funds. The Hotelschool The Hague Foundation result 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 20 year mortgage with the Rabobank for the purchase of the Zwolsestraat property 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 Rabobank mortgage has a fixed interest rate of 2.9% for five years. The new development deposit account has a variable interest rate. Hotelschool The Hague expects to complete the Brusselselaan building renovation in The Hague in 2020, with a budget of € 15 million. This investment can largely be financed from the available internal resources. Stichting Beheer is a non-consolidated related party.

Appendices

Appendix 1

The Hotelschool The Hague Foundation's legal structure and organisational chart (at the end of 2018)

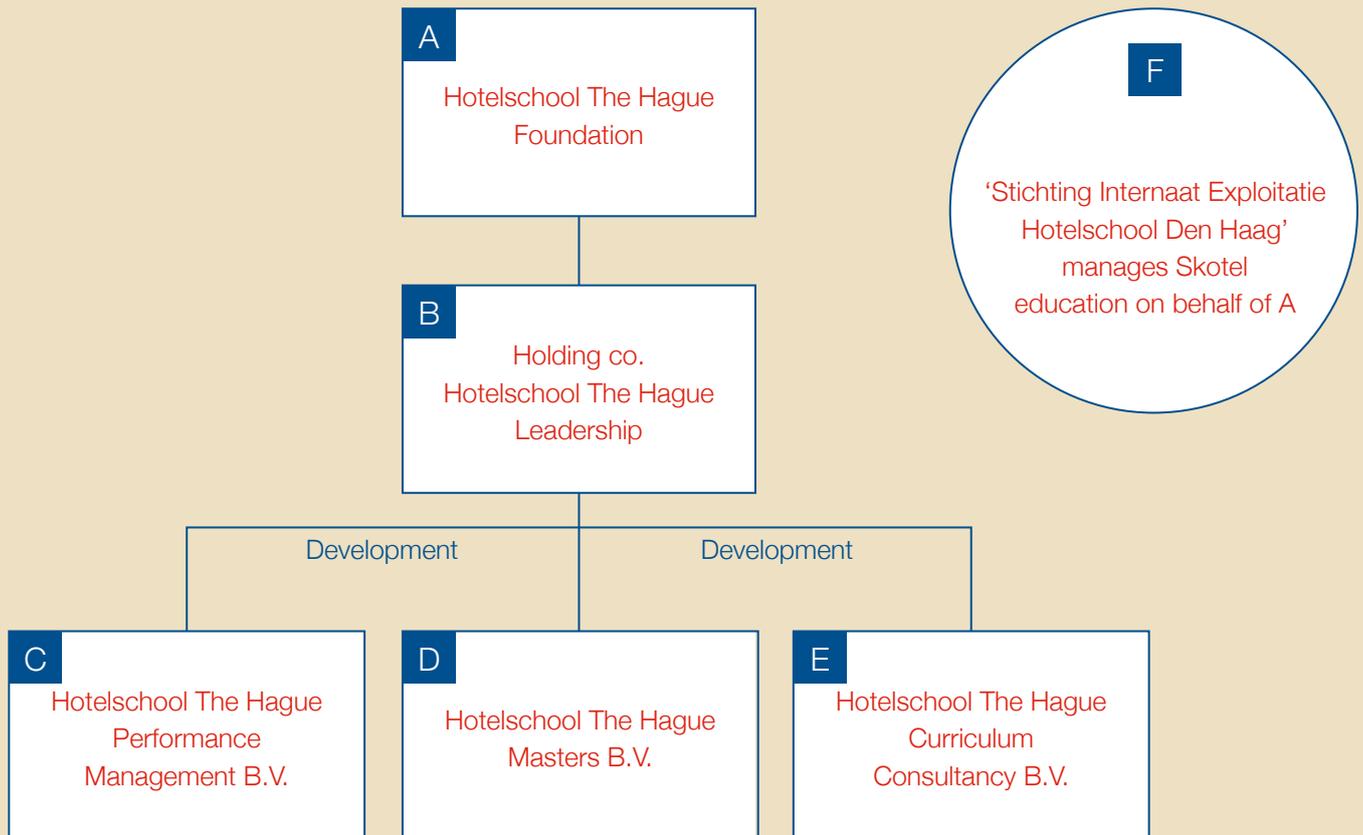


Figure A.1 Organisation chart Hotelschool The Hague

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, which maintains 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 mainly financed through public resources from the Ministry of Education, Culture and Science.

B. Hotelschool The Hague Leadership Development B.V.

Hotelschool The Hague Foundation is the 100% shareholder of Hotelschool The Hague Leadership Development B.V. (Hotelschool The Hague LD), a holding company. The day-to-day management is

the responsibility of a one-member Board of Directors, the President of the Hotelschool The Hague Foundation's Board of Directors. 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 company. The costs for one member of staff is 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 the 100% shareholder of HPM BV. The executive board consists of the President of Hotelschool The Hague's Board of Directors. The focus has been solely placed on the

activities and products already available at Hotelschool The Hague or which provide added value to the required developments within Hotelschool The Hague from 2017. This was blended/online learning for existing partners in the hospitality industry for 2018. The budget and the annual report are approved during the shareholders' meeting. HPM BV is financed by the proceeds of the business' commercial activities.

D. Hotelschool The Hague Masters B.V.

The non-funded master programme is developed by this private limited company. The fifth cohort of students started the master programme in September 2018. The accreditation process took place with a positive outcome in 2018. NVAO's formal accreditation decision will be made in 2019. Hotelschool The Hague LD is the 100% shareholder of Hotelschool The Hague Masters BV. The executive board consists of the President of the Hotelschool The Hague Foundation's Board of Directors. The day-to-day management is the responsibility 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 the company's commercial activities. 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 programme for the relevant school's

lecturers. The executive board consists of the President of the Hotelschool The Hague Foundation's Board of Directors. The budget and the annual report are approved during the shareholders' meeting. Hotelschool The Hague Curriculum Consultancy BV is financed by proceeds of the company's commercial activities. Hotelschool The Hague Curriculum Consultancy BV employs no staff.

F. Hotelschool The Hague Boarding School Exploitation Foundation

The Hotelschool The Hague Boarding School Exploitation Foundation was founded for the Skotel Amsterdam and the Skotel The Hague. The Hotelschool The Hague Foundation's Board of Directors (A) is responsible for the day-to-day management. The Hotelschool The Hague's Board of Trustees is the supervisory body responsible for the approval of the budget and the Hotelschool The Hague Boarding School Exploitation Foundation's annual report. The foundation is financed by private resources. The first-year students are accommodated in the Skotels, 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 Skotel costs 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 Skotel costs are financed by the student contribution, the proceeds generated by the hotel rooms and from renting out classrooms.

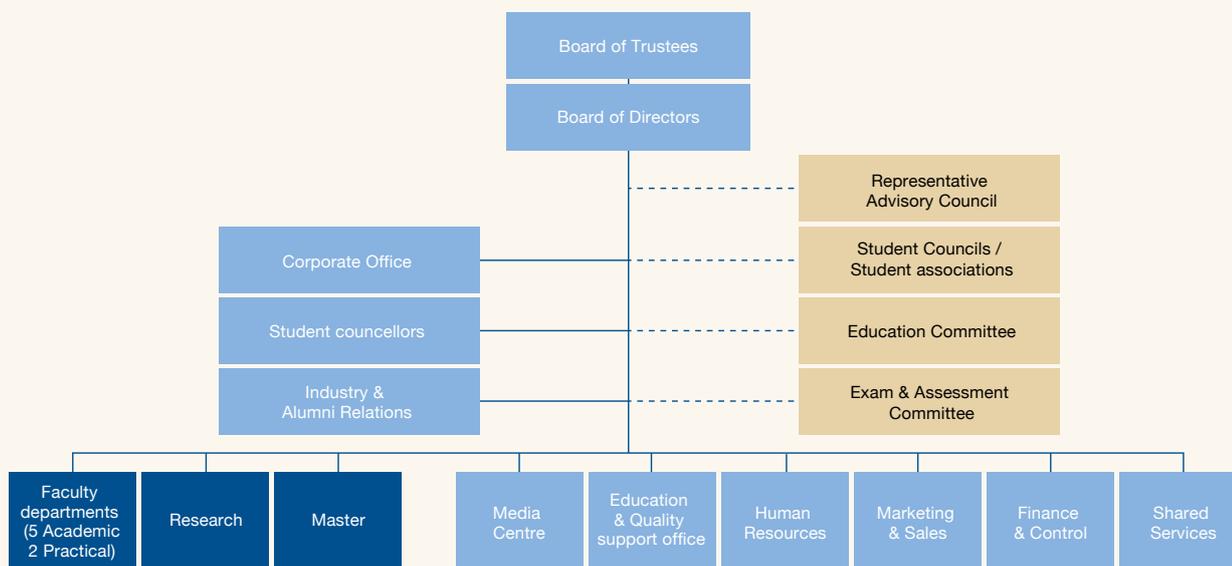


Figure A.2 Hotelschool The Hague's Organisational Chart

Appendix 2

The 2018 Board of Trustees composition and additional functions

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 individual Board of Trustees members, as well as of the Board of Trustees as a whole, are included in the Board of Trustees profile. The profile is published on the Hotelschool The Hague website. The profile is based on 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 Hotelschool The Hague Foundation's Articles of Association and the Board of Trustees Regulations. These regulations (just like those of the various committees) are available on the Hotelschool The Hague website.

Each member of the Board of Trustees is capable of assessing the key points of Hotelschool The Hague's policy, 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 Board of Trustees members, including main and additional functions. The Board of Trustees consisted of the following members in 2018:

Wolfgang M. Neumann

(Chair of the Board of Trustees, member of the Remuneration Committee)

Name: W.M. Neumann (1962)

Position: Member of Board of Directors: The Radisson Hospitality Group, Guestline Hospitality, Brandmark Collective

Date of first appointment: 1 January 2014

Current appointment until: 1 January 2022

Eligible for reappointment: no

Additional functions:

- International Tourism Partnership Chairperson

Karin Kersten

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

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

Position: Managing Director Transaction Banking ABN AMRO Bank

Date of first appointment: 7 December 2010

Current appointment until: 19 December 2018 (in connection with the relocation of the fourth quarter meeting, Ms Kersten's term of office has been postponed)

Eligible for reappointment: no

Additional functions:

- Member of the Innovation Board of ABN AMRO N.V.;
- Member of the Advisory Council of ORMIT B.V.;
- Member of the Alumni Advisory Board Amsterdam Institute of Finance;
- Vice-chair Board of Directors Komgo.

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 period until: 1 January 2020

Eligible for reappointment: no

Additional functions:

- Chair of the Board of the Organisation of Supervisors of Universities of Applied Sciences (VTH), The Hague until 8 June 2018;
- Chair of the General Assembly of Coöperatie de Ambulante Educatieve Dienst, Leiden until 31 December 2018;
- Chair of NVAO committees for the institutional quality assurance audit.
- Chair of the Certification Committee for Interim Supervisors in Education, ITZH/Scolix

Ingrid Eras

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

Name: Ingrid Eras-Magdalena (1965)

Position: Executive Vice President, Chief Human Resources Officer, Belmond

Date of first appointment: 1 November 2014

Current appointment period: 1 November 2022

Eligible for reappointment: no

- No additional functions.

Geri Bonhof

(Member of the Board of Trustees and Chair of the Education and Research Committee)

Name: Geri Bonhof (1954)

Date of first appointment: 15 March 2018

Current appointment period: 15 March 2022

Eligible for reappointment: yes

Additional functions:

- Chair of the Board of the College for Perinatal Care;
- Chair of the Monitoring Committee Governance Code for Secondary Education until 31 December 2018;
- Member of the Commission on Macro Efficiency in Higher Education;
- Member of Topteam Sport, Ministry of Health, Welfare and Sport;
- Member of the Board of Trustees of Kennisnet;
- Chair of the FC Utrecht Social Advisory Council.

Hendrik Jan Roel

(Member of the Board of Trustees and Chair of the Audit Committee from 1 January 2019)

Name: Hendrik Jan Roel (1966)

Position: CFO of Albert Heijn and Ahold Delhaize Nederland

Date of first appointment: 1 September 2018

Current appointment period: 1 September 2022

Eligible for reappointment: yes

- Chair of the Supervisory Board of GS1 Nederland

Appendix 3

The 2018 Board of Directors composition and additional functions

The Board of Trustees, in consultation with the Representative Advisory Council and the Board of Directors, decided on an organisational structure with a two-person Board of Directors in 2017. Brederode Consultants was contracted to support Hotelschool The Hague with the search for the Board of Directors via a multiple private tender procedure. A profile for the President and the member of the Board of Directors was established with the Representative Advisory Council's advice. This led to the appointment of the Board of Directors President, Mrs Von Stieglitz, at the end of 2017 and the member of the Board of Directors/Dean, Mr Hardorff, was appointed in mid-2018.

The Board of Directors consisted of the following members in 2018:

Regine von Stieglitz (1965)

Position: President of the Board of Directors (as of 1 March 2018)

Date of first appointment: 1 August 2016 (as a member of the Board of Directors; Director of Operations; interim Dean)

Additional functions:

- None.

Max Merckx (1955)

Position: interim President of the Board of Directors (until 1 March 2018), member of the Board of Directors (until 1 June 2018)

Starting date of assignment: 12 September 2017

Additional functions:

- Chair of the Board of Trustees of Het Cultuurgebouw, Haarlemmermeer
- Chair of the Board of Directors of SPRING, festival of performing arts, Utrecht
- Chair of the Supervisory Board of Fleurance Residences, Zorginstelling Bloemendaal

Arend Hardorff (1976)

Position: Member of the Board of Directors /Dean

Date of first appointment: 14 August 2018

Additional functions:

- Member of the Board of Trustees of Het PON
- Member of the Brabant Culture Fund Advisory Committee
- Chairman of the Board of Directors of Mezz

Appendix 4

The 2018 Board of Directors remuneration and expenses

The 2018 Board of Directors expense claims

			Representation	Travel: Netherland	Foreign	Other	Shared Costs	Total
S Stolte	president BoD	2018	0	0	0	107	0	107
		total 2017	1.013	868	4.950	5.435	0	12.266
R Riseeuw	Dean	2018	0	0	0	0	0	0
		total 2017	1.291	721	440	804	0	3.256
R von Stieglitz	lid CvB	2018	0	523	3.089	1.506	909	6.027
		total 2017	137	1.310	1.316	0	0	2.763
Arend Hardorff	Dean	2018	0	0	3.992	0	0	3.992
		total 2017	0	0	0	0	0	0

Appendix 5

The Representative Advisory Council (RAC)'s Annual Report

2018 was an interesting and intensive year for the Representative Advisory Council (RAC). This report will address the most important developments which received the RAC's attention in the past year.

As in previous years, the renewal of the curriculum was once again on the RAC's agenda. The Board of Directors took time to reconsider the process of curriculum renewal after this process was halted in 2017 and the Dean had left the hotelschool. The most important subjects of reflection and discussion were the question of whether the curriculum should be changed in 'one big bang', or whether a more gradual, iterative process should be chosen, as well as the 'direction' in which the curriculum should be developed; only from the first year to the fourth or (also) from the fourth year and back. At the end of the year it became clear that the idea of changing the curriculum in 'one big bang' would no longer be chosen. More attention would also be devoted to the development of the fourth year of study in relation to previous years. The RAC and the Education Committee have jointly expressed their concerns about the curriculum renewal progress in a memorandum. In general, the memorandum calls for a clarification of the organisation and the content of the planned changes to the curriculum, as well as the changes already made. The debate on this issue is still ongoing.

The process regarding the revision of the job descriptions and evaluations (FUWA) was an important topic at the start of 2018. The Board of Directors has completed the project in consultation with the RAC, in the sense that the job matrix provided by Leeuwendaal will serve as a benchmark for the development of an appropriate future job classification for the Hotelschool. A promise was also made that a formation plan would be developed on the basis of this benchmark. The RAC welcomed the decision not to place employees in a lower job scale as a result of the FUWA project. The Board has also granted the RAC's request that the descriptions of Leeuwendaal's competencies should not be included in the job descriptions.

Partly thanks to the interim President of the Board of Directors, Max Merx, who was appointed in 2017 after the departure of Susanne Stolte, the relationship between the Board of Directors and the RAC has further improved. This was particularly noticeable during the open discussions in the RAC meetings with the Board of Directors. A striking example of this new openness is the fact that the RAC has called on the Board to make the Hotelschool The Hague's organisation more effective. The Board of Directors has taken this call to heart and a plan is expected to be drawn up for this purpose during the course of 2019. The RAC will continue to be closely involved in this process.

This open approach also continued after the departure of Max Merx and the appointments of the new Dean, Arend Hardorff and Regine von Stieglitz as President of the Board of Directors. The RAC is committed to further professionalising its relationship with the Board of Directors by 2019.

A subject which the student section has particularly worked hard on is the state of the Brusselselaan building. Renovation is certainly necessary and the Board has been called on to expedite this matter. However, given the high cost of such an operation, it is understandable that the Board of Directors did not want to rush things. The Board considered a number of scenarios in 2018 and regularly reported on these to the RAC. The RAC called on the Board to take the student and staff wishes who use the building on the Brusselselaan into account. A renovation plan will be adopted and implemented in 2019.

The work pressure experienced by the Hotelschool's staff remains a major concern for the RAC. This contributed to the fact the RAC called on the Board to implement a more effective organisation, as mentioned earlier in this report. The RAC is of the opinion that much can be achieved by simplifying and clarifying the structure of the organisation itself and the decision-making processes within it.

The RAC discussed the organisation's compliance with the Institutional Plan HTH 2018-2023 in 2018. The RAC attaches great importance to the proper operationalisation of this important strategic document and will continue to keep a critical eye on the Board of Directors in this regard.

An important 2018 development has been the improved cooperation between the RAC and the Education Committee. There is an overlap of education issues which are of interest to both bodies. This has led to a joint approval process for the OER (Teaching and Examination Regulations) and to both bodies taking part in the discussion regarding the curriculum renewal with the Board. As the Official RAC Secretary is also the Official Education Committee Secretary, the latest developments can easily be shared in both councils. The aim is to achieve even closer cooperation in 2019.

Composition and meetings

The RAC is composed of seven student members and seven staff members. In exchange for a more extensive facilitation of time, its composition has, for the time being, been temporarily reduced to five student members and five staff members. The RAC shall be represented by a Chair and a Vice-Chair, both of whom shall also be members of the RAC. The RAC is supported by an Official Secretary. The RAC has three committees, namely 1) Organisation, 2) Finance and 3) Education. These committees prepare the various agenda items. Given the current understaffing, the third committee is unmanned. The RAC and its committees meet an average of twice a month on an internal basis. An administrative consultation with the Board of Directors takes place once per teaching block. RAC cafés are regularly organised for the essential consultation of colleagues. These are informal meetings where a topical theme is often discussed.

Information about the RAC

More information can be found about the RAC's activities and meeting dates on the HTH Intranet.

Appendix 6

2018 Hospitality Research Centre Publications

Academic Publications

- **Ruël, H.** (2017). International Business Diplomacy: how multinational corporations deal with global challenges. In Ruël, H. (Ed.) *International Business Diplomacy: How Can Multinational Corporations Deal with Global Challenges?* Emerald Group Publishing, 2017
- **Ruël, H., Suren, L.** (2017). International Business Diplomacy: A Strategy for Improving MNCs' Performance? A Review of the Concept and New Insights from Five European MNCs. In: *Ruël, H., Suren, L. Introduction to the Volume: International Business Diplomacy: A Strategy for Improving MNCs' Performance? A Review of the Concept and New Insights from Five European MNCs. In International Business Diplomacy: How Can Multinational Corporations Deal with Global Challenges?* Emerald Publishing Limited, 2017(3-31).
- **Bondarouk, T., Ruel, H., Ter Harmsel, B.** (2017). Video killed the f2f interview star: a mixed-method study into the effect of pre-recorded video interviews as a selection tool. In: *Melo, P.M., Machado, C. (Eds.) Management and technological challenges in the digital age*, CRC Press /Taylor & Francis, 2018.
- **Ruël, H., Bondarouk, T.** (2018). A cross-national perspective on the intersection between information technology and HRM. *Handbook of Research on Comparative Human Resource Management*, 416. 2018.
- **Oskam, J., Van der Rest, J-P., Telkamp, B.** (2018). What's mine is yours—but at what price? Dynamic pricing behavior as an indicator of Airbnb host professionalization. *Journal of Revenue & Pricing Management*, July 2018.
- **Lombarts, A.** (2018). The hospitality model revisited: Developing a hospitality model for today and tomorrow. *Hospitality & Society* 8(3), pp.297-311.
- **Ruël, H.** (2018). *Making Trade Missions Work: A Best Practice Guide to International Business and Commercial Diplomacy*. Emerald Publishing Limited. <https://books.emeraldinsight.com/page/detail/Making-Trade-Missions-Work/?k=9781786354723>
- **Koomans, M.** (2018). The Price Determinants of Airbnb in Rotterdam. *HTH Working Paper Series 2*, https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/final_-_hospitality_research_-_working_paper_2_0.pdf
- **Straaijer, J. and Lim, A.** (2018). Understanding the role of Scotch whisky distillery and brand owner in the brand distribution. *HTH Working Paper Series 3*. https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/final_-_hospitality_research_-_working_paper_3_0.pdf.

Dissemination, publications in professional journals

- **Oskam, J. et al.** (2018) Ondernemen in de restaurantsector | *Het heden, verleden en toekomst van de Nederlandse gastronomie*. <http://shop.uitgeverijps.nl/ondernemen-in-de-restaurantsector.html>
- **Wiegerink, K.** (2017). De mens is de kracht van persoonlijk contact! Toch?, *Tijdschrift voor Marketing*, December.
- **Ruël, H.** (2018). Diplomats and social media. *The diplomat magazine* (print version), May 2018.
- **Kobessen, G.** (2018) Hotelschool leert student onderzoeken. Transformatie vakschool naar kennisinstituut, interview with Jeroen Oskam, *Misset Hotel*, 11 mei 2018, pp. 36-38
- **Ruël, H.** (2018) Van ad-hoc-oplossingen naar strategisch human resourcesmanagement, *Misset Horeca*, 31 August 2018, pp. 22-25.
- **Lombarts, A.** (2018) Hotelschool en ziekenhuizen onderzoeken gastvrijheid, *Hospitality Management*, 17 July 2018 <https://www.hospitality-management.nl/hotelschool-en-ziekenhuizen-onderzoeken-gastvrijheid>
- **Lombarts, A.** (2018) "QuoteFirst: Angelique Lombarts (Hotelschool The Hague)", Customer first, 30 August 2018 *Customer first*: <https://customerfirst.nl/nieuws/2018/08/quotefirst-angelique-lombarts-hotelschool-the-hague/index.xml>
- **Lombarts, A.** (2018) Snel beter in gastvrij ziekenhuis, *Gooi en Eemlander*, 25 August 2018 <https://www.gooieneemlander.nl/nieuws/snel-beter-gastvrij-ziekenhuis>
- **Lombarts, A.** (2018). Hoe gastvrij is het ziekenhuis?, *AD*. 26 August 2018.
- **Lombarts, A.** (2018). Snel beter in gastvrij ziekenhuis, *Leidsch Dagblad*. 25 August 2018.
- **Wiegerink, K., van der Drift K. and I. Ringeling** (2018) "Cityhospitality in College akkoorden", *Chair Cityhospitality*, September 2018, https://hotelschool.nl/sites/default/files/cityhospitality_in_collegeakkoorden_final.pdf
- **Lim, A.** (2018). "Blockchainhype biedt kansen voor hotelsector, *Misset Hotel*, 7 December 2018, pp. 16-19.

Appendix 7

Hotelschool The Hague's Online and PR activities

Website

We aim for 50% international visitors to our website each year. This medium is an important means for internationalisation when it comes to attracting potential students and employees. 47.94% of the website visitors came from abroad in 2018, compared to 52.06% from the Netherlands. The majority of (international) visitors are from: the Netherlands, the United States, Germany, Belgium, Romania, India, the United Kingdom, France, Spain and Bulgaria.

Facebook

Facebook continued to be the most important social media channel in 2018, with the highest level of user engagement. For example, the most popular message reached 21,886 people, was 'liked' 4,153 times and shared 79 times. Hotelschool The Hague had 9,800 followers on its Facebook page on 1 January 2018. This had risen to more than 10,750 followers by the end of 2018. However, there has been a worldwide decline in Facebook's popularity, especially after the various privacy scandals which hit the news in 2018.

Instagram

Hotelschool The Hague started to make more use of user generated content in addition to using quotes in 2017. This means photos taken by students themselves are also shared through the official channels. This trend continued in 2018. Instagram has also been used for various student projects, including the TEDxhotelschool-thehague, CDI (Creative Discovery & Innovation), BMI (Business Model Innovation), the HTH Food Rescue project, Genio Innovation Summit, Michelin Event, Graduations, Volvo Ocean Race, etc. The introduction and increasing popularity of Insta Stories resulted in Hotelschool The Hague making even more use of this. Various highlights were developed for this in 2018 (HTH Stars, Events, Storymakers, Food Rescue Team and Placements). These changes have led to greater engagement and more followers. Hotelschool The Hague had more than 4,900 followers on Instagram by the end of 2018.

LinkedIn

It was decided to replace the two existing corporate LinkedIn pages by one Hotelschool The Hague page in 2016. This page was followed by more than 18,500 people at the end of 2018. Information is shared about the developments in education, research, the organisation, as well as Alumni news via this LinkedIn page.

Snapchat

Snapchat was an important social media channel for young people for some time, but its popularity and use has dropped dramatically with the arrival of Insta Stories. That's why it was decided to close the Snapchat account in 2018 and fully focus on community building through our other channels.

Blog

The blog's focus is on our students and alumni, the faculty's hospitality expertise and the Hospitality Research Centre. The number of visitors fell by 33.7% in 2018 because fewer articles were published than in 2017. The most widely read articles were about the Keuzegids (a Dutch guide comparing all Universities and Universities of Applied Sciences in the Netherlands), the National Student Survey, several interviews with alumni, Airbnb, several House of Hospitality events and the Worldwide Hospitality Awards.

Public Relations

Ten press releases were issued throughout the year about, for example:

- The appointment of Regine von Stieglitz as President of the Board of Directors
- The appointment of Arend Hardorff as Dean and member of the Board of Directors
- Genio Innovation Summit
- Ellen Schmid winner of the Worldwide Hospitality Awards, PATE nominated
- Collaboration between Leiden University Cancer Centre|The Hague (UKC) and Hotelschool The Hague.

Colofon

Text: Hotelschool The Hague

Design: Haagsblauw - concept + design

Photography: Giampiero Maietti, Sjoerd Booij Fotografie, Sylke Essers (MadeBySyl) and Brand The Hague.

Special thanks to: Starwood Hotels & Resorts Worldwide, Hilton Worldwide, InterContinental Hotels Group, FRHI Hotels & Resorts and Marriott International, for sharing their property photography with us.





**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

P.O. Box 84359
2508 AJ The Hague
The Netherlands

Campus The Hague
Brusselselaan 2
2587 AH The Hague

Campus Amsterdam
Jan Evertsenstraat 171
1057 BW Amsterdam

T +31 88 028 18 00

info@hotelschool.nl
www.hotelschool.nl
blog.hotelschool.nl