



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

# Creating hospitable futures together

2019 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 2019 Annual Report is a translation of the original Dutch version.



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# Foreword by the Board of Directors



*We are delighted to present you with Hotelschool The Hague's 2019 Annual Report. With this report, we, the Board of Directors, account for the policy pursued and results achieved in 2019. We also present an overview of our organisation, strategic objectives, financial position, governance, and the social and economic world in which we operate.*

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

We would like to thank our inspiring community for a successful 2019. Thanks to the commitment and dedication of our employees, students, the Co-determination Council, the Board of Trustees, our alumni and many partners, excellent results were realised. We would like to express our appreciation and thanks for this.

2019 was an iconic year for Hotelschool The Hague. In November 2019, we celebrated 90 years since we were founded by and for companies in the hospitality sector. We celebrated this anniversary attentively throughout the year. Events included an IQ-EQ-AQ symposium with respected speakers, and of course a fantastic party in the company of our alumni at The Hague Foodhallen.

Bachelor students were given the option of doing a pre-master as part of their bachelor course in the fourth year for the first time. The pre-master allows progress to master programmes at the University of Amsterdam's (UvA) without following the specific UvA pre-master. In 2020, we will further increase our number of partners. The entire programme was revised by the Curriculum Committee in 2019, and innovations have been elaborated. In 2020, we are going to review the fourth year, and introduce specialisations for more depth.

Our application for a funded master in Leading Hotel Transformation was approved by the Committee on the Efficiency of Higher Education (CDHO). After receiving this approval, we proudly and gladly elaborated the master further. In 2020, accreditation and all the preparations needed to welcome the first students in academic year 2021-2022 will take place.

The first organised themed research conference was successfully held and will be continued in 2020. Research into Food Circularity in particular received a lot of attention in terms of commissions and the press. We are also proud of the staff who received a grant from the Netherlands Organisation for Scientific Research (NWO) for their PhDs, and the staff who completed their PhDs.

The Renovation Brusselselaan project has made considerable progress. The designs for the new campus were finished, and the tenders for the temporary housing and contractor for the construction team for the renovation have been completed. Renovation will start in 2020, and be completed within a year. We have also renewed our roofing at Skotel The Hague and Brusselselaan with solar panels and sedum roofs.

Unfortunately, we failed to meet the quality agreements on Criterion 3, but look forward confidently to the reassessment in 2020.

The organisational optimisation project has been further outlined and detailed. All the preparations were focused on making a transition from faculty-based according to expertise to year teams. This is to simplify the implementation of Hotelschool The Hague's strategy, and to prepare the organisation for more self-organisation and agility. In 2020, this project will further shape the new way of working.

We are proud of the results Hotelschool The Hague achieved in the various rankings. In 2019, Hotelschool The Hague turned out to be the best public hotel school again; it was voted as the best of all public and private hotel schools in the Netherlands, according to the 2020 edition of the HBO Keuzegids. The MBA masters emerged in the 2020 edition of the Keuzegids Masters as the best professional master's in the categories 'Management and Innovation' and 'Tourism and Leisure'.

In rankings published by the QS World University Rankings by category in 2019, which indicate the best universities in 48 different academic categories, Hotelschool The Hague is at Number 6 in the 50 best Hospitality and Leisure Management Universities worldwide. According to CEO World Magazine, Hotelschool The Hague is ranked 4<sup>th</sup> in Europe and 13<sup>th</sup> globally in the category of best hospitality and hotel management schools.

2019 ended with good financial results, the adoption of the Multi-Year Plan for the implementation of the three strategic objectives from the Institutional Plan, and the decision to further elaborate a single scenario for the renovation of our campus in Brusselselaan. This is an important project to create a campus in The Hague with the facilities needed to support our future educational innovations and ambitions.

What will Hotelschool The Hague be focusing on in 2020? Above all, the quality of our education and research. Innovation and improvement is a continuous process. In 2020, the focus will be on designing Year 4 as part of our bachelor programme, quality agreements, organisational simplification, and the start of the renovation of The Hague Campus. We will continue to respond to developments in the hospitality industry and education in hospitality management and worldwide during the years ahead. We are looking forward to a fantastic and successful 2020.

At the heart of hospitality,

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

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## Board of Trustees Report



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

... on and off campus we are **LOYAL** to our school's vision and reputation and true to our fellow students and colleagues. We are **HONEST** in all our

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

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

... and cherish our **INTERNATIONAL** character  We welcome diversity and

... accepting responsibility and ownership. We are **AMBASSADORS** for our school

... energetic and **TRUSTWORTHY** and **YES-MINDED!** We are reliable and

... We are **PROFESSIONAL**

# 1 A look back at 2019

## Supervision

The education, research and organisation of Hotelschool The Hague is characterised by its strong international focus, orientation and reputation. Hotelschool The Hague is part of the public higher education system in the Netherlands. The Board of Trustees considers its task to be making sure that the resources made available to society and students at Hotelschool The Hague are spent responsibly on high-quality education and research. Healthy management is indispensable in this respect. The Board of Trustees acts proactively, with respect for and confidence in the professionalism of the board and employees. The Board of Trustees supervises the performance of the Board of Directors, the effectiveness and efficiency of 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.

## The Strategy of Hotelschool The Hague

During the annual strategic session in October 2019 between the Board of Trustees and the Board of Directors, the following themes were examined in more detail:

- The situation regarding the Institutional Plan and the Multi-Year Plan
- Digital transformation in the hospitality sector and education
- Progress and action plan for the organisational optimisation.

The results were used by the Board of Directors to hone the priorities for 2020, and to write more frequent intermediate reports between the normal reports of Board of Trustee meetings. A professional dialogue has been conducted on the role of the Board of Trustees as a supervisor rather than sparring partner.

The cycle in which the Institutional Plan, Multi-Year Plan and budget, management review, risk heat map, framework letter and annual plans are drawn up were also evaluated. This evaluation revealed that these are not coordinated with the rhythm of the educational process and the planning and control cycle as well as hoped. Broadly speaking, this means that the multi-year policy cycle is being shifted by six months. The next strategic session will not take place in October 2020, but in February 2021.

## Changing organisation

In 2019, the outlines of the desired structure and culture of the organisation for achieving the strategic objectives were further detailed. This is based on the plan titled *'Hotelschool The Hague, a place where people love to teach and work'*.

The implementation is in four phases, the first two of which are in full swing.

- 1 New teaching structure
- 2 Transition to self-organising teams - change in culture
- 3 New structure of support staff
- 4 Future vision of the future of practical education.

## National and international recognition of Hotelschool The Hague

In the HBO Keuzegids 2020, Hotelschool The Hague was selected as the best hotel school in the Netherlands. The MBA master programme scores well on all fronts in the Keuzegids Masters 2020.

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



## Quality of education and research

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

*The definition of quality is the extent to which Hotelschool The Hague fulfils its promise to the student and to the professional field. This means that students learn a lot during their studies and can make a good start when entering the professional field, or successfully go on to study at a higher level. Our quality definition also means that our students study with enthusiasm and are ambassadors for Hotelschool The Hague. In terms of work, it means our graduates are likely to be well received due to their suitable, practice-orientated knowledge, partly achieved by linking education and research to practice, and having a vital link with the international sphere of action.*

In 2019, the Board discussed the progress of the bachelor curriculum renewal project, the renovation of the building in Brusselselaan in The Hague, additional sustainability measures, the application for the new funded master 'Leading Hotel Transformation', the pre-audit of the Research Centre in preparation for the BKO (Branche Protocol Quality Care Research) in 2020, the plan for the digital transformation, the quality agreements, and the quality management system.

The progress of change in the organisation, the organisational optimisation project, is a point of attention. As this concerns a change at all levels of Hotelschool The Hague in terms of structure, working methods and culture, the Board of Trustees emphasises that sufficient resources have to be made available for professional internal and external support. In the 2<sup>nd</sup> half of 2019, an internal project team supported by the Galangroep was put together.

After it became definitively known that Hotelschool The Hague was assessed as unsatisfactory on criterion 3 of the quality agreements, the progress of the further elaboration of the 13 project plans will be monitored more closely.

The bachelor return rate remains a point of concern for the Board of Trustees. The measures to increase the number of graduates within 5 years have been discussed extensively, and changes have been initiated. The coming years will reveal the effectiveness of these measures.

## Housing

For the future, Hotelschool The Hague needs extensive renovation and modernisation of the campus building in The Hague. In Q1, the Board of Trustees approved the plans for the renovation of the building in Brusselselaan with a budget of € 15.3 million. The tenders for the temporary housing and contractor for the construction team for the renovation were completed in 2019.

An additional temporary supervisory board, the renovation committee, was set up to prepare decision-making by the entire Board of Trustees and to monitor the progress of the accommodation project.

Given the importance of sustainability and new legislation, this committee advised the Board of Directors in late 2019 to investigate the extent to which extra sustainability investments could be made during the renovation.

## Financial

The results achieved in 2019 were better than budgeted. The Board of Trustees also found that the Board of Directors had kept the academic/non-academic staff ratio to around 70/30. The financial ratios are all above the agreed level. The Board of Trustees holds regular talks with the Board of Directors on the return on investment. Resources are used very efficiently compared to other universities of applied sciences.

The Board of Trustees notes that the current results of Hotelschool The Hague are so good that the surplus built up over recent years should be used for investments in educational quality in the coming years.

The framework letter for 2020 already stated that the target for 2020 is a return of 2% instead of the budgeted 3% in previous years. The central issue when looking at future output is whether the investment in manpower and money is justified.

The healthy financial situation of Hotelschool The Hague is a good starting point to support the realisation of the strategic objectives.

# 2 General information

In 2019, the Board of Trustees consisted of 7 members; see Appendix 2 for more information. Mr Rik Farenhorst joined the Board of Trustees on 1 July 2019, and Ms P.M. Herder joined on 1 September 2019. After two terms of office, the Board of Trustees bade farewell to Mr Breebaart 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 composition and expertise of the Board of Trustees are in line with the profile of the Board of Trustees as published on [www.hotelschool.nl](http://www.hotelschool.nl).

The Board of Trustees acts on the basis of the authorities that are established in the statutes and the Dutch Higher Education and Research Act. The Board of Trustees works with committees to support the work of the Board of Trustees. The working method of the Board of Trustees is outlined in the Board of Trustees Regulations, and the working method of the committees in the committee regulations. The regulations are publicly available and can be consulted via [www.hotelschool.nl](http://www.hotelschool.nl).

The review framework elaborates how substance is given to the supervision. In the review framework, the Board of Trustees made a distinction between formal supervision, i.e. supervision within the framework of governance, and policy related supervision, i.e. supervision on the quality of education, research and valorisation. The review framework, including supervision, can be consulted on [www.hotelschool.nl](http://www.hotelschool.nl).

### 3 Activities of the Board of Trustees

The Board of Trustees met six times in 2019 in formal meetings, one of which was a strategy session. Prior to the meetings, the Board of Trustees organised an internal consultation. The meetings were attended by the Board of Directors. The Chair of the Board of Trustees consulted with the Board of Directors each month. The auditor was present at the meeting in April 2019 to discuss the annual accounts.

In 2019 the Board of Trustees approved:

- the 2019 annual accounts, the 2020 budgets (including the multi-year budget) for the Hotelschool The Hague Foundation, Stichting Internaatexploitatie Hotelschool Den Haag, Leadership Development BV, HTH Masters BV, and Hospitality Consultancy
- the scenario selected for the renovation of The Hague Campus in Brusselselaan.
- taking out a perpetual lease for the building in Brusselselaan.

The Board also established the recruitment and other profiles for the members of the Board of Trustees, the remuneration for 2020, and the Standards for Remuneration Act (The Netherlands) (WNT) 2020 remuneration class. It was also decided to ask the current auditor to audit the annual accounts for 2019.

The Board of Trustees was informed on the progress of the Hotelschool in all areas at each meeting via management information reporting, the corporate dashboard, feedback from the committees, and separate presentations on various topics.



## 4 Committees

Subjects discussed by the Board of Trustees are prepared by committees set up for this purpose. The committees fulfil an advisory role within the Board of Trustees; decision-making takes place within the Board of Trustees. In 2019, the composition of these committees was as follows:

### Audit Committee:

Mr Roel (Chair), Mr Breebaart, Mr Farenhorst (from 18 November 2019).

### Remuneration Committee:

Ms Eras-Magdalena (Chair) and Mr Neumann.

### Education and Research Committee:

Ms Bonhof (Chair), Mr Breebaart and Ms Herder (from 18 November 2019)

### Renovation Committee (temporary)

Mr Neumann and Mr Roel.

The Audit Committee held four formal meetings over the year. These meetings were attended by all or some of the members of the Board of Directors and the Finance & Control Manager. The Audit Committee discussed the audit of the annual financial figures with the auditor in the first meeting without the Board being present. Permanent items on the agenda of the committee are budgets (multi-year and others), annual accounts (including filing with the Chamber of Commerce), monthly financial figures, the corporate dashboard, the risk heat map, follow-up of accountant's recommendations, funding of students, and periodic statements from the Board of Directors. The Audit Committee also reviewed the effectiveness of the Board's declarations, and discussed them with the Board.

This year, the Education and Research Committee held two formal meetings. The Board of Directors attended the meetings. Permanent items on the agenda of the committee are the quality of the education, the bachelor curriculum renewal project and its progress, quality agreements and their progress, study success, implementation of the Hospitality Research Centre's strategic plan, and renewal of the courses on offer (assess new course for the funded master in Leading Hotel Transformation).

The Remuneration Committee held two formal meetings. In 2019, in addition to what is included in Section 5, the Remuneration Committee supervised the procedure for monitoring the Board of Trustees. It was assisted by a recruitment and selection agency appointed via a multiple private tendering procedure.

The renovation committee held four formal meetings. These meetings were attended by all or some of the members of the Board of Directors and the Shared Services Manager. Permanent items on the agenda are the progress of the project with the related risks and finances. Separate regulations have been drawn up for the renovation committee.

## 5 Employership

The performance of the Board of Directors is assessed annually by the Remuneration Committee. The committee uses a review framework to execute this procedure. Before the entire Board of Trustees is informed about this assessment, individual meetings are held with the directors. Agreements are also made annually about the KPIs of the Board of Directors.

One of the duties of the Board of Trustees is to review the remuneration policy for the members of the Board of Directors and the Board of Trustees and the implementation thereof in line with legislation and regulations and market conformity. Hotelschool The Hague applies the Standards for Remuneration Act (The Netherlands) (WNT2). The Board of Trustees establishes the remuneration class annually. In 2019, Hotelschool The Hague applied remuneration class D with a maximum of € 152,000. The remuneration of the Board of Directors complies with the WNT2. For pensions, the ABP pension fund scheme for the sector is adhered to. There are no excess schemes in 2019. The remuneration policy does not include any variable components.

The remuneration of the members of the Board of Trustees also complies with the WNT2. The remuneration of the Board is established annually. In 2016, it was established that the maximum remuneration at Hotelschool The Hague is 75% of the WNT maximum for a Board of Trustees. This maximum is gradually being approached via annual increases. The remuneration of the members of the Board of Trustees complies with the requirements defined in the remuneration code for supervisors. The statement of the remuneration of the Board of Directors and the Board of Trustees is included as an appendix.

Apart from the remuneration policy, the Board of Trustees also reviews the expense claims of the Board of Directors. For 2019, the auditor was engaged to audit the legality of the expense claims of the Board of Directors. The Audit Committee annually checks the effectiveness of the Board's declarations through a random sample. The table with the Board of Directors' declarations is included as an appendix. In 2019 and earlier, shares, loans or guarantees were not provided to the Board of Directors or to members of the Board of Trustees, in line with policy.

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

Annually, attention is paid to the evaluation of the performance of the Board of Trustees and its individual members. A self-evaluation tool has been used in recent years to help carry out this evaluation. The results were discussed in the Board of Trustees in a separate meeting in February, as well as with the Board of Directors. The 2020 self-evaluation will take place with the help of external supervision. Agreements were made for this purpose with Mr Jaap Winter of Phyleon at the end of 2019.

### Permanent education

Individual members of the Board of Trustees can attend training sessions in the context of Permanent Education. The most important findings were shared with the Board of Trustees, and mirrored in Hotelschool The Hague. A representation from the Board of Trustees attends the meetings of the Association of Supervisors of Universities of Applied Science. A member is following the Dutch Association of Commissioners and Directors' (NCD's) commissioner's training course.

During the strategy session, the new members of the Board of Trustees gave a presentation on relevant topics from their own work experience. Research at Delft University of Technology (TU Delft) and digitisation at Transavia. The first day of the strategic session was held in a hotel which is leading the way with sustainability measures. The session started with an explanation from the general manager about the

hotel's vision and how it is implemented. The second day of the strategic session was held at Microsoft, where a good picture of current and future technological possibilities was acquired thanks to an informative and inspiring session.

## 6 Board of Trustees and governance

### Independence of members

In the opinion of the Board of Trustees, each member performed his or her work independently in 2019. 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. Possible conflicts of interest are reported by members of the Board of Trustees in its meetings. In accordance with the Governance Code, the Board of Directors reports potential conflicts of interest to the Chair of the Board of Trustees. This did not arise in 2019.

### Consultation with interested parties

For the performance of both the supervisory role and the role as sparring partner, the Board of Trustees deems it of essential importance to maintain contact with interested parties. To this end, the Board of Trustees or a delegation of it meets once a year with the Representative Advisory Council. Besides these meetings, the Chair of the Remuneration Committee, as contact person for the Co-determination Council, meets with the Chair or a delegation from the Representative Advisory Council before meetings of the Board of Trustees. The Chair of the Remuneration Committee reports on this in the meeting of the Board of Trustees. Members of the management team are regularly invited to the committee or other meeting of the Board of Trustees, and the Board talks with Hotelschool staff. This is nicely supplemented by the introduction day for new members of the Board of Trustees and participation in meetings of the International Advisory Board, employee days, and the jury of the Genio Student Challenge. Members of the Board of Trustees attended the celebrations of the 90<sup>th</sup> anniversary of Hotelschool The Hague.



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



**Paulien Herder**  
(Member of the Board of Trustees, member of the Education and Research 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, Chair of the Audit Committee and member of the Renovation Committee)



**Rik Farenhorst**  
(Member of the Board of Trustees, member of the Audit Committee)

## 7 Conclusion

The Board of Trustees considers it important that the Board of Directors always manages to find the right balance between ambitions (including innovation) and fulfilling the social mission and the tensions between the people in our organisation. Some things can and must happen quickly, for other things, it is wise to mark time. The Multi-Year Plan, as well as the quality agreements with the government, will concentrate the efforts of Hotelschool The Hague on the objectives and ambitions to be achieved in the coming years.

2020 will be dominated by the organisational optimisation, bachelor curriculum renewal, revision of the strategic plan of the Research Centre, and the renovation of the Hague Campus with accompanying sustainability measures. The Board of Trustees will make sure that these policies are deployed and implemented in line with the school's strategic goal of remaining one of the best hotel schools in the world. The Board of Trustees wishes all staff, students and the Board of Directors every success. In conclusion, the Board sincerely thanks all employees for the results realised, and their dedication and commitment to the Hotelschool and its students.

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# Outline of Hotelschool The Hague



## 2.1 General information



Hotelschool The Hague, established in 1929, is the oldest independent hotel school in the Netherlands. For 90 years, innovation and internationalisation have been at the core of its operations. Today, Hotelschool The Hague is a small-scale university of applied sciences operating internationally. Education and research is provided at two locations: The Hague and Amsterdam. More than 2,600 students of 75 nationalities follow the English-language bachelor or master programme in the area of Hospitality Management. More than 250 employees from 16 different countries work at the school.

### Legal structure

The legal structure is that of foundation with its corporate seat in The Hague.

The Hotelschool The Hague Foundation (Hotelschool The Hague) is registered with the Chamber of Commerce under number KvK41150185. The articles of association, which can be found at [www.hotelschool.nl](http://www.hotelschool.nl), were last amended on 26 April 2012.

The Hotelschool The Hague Foundation is the sole shareholder of the holding Hotelschool The Hague Leadership Development BV. Within this holding private (education) activities are offered. This structure provides for a strict separation of the private and public funding. 3 private limited companies, each with their own focus, fall under the holding:

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

The Board of Trustees and the Board of Directors of The Hague Hotelschool Foundation also act as the Board of Trustees and the Board of Directors of Stichting Internaatsexploitatie Hotelschool The Hague. This foundation was established in response to the private financing of Skotels (student accommodation and hotel rooms). Appendix 1 contains more information about the legal structure of Hotelschool The Hague, including the current organisation chart.

### Statutory objectives

Hotelschool The Hague's objective is "Creating hospitable futures together". Within the limits of its resources, this is put into practice by providing higher professional education, and conducting applied research in the field of international hospitality management. Education focuses on theoretical and practical preparation for careers in the international hospitality industry.

### Mission

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

### Vision

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

### 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 these three elements. We operate in an important, student-centred learning environment,

where a unique combination of three types of skills are developed:

- thorough 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

The strategic direction of Hotelschool The Hague is outlined in the Institutional Plan 2018-2023. In the coming years, Hotelschool The Hague wants to strengthen ties with its hospitality students, staff, alumni and the sector. Hotelschool The Hague is focussed on the following strategic objectives:

- We are one of the top 3 hospitality business schools in the world.
- We are directly contributing to the United Nations Sustainable Development Goals (SDG).
- We are intensifying our educational community.

In 2018, the objectives from the Institutional Plan were elaborated in a Multi-Year Plan. The multi-year budget was adjusted in 2019. The Multi-Year Plan defines the most important projects for the coming period. The focus of the Board of Directors and the organisation is the successful execution and implementation of these projects. In 2019, a single Hotelschool The Hague Annual Plan 2020 was elaborated, with the focus areas included.

## Hotelschool The Hague's Values

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

The objective is to inspire and to be decisive for conduct and the way that people work, both individually and together. For students, the *Code of Ethics* is part of the curriculum. The meaning of the values is addressed on the basis of various practical and other examples.

## 2.2 Governance at Hotelschool The Hague

The Universities of Applied Sciences Good Governance Code (hereinafter referred to as the Governance Code) is decisive for Hotelschool The Hague in terms of the structure of the governance within the Foundation. The principles from the Governance Code are endorsed. The Governance Code is applied as much as possible. If the Code is not applied, this is explained in this report.

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

Since 14 August 2018, the Board of Directors consists of the following two members: Ms Regine von Stieglitz (Chair) and Mr Arend Hardorff (member). Further information about the Board of Directors is included in Appendix 3.

The Board of Trustees internally supervises the performance of the Board of Directors, the effectiveness and efficiency of the policy of the Board of Directors and the general course of affairs within Hotelschool The Hague. In its role as sparring partner, the Board of Trustees provides solicited and unsolicited recommendations, and fulfils the role of employer of the Board of Directors. At the end of 2019, the Board of Trustees consisted of seven members. Chapter 2 contains the annual report of the Board of Trustees.



Hotelschool The Hague does not dispose of an established Horizontal Dialogue Guide and Strategic Cooperation Statute yet. The institutional plan, containing the Board of Directors's vision of fulfilling Hotelschool The Hague's social mission for the coming years, is the starting point for formulating the horizontal dialogue guide and the regulations for strategic cooperation.

### Horizontal accountability

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

In 2019, the Board of Directors held five administrative consultations with the Co-determination Council (CDC).<sup>1</sup> Both staff and students are represented in the CDC. Important themes in 2019 were the budget and its establishment, the job description and evaluation project (FuWa), the organisation and organisational development, the curriculum renewal project, preparation for the quality agreements, quality assurance in general, the evaluation of educational units in particular, and the new education and exam regulations. With a view to preparing for these meetings, among other things, the Chair of the Board of Directors consults monthly with the Chair of the CDC. In preparation for the administrative consultations, the Board of Directors also participated in the CDC's preparatory committee meetings.

Appendix 5 contains the CDC's annual report.

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<sup>1</sup> Appendix 5 explains how the current Representative Council (RAC) and Educational Committee have been transformed into the Co-determination Council (CDC).

Students organise an 'HTH The Voice' per teaching block, for the benefit of the students themselves. During these sessions of the Student Councils in Amsterdam and The Hague, matters that concern students are discussed. A representation of the Board of Directors is also present. The input of students is taken into account in the drafting or updating of policies, as well as improving individual courses and facilities for students.

Once per block, a separate Heart-to-Heart meeting is organised where the representatives of the student associations, student councils and CDC examine issues in more depth.

The President of the Board of Directors and many employees participate in the various international meetings annually organised by the hospitality industry. Hotelschool The Hague has a long tradition of close cooperation with the international hospitality industry. Partners include HotelloTop, ITB, IHIF, MIF, EUHOFA, ICHRIE and EUROCHRIE. Hotelschool The Hague organises an Industry Exchange Event and a career fair for students at least twice a year. The "Genio Worldwide Innovation Summit" is also organised annually. Eighteen student teams from international hotel schools took part in this student challenge in 2019. These are relevant meetings to exchange knowledge and experiences for the curriculums, and to maintain and develop relevant networks within the hospitality industry and with other hospitality management schools. The third International Advisory Board (IAB) meeting took place in October. The IAB is composed of 19 members from across the hospitality industry who hold significant positions; mostly at CEO level. The most important objective of the International Advisory Board, under the chairship of Ms Eaststaff, is to provide the Board of Directors with independent and industry-orientated advice with regard to the trends, needs and challenges within the area of activity; an important source for educational and research innovation within Hotelschool The Hague. The International Advisory Board "next generation" will take place every 2 years, with the next meeting scheduled for May 2020.

Hotelschool The Hague is a member of the 'Association of Dutch Hotel Management schools', whose members meet four times a year. This is the equivalent of the national consultations that other training clusters have. In October, members of the Association organised a national Education and Research Day in Amsterdam.

Hotelschool The Hague is co-founder of Hotel Schools of Distinction. Hotelschools of Distinction involves cooperation and knowledge exchange about best practices for the curriculums and research, marketing, contacts with the field of activity and the exchange of experiences between the students of the various universities and colleges in the world.

After successfully obtaining accreditation in 2018 for 'The International Centre of Excellence in Tourism and Hospitality Education (THE-ICE)', Hotelschool The Hague continued to play an active role in this global network of institutes focused on the hospitality industry in 2019.

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# Education and Research





## 3.1 Education

### Courses on offer

Hotelschool The Hague provides a full-time, specialised English-language bachelor programme: Bachelor's in Hospitality Management (240 EC)<sup>2</sup>. 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. Since 1 September 2018, students who complete the Bachelor programme or the IFT programme successfully be awarded the Bachelor of Arts in Hospitality Management (BA.HM). Students enrolled before 1 September 2019 may use the right of transitional in connection with an changed degree. They can request the Bachelor of Business Administration in Hotel Management (BBA.HM).

Figure 3.1 Education

Bachelor	240 EC
Master	75 EC

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

In 2019, steps were taken to implement Hotelschool The Hague's first professional master programme "Leading Hotel Transformation", with a focus on sustainability and digital transformation issues. In 2019, a successful macro-efficiency application was submitted to the Committee on the Efficiency of Higher Education (CDHO) followed by an application for an assessment of a new course including the special feature of small-scale and intensive education at the Accreditation Organisation of the Netherlands and Flanders (NVAO). In September 2021, pending positive accreditation in 2020, Hotelschool The Hague will start the first subsidised master programme in Hospitality in the Netherlands.



### Guarantee of exit level

Hotelschool The Hague is characterised by small-scale residential education, as a result of which there is not just attention for education, but also the offer of extracurricular activities. characteristic of the programme is that the exit qualifications are attained in an inextricable correlation between curriculum and social context. The accreditation panel assessed the characteristic 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 exit level of the bachelor and master programme. It is essential that the Exam Committee can operate judiciously and independently. In 2019, the Exam Committee consisted of 3 lecturers, an external member from another university of applied sciences, and an administrative secretary. The Assessment Committee, which reports to the Exam Committee, is composed of four lecturers who are supported by the same administrative secretary as the Exam Committee. The Exam Committee reports via its annual report on its findings regarding the guarantee of the quality of finals *and* interim exams. The annual report and the method of following-up the opinions are discussed with the Board of Directors.

Launching Your Career (LYCar), the bachelor graduation programme, forms an important link in the curriculum when it comes to guaranteeing the exit level. Implementing improvements within the graduation programme is a continuous process. In 2019,

<sup>2</sup> The Dutch name is Bachelor of Hotel Management.

particular attention was paid to the development of research qualities in the areas of learning and teaching/coaching. Examples included research workshops in the field of research methodology and blended learning support for research. In the 2019/20 academic year, the emphasis is on incorporating Design Based Research (DBR) into the modus operandi of LYCar. The aim of this is solution-driven, implementable end products based on research and best practices, and which can be applied during the management stage. Further changes include videos to support the first steps of the graduation process, a pilot with peer-group coaching, and taking steps to make sure that industry gives students enough time to work on their graduation process.

### Digital Transformation programme - Blended Learning

The Digital Transformation programme was launched in 2019. This programme focuses on 'connecting, accelerating and strengthening educational innovation'.

The Digital Transformation programme is based on seven pillars; blended learning, distance learning, digital examination, professionalisation, data analytics, educational logistics and valorisation. Among other things, the programme helps lecturers to redevelop their subjects, where blended learning principles (the combination of online and offline education) are an important guiding principle. Providing teaching materials independently of time and place took off in 2019. Various tools that were purchased and implemented in 2019 are now being used in various courses, such as Graspale for research, and LinkedIn Learning (database with online knowledge clips) for various subjects. The first teams of lecturers have made one-off and series of knowledge clips for their courses in the new low-end AV studio. This forms the basis for perfectly supporting educational innovation.

A Digital Transformation programme, incorporating blended learning, was launched in 2019. The Digital Transformation programme encompasses every aspect relevant to realising an online learning management system that provides lecturers new possibilities in offering the learning material, on-line testing and grading rubrics interactively. This forms the basis for perfectly supporting educational innovation.



## Educational innovation

2019 was a decisive year for curriculum and educational innovation.

The input from students, lecturers, support services, industry partners, alumni and management during various feedback sessions led to changes in the curriculum. The innovations in the curriculum are aimed, among other things, at: ensuring that the curriculum is and stays future-proof, more focus to data analysis, offering minors in year four, and simplification of language teaching. The unique elements of the curriculum, including practical training and the focus on management skills, remain crucial parts of the curriculum.

In the academic year 2020-2021, students will get to grips with the new minor being offered. This change is in line with the design criteria for curriculum renewal established last year in the form of (1) Play, (2) Personal and (3) Real.

## 3.2 Practical education (Outlets)



### Skotel Experience

The 'residential units' of students are located in the Skotels (hotel / student accommodation) in The Hague and Amsterdam. During the first year, students live, work and study together in the Skotel. The aim is a mix of a Dutch and an international student per room. The Skotel Experience is aimed at personal development, offering and experiencing hospitality, and learning and applying intercultural competences. Intercultural competence means the ability to communicate effectively and adequately in intercultural situations on the basis of intercultural knowledge, skills and attitude. As a result of the high educational intensity and extracurricular activities, a small-scale international "professional community" is developed. This "professional community" is further developed during further training and after graduation.

Each Skotel has 256 beds, divided over 128 double rooms. All beds were occupied at the start of the semester in February and August.

As part of the Skotel experience, we are constantly looking at making our accommodation and materials more sustainable. For example, 72 solar panels on the roof of Skotel The Hague were commissioned after intensive preparation in the summer.

A group of students collected discarded clothing and various inventory items during the check-out of our resident students at the end of the academic year. These materials were reused by new students or offered to charities such as the Salvation Army.

### Campus Experience

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

### Hotel Accommodation

Skotel The Hague and Skotel Amsterdam have 21 and 20 hotel rooms respectively for our practical education in the first and second years. The hotel rooms were furnished by various international hotel chains. This unique concept offers students a very varied and broader learning experience, while hotel guests will be delighted over and over again. We were unable to complete the renovation of our hotel rooms in The Hague in 2019.

Depending on the cooperation of the industry, we will further renovate the remaining hotel rooms in 2020 under our own supervision.

The hotel rooms are available for both internal and external guests. In 2019, the occupancy rate in Skotel The Hague increased from 59.42% in 2018 to 61.09%, and in Amsterdam from 70.61% to 83.45%. Total room turnover rose by almost 24% from € 659,480 to € 817,466. Lots of bookings, mainly last-minute, are made through the online booking channels Expedia and Booking.com. In order to reduce our dependence on these channels, we started developing our own website for the Skotel in 2019 that allows guests to book directly with us. The aim is to have this website online in the Q1 2020.

The total turnover of commercial Skotel activities rose by more than 16%, from € 1,071,210 to € 1,249,795. This increase was mainly due to activities in the summer, when both Skotels were rented for the summer courses organised by the VU University in Amsterdam and The Hague Academy of International Law in The Hague. These activities also offer our own students the opportunity to apply their learning experiences in practice.

In 2018, Hotelschool The Hague selected four key projects from the United Nations Sustainable Development Goals as part of the strategic objectives of our institutional plan. The Rooms Division department donated € 2,800 of the tips received to various organisations that support these goals, along with materials and personal support and exchange of instructors on various projects. For example, we facilitated a dinner with hotel accommodation for the Make-a-Wish foundation, and made donations to the Amsterdam City Swim, the marathon for KIKA in Athens, and the rescue brigade in Hoek van Holland. An instructor helped students from the Hawassa University Hospitality Management in Ethiopia to develop the practical education provided there at the Hailee resort. In addition, students were involved in various charity projects, such as Lampedusa refugee boats, Matchis donors selection, MUD jeans, Cookies for KIKA, We do not give a cig, Recycling Plastic Feels Fantastic, Benekids, Regenboog Soap collection project, Yes you Can, Leave your Marker, Rabo food waste challenge, and A smile for Christmas for the children in the Sophia Children's Hospital.

Several instructors followed a training course provided by Ruth Fletcher, founder of the English organisation "Support the Deaf People". She trains hotel staff, to create awareness about the needs of deaf guests. This course was initiated by our student Robert Schouten, who was nominated in the election of Talent of the Year during the Hotellotop for this.



### Food & Beverage outlets (F&B outlets)

For practical education in F&B, Hotelschool The Hague has six fully operational restaurants and a Banqueting Division. The Banqueting Division is responsible for the organisation of dinners, meetings, and receptions for internal and external clients, among other things. Before the students start working in the outlets, they're taught a number of basic skills in a 'laboratory situation'. Procurement, inspection and cost price calculations are a recurrent theme in the outlets. The various outlets are also used to facilitate research with the help of students, employees and external guests. Key topics here include consumer behaviour, the testing of new developments, equipment, and developments in society. The Food Rescue research project that was started in 2017 is an excellent example of this. We also expanded this in 2019, and carried out all food rescue related projects and assignments under the name Food Circularity, with our own logo.

Following this, we were asked to participate in the RABO Food Waste Challenge. Second-year students from The Hague Campus and Amsterdam took measurements, according to a protocol, at 175 restaurants that registered for this challenge.



This project was carried out for the European Commission as part of the Euro Food Waste Monitor.

For the third consecutive time in a row, we presented the Michelin stars in the Dutch guide, in collaboration with Koninklijke Horeca Nederland, the DeLaMar theatre, and Michelin. Under the supervision of second-year students and in the context of practical education, our first-year students hosted and looked after more than 800 attendees in the DeLaMar theatre, including the international press. This day can be described as an external outlet. The Le Début restaurant in The Hague was renovated during the summer holidays. The fine dining concept has now been modernised and given a contemporary look. As part of this change, and given sustainability and cost issues, we also stopped using the linen on the tables.

Event office and Banqueting were merged and renamed Sales & Events. This refers to the practical education where students now also work in this department, which is now fully integrated within Food & Beverage.

We continued with our PATE projects after the nomination for the Worldwide Hospitality Award in Paris. This part of project education is now well framed in our MO course.

An example; A group of students came up with a proposal for a farmer-bistro concept for the assignment, which involved the group of students organising a dinner in a cowshed in a farm in Zoeterwoude on the evening before the major farmers' protest against nitrogen emission regulations at the Malieveld park in The Hague. The students joined rural young people and farmers at the table, and spoke about current events with them. Another example is the collection of used chef jackets for a project in Madagascar, where they hope to open a cooking school.

## 3.3 Research

### Research offer

The practical research of Hotelschool The Hague strives for new insights. These insights give more substance to the curriculum, while simultaneously stimulating innovations in the hospitality industry. Hotelschool The Hague describes this principle as “thought leadership”. Both lecturers and students are actively involved in the research projects. and, in the area of applied research, Hotelschool The Hague cooperates with various companies, (knowledge) institutions and official authorities.

The Research Centre, with 7.3 FTE, is responsible for the research and has classified the research under the following denominators:

1. Hospitality and Hospitable Behaviour
2. The future of Hospitality

### 2019 developments

The Curriculum Renewal has made connecting research and education the top priority in the past year. Initially, the Research Centre played a central role in this in the context of the Comenius project. With the establishment of the Curriculum Innovation Committee, the division of roles has changed. The Research Centre now provides knowledge and information for the new curriculum.

The first International Hospitality Research Conference was organised on the Amsterdam Campus in March 2019. This conference, with 104 registered delegates from 9 different countries and a high degree of satisfaction from the retrospective visitor survey, was a success. One of the goals of this activity was to contribute to thought leadership by publishing an annual white paper on the future of the sector. This was published on the website in April. Selected proceedings will be published by Emerald Publishers in mid-2020.

In September 2019, the Mid Term accreditation was carried out on behalf of the Research Centre, as a trial accreditation for the BKO at the end of 2020. To reflect the high ambitions, a prestigious panel was selected, with colleagues from Cornell University (Prof. Bruce Tracey), Lausanne (Dr Cindy Heo), the University of Leiden (Prof. J.I. van der Rest) and Nyenrode (Prof. R. Blomme). The accreditation provided constructive feedback that is helping develop the Research Centre and prepare for BKO accreditation.

In the autumn, the members of the Research Centre and external experts took on the substantive development of the courses in the new master programme. This has led to eleven completely new courses. The members of the Research Centre will also play an important role in the implementation of the master programme.

To finish, Larissa Koupriouchina obtained her PhD from Leiden University in December 2019 with a thesis entitled *Human-Computer Interaction Between Revenue Management Professionals and Forecasting Support Systems*, research made possible in recent years by an NWO lecturer grant.

### Second funding flow

The 42-month project of The Comenius Leadership, which obtained funding in 2018, is of course still running, and in addition to this a Comenius Teaching Fellowship was obtained by Yasemin Oruc for a one-year project aimed at student welfare titled 'Practice You; Well-being at the heart of hospitality'. Two NWO lecturer grants for PhD research were awarded this year; one for the project 'From Waste to Taste: the Effect of Product Cues on Consumer Preferences for Rescue-based Food' by Anna de Visser-Amundson, and one for 'Further Investigation Into the Utilization of Price Information in the Context of Buying Processes Through a MIX Research Set-Up Including Qualitative Research' by Isabel Son. David Brannon received a two-year post-doctorate scholarship to study 'Developing Sustainable HRM Practices for the Recruitment and Retention of Early Career Professionals in the Dutch Hospitality Industry'.

Two RAAK-KIEM projects were prepared in the autumn, and both were awarded in January 2020: 'And What About the Doctor's Assistant...?' by Angelique Lombarts, and 'Implementing Circular Practices in Hotels' by Arjan van Rheede. Unfortunately, three other RAAK projects submitted were unsuccessful: the RAAK-SME project 'Frontrunners of Good Employership in Hospitality SMEs: From Ad-Hoc to Strategic Human Resource' by Huub Ruël, and the RAAK-Public project 'The Impact of Hospitality on Patient and Hospital! How Hospitals and the Hospitality Industry Learn From Each Other', by Angelique Lombarts, and the RAAK-SME project 'Future Interiors for Sustainable Hospitality (FISH)', submitted by Artez with HTH as co-sponsor. The RAAK-Pro project 'Future-Proof Balance: Balancing Between Divergent Interests', initiated by the HVA with HTH as a partner, is still ongoing, as is the RIF project 'House of Hospitality Amsterdam', under the supervision of the ROC van Amsterdam.

### Third funding flow

In autumn 2019, a team led by Anna de Visser-Amundson took part in the Rabobank Food Waste Challenge, a project for 100 restaurants funded by Rabobank. Karoline Wiegerink and Jan Huizing, from the City Hospitality professorship, worked on various projects with the Knowledge Network Destination Netherlands (Kennisnetwerk Destinatie Nederland), a cooperation that will be further expanded in 2020. Arjan van Rheede is one of the leaders of the frontrunner group Circularity, a project by the City of Amsterdam.

### Research output in 2019

In 2017, a dashboard was developed that measures the output of the Research Centre against a dozen 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 (2019)	Target	Count of Indicator	Sum of Amount
A. Academic Publications	10	14	
B. Trade Journal Publications	12	8	
C. Participation in Academic Conferences	6	17	
D. Presentations and workshops for professionals	22	34	€ 1.89 € 1.890
E. Contracted projects (i.e. third funding flow)	€ 50,000	2	€ 25,204
F. Grants and funding awarded (i.e. second funding flow)	€ 100,000	5	€ 300,258
G. Citations	60	737	
H. Mentions in the news (i.e. others speaking about us)	60	25	
I. Students participating in research projects	30	28	
J. Membership of journal boards, professional field committees, PhD committees etc.	5	6	
<b>Grand Total</b>		<b>148</b>	<b>€ 327,352</b>

Figure 3.2 Indicators

Attn H: The target was determined on the basis of the results of previous years, when the Airbnb reports in particular generated a lot of resonance in the news. Also in 2019, the Research Centre helped HTH obtain positive exposure and free publicity, with news items in Het Parool newspaper, the front page of Trouw newspaper, Spanish news TV3, Radio West; trade magazines such as *Misset Horeca* and *Hospitality Management*, *ABN AMRO Insights* and academic blogs such as Leiden University and the Institute of Place Management (Manchester Metropolitan University).

### Annual overview

Just as in 2018, an accessible overview of the activities of the Research Centre in 2019 has been compiled, the aim being internal dissemination (increase visibility for students and colleagues). This overview can be found at [https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/hotelschool\\_the\\_hague-yearly\\_overview\\_2019.pdf](https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/hotelschool_the_hague-yearly_overview_2019.pdf).

# 3.4 Quality Assurance



Hotelschool The Hague aims for the students to attain the highest possible personal and professional level so that they are prepared optimally for a career in the management of the international hospitality industry. This is realised by imposing high quality requirements on incoming and existing students, the staff, the content and implementation of the curriculums, and the supporting processes. Hotelschool The Hague uses a Systematic Quality Assurance & Improvement system to design the formal quality assurance system.

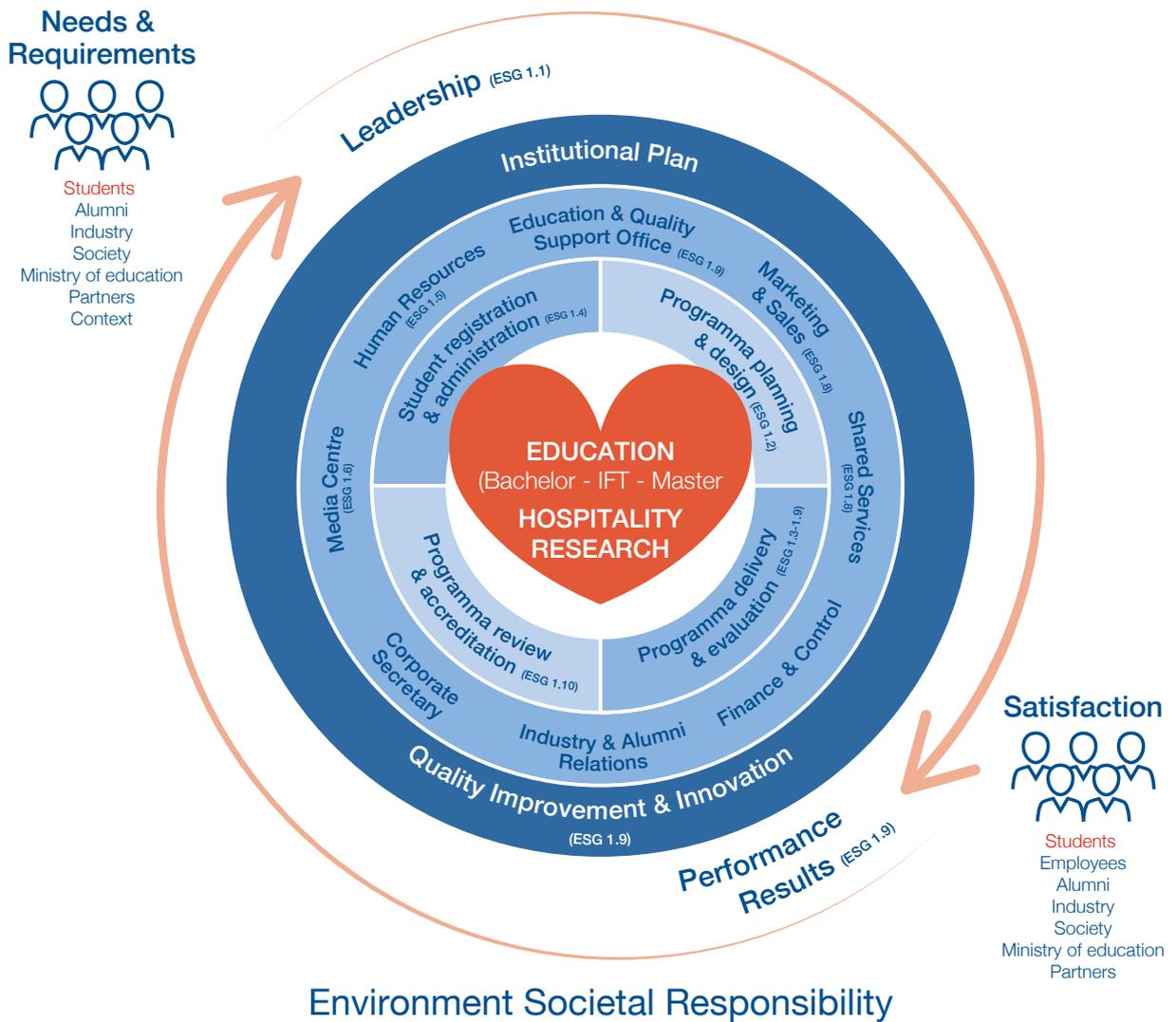


Figure 3.3 Quality Management System Model

	Institutional	Programme	Department	Course development	People	Frequency
P L A N	Institutional plan					6 year
	Policies	Policies				3 year
	Long-term plan & budget		Long-term plan		Career development 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	Yearly
	Framework letter		Annual plan (incl. budget)		Planning meeting	Yearly
DO	Hotelschool The Hague fulfilling its promises to the student 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 of long-term plan Ranking / Accreditation	Vertical & horizontal alignment and achievement of intended learning goals	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 at Hotelschool The Hague and its stakeholders "What is happening outside Hotelschool The Hague?"					Departm. dashboard
	Governance snapshot Management review (ACT)	Quality Programmes Quality Research	Organisation snapshot Culture snapshot	Quality Courses	Staff snapshot	Yearly

Figure 3.4 The improved and consistently executed management cycle has successfully supported several important activities.



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)

In 2019, initiatives to improve student engagement continued, and were permanently embedded in the quality management cycle.

-Heart-to-heart meetings, where student representatives of the Student Councils, Co-determination Council and student associations enter into a dialogue with the board, and chairs of the various committees and employees. The openness of these conversations improves insight into what is going on, and offers an opportunity to devise joint solutions.

-Student representatives who form a link between the students following courses in a specific block and the lecturers, management and support services involved. These short lines of communication reveal problems within a subject or in the area of support earlier, allowing them to be solved more quickly.

The course evaluations were continued unchanged. A more limited number of courses were evaluated in more depth with a 360-degree approach. The results were immediately discussed with and followed up by the lecturers responsible for a course. The Board of Directors conducted the management review this year, together with various managers to further increase their involvement. An HTH annual plan 2020 was also drawn up, with bottom-up input from all managers.

The attention paid to making the results more accessible and increasing the involvement of students, lecturers and managers has also strengthened the quality culture within Hotelschool The Hague.

Hotelschool The Hague is an active member of EURASHE, in order to use external knowledge to further professionalise quality assurance. In 2019, the Dean contributed to the debate 'Higher Education in Europe; Play to Win'. In September, Hotelschool the Hague organised a 'community of practice event' with the theme "Development of Quality Culture, Role of Leadership and People Engagement".



## 3.5 Quality Agreements 2019-2024

### Results

The focus in the 2019-2024 Higher Education Quality Agreements for Hotelschool The Hague is on digital transformation (high tech) and personalised training & support (high touch). There are a total of 6 themes with 13 intentions. These are:

#### **Theme 1: More intensive and small-scale education**

##### Intention 1 - Blended Learning

###### **2019 Status:**

- The Learning & Collaboration Platform team has been set up, in which all faculty teams are represented. The Novo learning platform (specifically for training management skills) has been used in several of the courses.

###### **2019 Budget:**

- 0.7 FTE of the available 0.7 FTE budget has been used.

##### Intention 2 - Real life cases

###### **2019 Status:**

- Development has been postponed to 2020 in anticipation of the setting of curriculum innovations by the Curriculum Innovation Committee. The Curriculum Innovation Team developed the Play Personal Real concept in 2019, which serves as a basis for the further development of the real life cases project.

###### **2019 Budget:**

- 0.2 FTE of the available 0.5 FTE budget has been used and 0.3 FTE has been moved to 2020.

##### Intention 3 - Sustainable development goals (including Thinktank)

###### **2019 Status:**

- The Student Challenge Genio Worldwide Innovation Summit has been organised, where student teams from 18 international hotel schools have participated in a real life case, searching for innovative solutions to make the hotel industry more sustainable.
- We have made a start on setting up a Learning Community (Thinktank) in relation to the sustainable hotel of the future during an event in the QO hotel (which is well known for the high level of sustainability in all aspects of its business operations).

###### **2019 Budget:**

- 0.2 FTE of the available 0.2 FTE budget has been used.

## Theme 2: More and better guidance for students

### Intention 4 - Increased customised student support

#### 2019 Status:

- A new tutor programme has been implemented with effect from the 2020 academic year for students in phases 2 and 3 of their current bachelor programme. This means there will be more individual meetings between students and tutors and the students will be building up a portfolio which will prepare them for their Career Launching Plan at an earlier stage.

#### 2019 Budget:

- 0.5 FTE of the available 0.5 FTE budget has been used.

### Intention 5 - Improve placement experience

#### 2019 Status:

- Improvements to the practical placement course (more freedom of choice in student assignments, the number of hotels to choose from was expanded through the implementation of a new CRM system) were implemented mid-2019 and will be further expanded (making more time available for dedicated tutors to visit students and hotel companies).

#### 2019 Budget:

- 0.5 FTE of the available 0.5 FTE budget has been used.

## Theme 3: Study success

### Intention 6 - Learning Community Study Success

#### 2019 Status:

- We worked on a plan for learning analytics in 2019, as well as the subsequent alignment with the digital transformation project. The plan will be completed in early 2020, so it can be implemented with effect from the 2020/2021 academic year. A team focussed on long-term students (studying for more than 5 years) approached these students in 2019 and guided them towards their graduation, thereby also offering extra sessions within the context of the back on track programme.

#### 2019 Budget:

- 0.5 FTE of the available 0.5 FTE budget has been used.

### Intention 7 - Knowledge Sharing Lycar

#### 2019 Status:

- The project team which delivered a project plan was put together in 2019 and a database was made operational. The process will be institutionalised in 2020 and the communication plan implemented to share knowledge with internal and external stakeholders.

#### 2019 Budget:

- 0.2 FTE of the available 0.4 FTE has been used for setting up the plan and 0.2 FTE has been moved to 2020 for the further implementation.

## Theme 4: Educational differentiation

### Intention 8 - Pre-master & specialisation (minor)

#### 2019 Status:

- A pilot project was conducted in 2019 for the Entrepreneurship specialisation and the pilot for the pre-master was launched too, which will be continued and expanded in 2020. New minors will be developed and implemented in 2020 in line with the curriculum innovations proposal by the Curriculum Innovation Committee.

#### 2019 Budget:

- 0.5 FTE of the available 0.5 FTE budget has been used.

### Intention 9 - Extra mile

#### 2019 Status:

- Students were offered a number of extra-curricular options in 2019 (Rock your Life, Investment club, Mindfulness in Business and Global Citizenship) and a plan was drawn up for possible Extra Mile elements. This plan will be implemented in 2020.

#### 2019 Budget:

- 0.6 FTE of the available 0.8 FTE has been used for setting up the plan and executing the current activities and 0.2 FTE has been moved to 2020 for the further implementation of the plan.

### Intention 10 - Customised English training

#### 2019 Status:

- A Writing Lab (walk-in option for students with questions about writing reports in English) was tested at both campuses as part of a pilot project in 2019. An analysis of which type of questions were most common, and for which subjects, was conducted in 2020. A student assistant was also appointed to support the lecturers.

#### 2019 Budget:

- 0.2 FTE of the available 0.5 FTE budget has been used and 0.3 FTE has been moved to 2020.

## Theme 5: Appropriate and good educational facilities

### Intention 11 - Invest in virtual learning & sharing environment

#### 2019 Status:

- In addition to the Blended Learning intention, a number of actions were launched in 2019, including the design of an audiovisual studio, which was used to produce knowledge videos which were subsequently published. LinkedIn Learning was also made available to all students and lecturers.

#### 2019 Budget:

- 0.3 FTE of the available 0.3 FTE budget has been used. A total of 23,000 euro of out of pocket costs were also incurred for licences and equipment.

## Theme 6: Further professionalisation of lecturers

### Intention 12 - Extra time for professionalisation and Learning Communities

#### 2019 Status:

- A project plan and implementation plan for a Learning & Development programme were set up in 2019. The roll-out of the implementation plan is the spearhead for 2020.

#### 2019 Budget:

- 0.4 FTE of the available 0.4 FTE budget has been used.

### Intention 13 - Customised learning development

#### 2019 Status:

- A project plan and implementation plan for a Learning & Development programme were set up in 2019. This intention will be implemented after the implementation of the first steps of intention 12 and the digital transformation project from 2020.

#### 2019 Budget:

- 0.2 FTE of the available 0.2 FTE budget has been used.



The total budget for 2019 was 6.0 FTE, of which 5.0 FTE has been used. The difference can be explained by the fact that some of the intentions cannot be deployed until other projects have been completed and that a plan has been drawn up for a number of projects which cannot be implemented until 2020. In addition, projects were often launched later in the year, which meant only part of the budget could be used.

## Reflection

Hotelschool The Hague received a negative recommendation in 2019 in the context of the 2019-2024 Higher Education Quality Agreements. Of the 3 criteria, standards 1 (strategy) and 2 (participation) were rated as positive, but standard 3 (concretisation) was assessed as negative. Hotelschool The Hague's board conducted an administrative meeting with the NVAO and the Ministry of Education to gain more insight into the reasons for the decision. Hotelschool The Hague will start the recovery procedure in 2020, in order to arrive at an overall positive assessment. The most important lessons are that Hotelschool The Hague:

- Has opted for the right focus of themes, which effectively link into the medium-term strategy and the context of the future hospitality industry and management education (2018-2023 Institutional Plan and the 2019-2021 Multi-Year Plan);
- Has allowed the internal and external stakeholders to inclusively provide input for the themes and the formation of the plans' content, and will involve them with monitoring progress;
- Has insufficiently concretised the elaboration of the plans for all 13 intentions (three sub-plans have been worked out in detail), but have made the resources available to achieve the objectives.

As Hotelschool The Hague strives for continuous improvement, the feedback is seen as an opportunity to elaborate on the intentions in more detail with the cooperation of the stakeholders. A session with all student representatives had already taken place and has resulted in the optimisation of ideas. The student representatives will be involved with the concretisation of the plans in the follow-up towards the next audit.

In addition, the planning for the recovery procedure was worked out in detail and started in January 2020.

The CDC states that it was directly involved in the realisation of the quality agreements and describes this as follows. In the Annual Plan (18/19) of the Education subcommittee, a vision was developed on the relevance of the various themes, as well as specific suggestions about where the money could be spent. The CDC believes that these suggestions have been sufficiently taken into account in the final plan. After the negative recommendation from the NVAO, the CDC was kept informed of communications between the Board of Directors and NVAO. The NVAO's negative feedback was mainly aimed at the inadequate elaboration/specification of the content and budget of a number of sub-plans. This year, the CDC had access to the further elaborations of these plans, and had the opportunity to ask questions about them in the joint meetings.

In view of the upcoming changes within our organisation, it is very important that this transparent method of working is maintained. The CDC is confident that this transparent method of working will be continued and further embedded in the standard reporting structure.

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Students



## 4.1 Student population



Figure 4.1 Students

2,711 in 2019

2,664 in 2018

On the reference date of 1 October 2019, Hotelschool The Hague had a total of 2,711 students. Hotelschool The Hague continues to maximise the admission of first-year students for the standard bachelor programme; this fits best within the educational concept. The fact that students live 'internally' during the first year of study, is inseparable from this educational concept. As a result, the admission of students equals the available housing capacity at both Skotel.

Student population 01 October 2018		2664
Enrolled, following education		2664
Students returning after leaving		23
Admission February 2019		201
Bachelor's degrees 01 October 2018 - 01 October 2019		-/- 431
Master's degrees 01 October 2018 - 01 October 2019		-/- 23
Left without degree 1 October 2018 - 1 October 2019		-/- 101
Negative binding recommendation on the continuation of studies 1 October 2018 - 1 October 2019		-/- 20
Admission September 2019		377
Admission to master September 2019		24
<b>Student population 01 October 2019</b>		<b>2714</b>

Figure 4.2 Student population

### Admission to the 2018-2019 academic year

Admission to Hotelschool The Hague occurs on two dates; 1 September and 1 February. 1,641 full applications were received from prospective students for participation in the selection procedure for the 2018-2019 academic year. This is a slight decrease of 7% compared to the previous academic year. 1,507 students ultimately took part in a selection day in the Netherlands or abroad.

In September 2019, 162 new students started at The Hague Campus and 153 at the Amsterdam Campus. In February 2019, 96 new students started at The Hague Campus and 105 at the Amsterdam Campus. The full-time admission for the academic year was therefore 516 students.

Students are admitted to the IFT programme on one date; 1 September. This academic year, there was an increase of 7% in applications from prospective students for the IFT programme, namely 133 instead of 123. In the summer of 2019, 69 students, of which 46% were international students, took part in the obligatory PIFT summer course. This number of students is the same as last year. 62 IFT students started in September 2019, 30 of whom are on The Hague Campus and 32 on the Amsterdam Campus.

Students are admitted to the master programme on one date; 1 September.

On 1 September 2019, 24 students started the master programme on the Amsterdam Campus.

An international student population is an important pillar of internationalisation at Hotelschool The Hague. Hotelschool The Hague aims to have a 50/50 ratio between national and international students. In the 2018-2019 academic year, the number of applications from international prospective students was 33% (based on first nationality).

At the moment, 36% of the total student population are not Dutch (based on first nationality) and students of 64 nationalities are studying. The majority of the international students come from other EU countries, such as Germany, France, Romania, Italy, Belgium, Bulgaria, England and Sweden. About 8% of international students come from outside the European Union, such as India, the United States, Russia, China and Syria. On 1 September 2019, 38% of the total intake of new students (bachelor, IFT programme and master) was non-Dutch. This is a decrease of 5% compared to last year.



Figure 4.3 Number of graduated students per academic year

429	in 2018-2019
420	in 2017-2018

### Outflow

In the 2018-2019 academic year (1 September 2018 – 31 August 2019), 429 students in the bachelor programme graduated. This makes the number of graduates higher than the previous academic year (number of graduates in 2017-2018 was 420 students). 24 master students graduated (15 in 2017-2018). Just as in recent years, the length of courses remained almost the same in 2018-2019. In 2020, Hotelschool The Hague will continue to take measures that ensure good progression within the courses.

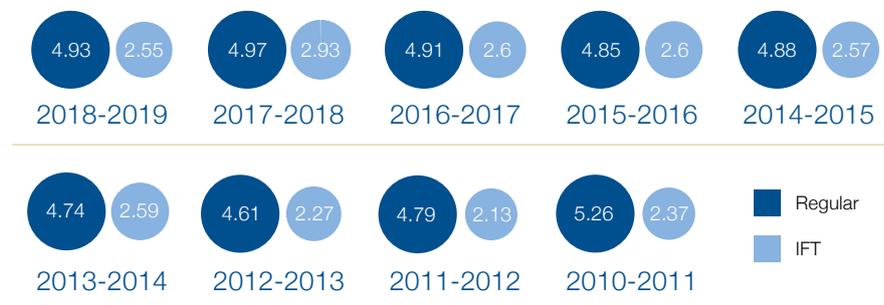


Figure 4.4 Average years of study in years bachelor

## 4.2 Recruitment and selection

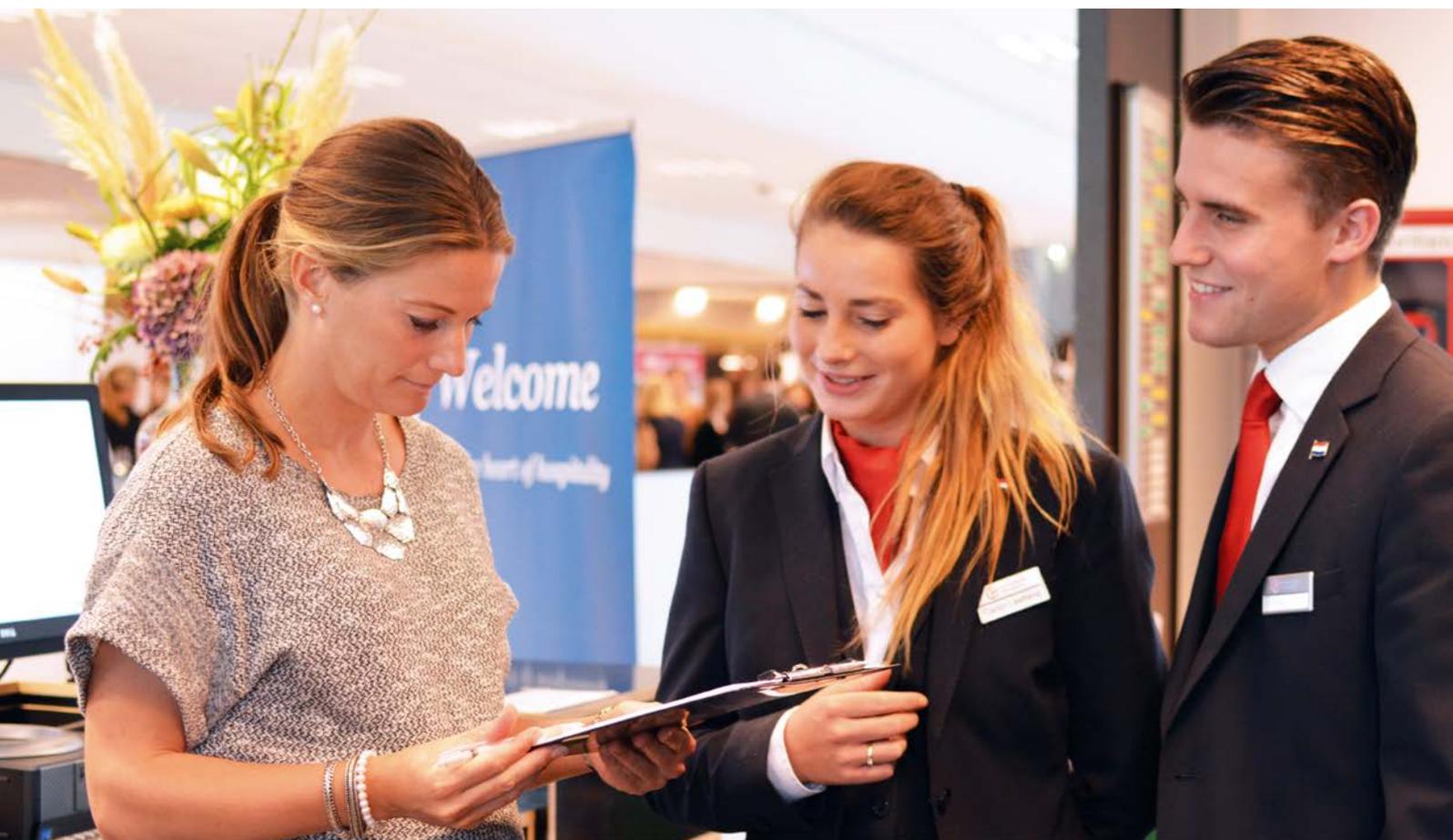
In 2018, the NVAO accredited Hotelschool The Hague, and again decided on the two special features, namely 1. Internationalisation and 2. small-scale residential education. This accreditation gives the school the opportunity to select students for the courses offered at the gate. Generally, candidate students must first meet the legal admission requirements, then they are invited to participate in a selection day to assess the additional requirements determined by Hotelschool The Hague. The result of this participation determines whether the candidate is admitted.

The selection process is subject to continuous monitoring and adjustment. In the same way that the sector for which the school educates its students requires the school to adapt its curricula to internal developments and trends, student selection must also be continuously developed.

Every year, the school organises ten selection days in the Netherlands for admission to the bachelor programme, five on each campus. Hotelschool The Hague also organises ten selection days abroad at strategically chosen locations. In 2019, these were in Bangkok, Barcelona, Bucharest, Curaçao, Dubai, Cologne, Munich, Oslo, Paris and Singapore. A selection day is also organised annually especially for prospective students of the International Fast-Track (IFT) Programme.

In 2019, there were a number of changes to the formation of the recruitment team, including two away on maternity leave and the retirement of the person responsible for the master recruitment. Nevertheless, the team made every effort to achieve the main goal: to admit the highest possible quality students to the various courses (bachelor, IFT and master). The recruitment team is assisted in its task by students, employees and alumni; all important ambassadors for the school.

Every year, the school organises lots of open days for its courses: 20 online open days, 15 normal open days for the bachelor on both campuses, five international open days, three IFT open days, and four open days for the master programme. In 2019, Hotelschool The Hague welcomed more than 2,500 visitors to the campuses. In addition to these events within the schools and the online open days, the recruitment team was on the road all year round to represent Hotelschool The Hague and recruit students; at education fairs in the Netherlands and abroad, and at study and professional events at normal secondary schools and senior secondary vocational education (MBO) courses. Lots of students are recruited for the IFT courses within the German Hotel sector, as what are known as Auszubildenden; these are trainees who learn at the hotels via the vocational supervision pathway. An important target group for recruiters is composed of deans and study and career counsellors from the various educational institutions who provide access to our programmes. Special days are organised for this target group during the year to introduce them to Hotelschool The Hague, and provide better insight into educational opportunities. Members of the recruitment team took part in various consultations in 2019, such as the hotel schools consultation and the Dhenim (Dutch Higher Education for International Marketing) consultation, and they attended the annual IACAC (International Association for College Admission Counseling) conference. The recruitment team works closely with the marketing department, with the latter arranging the recruitment materials, supporting the activities, and playing an important role in the online representation and recruitment campaigns on social media. In 2019, a total of 516 students enrolled on the two admission dates in 2019; 201 in February, and 315 in August. 58% of these were women, and 36% were international students. The IFT course started in the summer of 2019 with a group of 69 students in the summer course, and had a success rate of 90%. Almost half (45%) of the students were international. The master's degree programme welcomed the sixth cohort of students in September 2019. 16 nationalities were represented in the group of 24 students, and 46% of the MBA students were male. The average age of the group of students starting the course was 25.



## 4.3 Student Life

Hotelschool The Hague goes the extra mile when it comes to the range of extracurricular activities for its students. In line with the vision (creating hospitable futures together) and mission, Hotelschool The Hague offers students more than just a good education in hospitality management.



In 2019, Hotelschool The Hague continued the successful concept of the Global Citizenship Series by assigning the running of the organisation to the Student Council The Hague. Once again in 2019, students and lecturers debated various social topics related to hospitality in the broadest sense. Hotelschool The Hague also facilitated and supervised participation in student challenges and large events, such as the annual Michelin Star awards. In October, Hotelschool The Hague organised the “Genio Worldwide Innovation Summit” for the 5<sup>th</sup> time. This student challenge brings excellent students from all over the world together with the leaders of our sector in the search for innovative sustainability solutions in. The jury consisted of no less than eight CEOs, and a total of sixteen international hotel schools participated in this event. During this event, students work on a real life case that is presented to the jury, and the five best teams advance to the final in 2020 in Berlin. Aside from this “Genio” student challenge, student teams participated in various international student challenges, such as European Mise en Place Cup (finale) en YHS Lausanne (finale). A group of excellent students with ambitions in the area of the hotel property business had the exclusive opportunity to attend the International Hotel Investment Forum (IHIF).

Students actively participated in the Co-determination Council, the Education Committee, HTH The Voice, the Appeals Committee, and the Disputes Resolution Committee. In this way, the students made a valuable contribution to improving the quality of education and the educational and other facilities, such as contributing to Quality Agreements and curriculum development. Many students, as student assistants, also unite their own development with a contribution to the development of Hotelschool The Hague. Four times a year, a group of students is responsible for the organisation of “Parents Day”. Highly appreciated by the students, the parents and the employees. Not only do the students help Hotelschool The Hague, they also make an effort for various (charity) organisations via the curriculum or voluntarily. Some nice examples include School of Life, Rock Your Life, and an annual Charity Gala.

Sports, music and cultural activities are organized by and for students. Hotelschool The Hague supports the students where it can with the organisation. The school contributed to some of these events held in the context of the 90th anniversary of Hotelschool The Hague. The Student Council in Amsterdam organised a Hoscgar gala to show their appreciation for the lecturers and instructors. The Hague Student Council organised HTH Stars for this gala, in which the best faculty members and courses were awarded prizes. The students can also become a member of the various independent student associations (two in The Hague and one in Amsterdam) by and for Hotelschool The Hague students. The student associations unite students by organising all sorts of events and activities. The student associations help Hotelschool The Hague twice a year during the performance of the intake of new students.

## 4.4 Personal and financial support

### Student Counselling

Impediments in the study progress of students increase in diversity and complexity. Good student counselling is important. Two years ago, a new approach to student counselling in education was introduced. The personal tutors are linked to students who live together in the Skotel. There are now also more contact hours; in the first block, there is weekly contact with the tutor, in the other three blocks of year 1 there are at least 2 workshops and 2 coach meetings per block. The programme for year 2 and 3 was also extended in September 2019. In addition to an individual meeting with their tutor per block, students now also receive a series of assignments to help them with their study choices and career orientation. This portfolio is discussed with the tutor. Besides this counselling by a personal tutor, students can turn 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 at the establishment in Amsterdam and one at the establishment in The Hague (0.6 FTE per establishment). In 2019, students once again mainly presented questions and problems that were personal in nature, namely stress and overwork. Students also visited the dean to discuss financial, medical and housing problems.

### Financial support

Hotelschool The Hague has two funds available for students who need financial support to complete their studies at our school.

The Profiling Fund offers financial support to students who have suffered delays to their studies due to special personal circumstances, and to students who have completed a year managing one of the student associations financed by Hotelschool The Hague. The Hendrik Tuinema Fund also offers financial support to students with special personal circumstances by reducing the increased statutory tuition fees for the student in question to the normal rate.

The opinion of the deans, who issue recommendations to the Board of Directors, carries considerable weight when decisions on the allocation of both funds are made. In 2019, an amount of € 2,042.20 was paid out from the Hendrik Tuinema fund and € 29,299.40 from the Profiling Fund. Of this, € 14,928.85 was allocated to former management members and € 14,370.55 to students with special personal circumstances, such as illness, physical or mental disability, or special family circumstances. The duration of the assistance, and thus the amount awarded, depends on the duration of the delay, but averages 4 months. The average amount awarded per student was € 1,129.

Profiling Fund and Tuinema Fund 2019	Number of applications in 2019	Number of applications in 2018	Total amount awarded
Personal circumstances	14	11	€ 14,370.55
Top-flight sport	0	0	€ 0
Management work	17	17	€ 14,928.85
Hendrik Tuinema Fund	2	2	€ 2,042.29
<b>Total</b>	<b>33</b>	<b>30</b>	<b>€ 31,341.69</b>

Figure 4.5 Overview of requests for Profiling Fund and Tuinema Fund 2019

## 4.5 Legal Protection

### Legal Protection Desk

The Legal Protection Desk facilitates and supports the implementation and execution of the legal procedures set out in the Dutch Higher Education and Research Act. These legal procedures are also laid down in Hotelschool The Hague's Student Charter. Three different procedures can be distinguished: the appeal procedure, the objection procedure, and the complaints procedure. The Legal Protection Desk assesses whether an incoming document meets the admissibility requirements, and sends it to the competent institution for further processing.

### Complaints

In 2019, the Legal Protection Desk received five complaints. Three of these were admissible and their contents were processed. The three complaints all related to the Lycar process and the possible study delays that the students concerned suffered as a result. The contents of the complaints have not yet been processed. This will happen in 2020.

### Whistleblower policy

The Whistleblower Policy applies to both students and employees who want to denounce abuse, or alleged abuse. In 2019, no complaints or reports were submitted on the grounds of the Notification of Abuse scheme.

### Appeals Committee for the 2019 exams

In the year covered by the report, 19 appeals were lodged at the Appeals Committee for Hotelschool The Hague exams, and the Committee met twice.

Two of the appeals submitted were declared unfounded and two were declared inadmissible. Eleven were revoked prior to the session as an amicable settlement had been reached; three others were also withdrawn prior to the start of the session. One appeal was not processed because the appeal notice was incomplete. During the year under review, the Chair received no applications for a provisional measure. Reasons students lodged appeals included:

- the issue of a negative binding recommendation on the continuation of studies;
- the imposition of a sanction or sanctions due to the use of unauthorised resources during an exam
- the issue of a sanction or sanctions due to fraud;
- declaring an exam invalid as a result of fraud.
- not granting exemptions for the practical traineeship
- the assessment of an exam;
- refusing to allow an examination to be retaken.

The Appeals Committee is composed of lecturers, students, an external chair and an independent secretary, as required by the Dutch Higher Education and Research Act (WHW).

### Disputes Resolution Committee 2019

In the year under review, 22 objections were lodged with the Hotelschool The Hague's Disputes Resolution Committee. The Disputes Resolution Committee met eight times in the year under review.

The Disputes Resolution Committee advised the Board of Directors to declare seven objections unfounded. The Board of Directors accepted these recommendations in the decision on the objection. In three objections, the Committee advised the Board of Directors to declare the objections inadmissible. The Board of Directors also accepted these recommendations. Six objections were withdrawn before the session due to the conclusion of an amicable settlement with the Board of Directors. Six objectors withdrew their objections before the start of the session.

The objections related to decisions by Hotelschool The Hague on the following:

- Sanctions for unacceptable behaviour in Skotel Hotelschool The Hague;
- Coaching in the Lycar module;
- Non-admission to the course.

As determined by the WHW, the Committee is composed of lecturers, students, an external chair and an independent secretary.

## 4.6 Alumni & Industry



Figure 4.6

### 23 Alumni Chapters

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

Alumni hold leading positions in hospitality and in industries related to hospitality, all over the world. With London as the forerunner, there are currently no less than twenty active alumni chapters around the world in places such as Singapore, New York, Berlin and Beijing. These chapters connect Hotelschool The Hague with alumni through the exchange of knowledge and best practices, networking, counselling of trainees of Hotelschool The Hague, and support during international recruitment and selection of prospective students. 2019 was characterised by lots of alumni meetings in the Netherlands and abroad, and these were often combined with industry meetings to extend the network. In addition to the major 90-year event in The Hague, no fewer than ten international alumni events were organised, most of them in Europe and some in Asia.

The alumni platform selected is scheduled to be launched in Q1 2020.

Figure 4.7 Alumni Chapter Map



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# Employees

(Social Annual Report)



HR strategy development for the coming years is based on the three strategic goals in the 2018-2023 Institutional Plan and the 2019-2021 Multi-Year Plan. The HR policy is aimed at actively supporting and contributing to the realisation of these three strategic goals, and is centred on the following focus points:

Building an organisation which is inspiring, challenging and rewarding to work in;

- We strive for personal lifelong learning for all employees;
- Aligning processes and organisational design.
- These three focus 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”.

One positive development; in October, the CDC approved the proposal for the project organisational optimisation, subject to a number of additional conditions.

Despite the fact that the desired stability within the HR department was not achieved in 2019 due to personnel changes, progress has been made on various important themes and topics.

This chapter outlines some of Hotelschool The Hague’s personnel data, with 31 December 2019 as reference date.



Figure 5.1 Employees

247 in 2019

233 in 2018

## 5.1 Staff composition

The number of employees has risen from 233 to 247. The number of full-time equivalent (FTE) has also risen from 203.85 FTE (end of 2018) to 215.30 FTE (end of 2019).

The composition of the staff complement shows a balanced distribution in full-time / part-time employees, the male / female ratio and the age structure.

	Full-time				Part-time				Total			
	Male		Female		Male		Female					
	Empl.	FTE	Empl.	FTE	Empl.	FTE	Empl.	FTE	Empl.	%	FTE	%
NTS	19	19.00	22	22.00	5	3.90	24	17.25	70	28.3%	62.15	28.9%
TS	62	62.00	39	39.00	19	13.40	57	38.75	177	71.7%	153.15	71.1%
Total	81	81.00	61	61.00	24	17.30	81	56.00	247	100%	215.30	100%
%	33%	38%	24%	28%	10%	8%	33%	26%				

Figure 5.2 Personnel in 2019, subdivided into full-time/part-time, male/female, Teaching Staff (TS)/Non-Teaching Staff (NTS)

The table above indicates the Teaching Staff (TS) / Non-Teaching Staff (NTS) distribution based on main appointment. When looking at the TS/NTS per FTE at the end of 2019, 72% of the FTEs (153.15) were employed for the primary education process, and 28% of the FTEs (62.15) for non-teaching positions.

Age category	NTS		TS		Total	
	Male	Female	Male	Female	Empl.	%
25 years and under	1	1	0	1	3	1.2%
26 up to and including 35	1	12	8	16	37	15.0%
36 up to and including 45	7	15	21	40	83	33.6%
46 up to and including 55	8	10	30	21	69	27.9%
56 up to and including 65	7	7	20	18	52	21.1%
66+	0	1	2	0	3	1.2%
<b>Total</b>	<b>24</b>	<b>46</b>	<b>81</b>	<b>96</b>	<b>247</b>	<b>100.0%</b>

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

	Male	Female	Total
NTS	48.33	43.52	45.17
TS	49.22	44.52	46.67
<b>Total</b>	<b>49.02</b>	<b>44.20</b>	<b>46.25</b>

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

The average age of the employees in 2019 compared to 2018 slightly decreased from 46.4 years to 46.25 years. On 31 December 2019, Hotelschool The Hague had 3 employees aged 66 or older in employment.

		Empl.	%	FTE	%
Male	Temporary employment	15	6.1%	14.60	6.7%
	Permanent employment	90	36.4%	83.70	38.9%
Female	Temporary employment	37	15.0%	30.10	14.0%
	Permanent employment	105	42.5%	86.90	40.4%
<b>Total</b>		<b>247</b>	<b>100.0%</b>	<b>215.30</b>	<b>100.0%</b>

Figure 5.5 Number of employees and FTEs in permanent or temporary employment in 2019

At the end of 2019, a total of 52 employees were in temporary employment; this is 21% of the total number of employees. In most instances, this concerns the first or a second temporary annual employment contract, where the intention is to convert these temporary employment contracts into permanent ones on termination of the second annual contract.

In 2019, Hotelschool The Hague did not use min-max contracts, zero-hour contracts or stand-by contracts. A flexible agreement (freelance or on the basis of temporary employment) was concluded for a specific (teaching) period with 106 people.

In 2019, the costs of hiring third parties was € 1,979,382 (€ 1,012,750 TS and € 966,632 NTS). The costs for hiring third parties TS correspond to approximately 11.3 FTE.

In 2019, one employee received a market-related allowance. Two 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	0.8%	2.00	0.9%
1-4	2	1.50	0	0.00	2	0.8%	1.5	0.7%
5-9	42	35.85	62	56.75	104	42.1%	92.6	43.0%
10-12	16	14.90	108	90.50	124	50.2%	105.4	48.9%
>=13	8	7.90	7	5.90	15	6.1%	13.8	6.5%
<b>Total</b>	<b>70</b>	<b>62.15</b>	<b>177</b>	<b>153.15</b>	<b>247</b>	<b>100.0%</b>	<b>215.3</b>	<b>100%</b>

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



## 5.2 Staff turnover and transfers

In 2019, 41 new employees (29 TS and 12 NTS) joined Hotelschool The Hague, and 27 employees (14 TS and 13 NTS) left the organisation. This results in a staff turnover of 11%. This has remained the same compared to 2018. In 2019, 11 employees were (temporarily) given different positions within the organisation.

## 5.3 Employees' education level



Figure 5.7 Knowledge Academia

**84,6%** of Hotelschool The Hague's lecturers were educated to Master level or higher.

In the Green Paper of The Netherlands Association of Universities of Applied Sciences, the following target percentages for lecturers' level of education are mentioned: 80.6% of the lecturers are trained at university level of which 10% obtained a doctorate. 20% of the lecturers are trained at bachelor level. Hotelschool The Hague has met these target percentages since 2009.

As a result of completing a PhD or master's degree, along with the employment policy, 84.6% (88 lecturers) of the 104 lecturers at Hotelschool The Hague had obtained doctoral and master's degrees by the end of 2019. Of this 84.6%, more than 16.4% (17) of the lecturers were awarded PhDs and 68.3% (71) a master's degree.

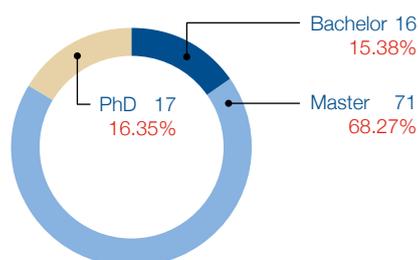


Figure 5.8 Level of education of lecturers at the end of 2019

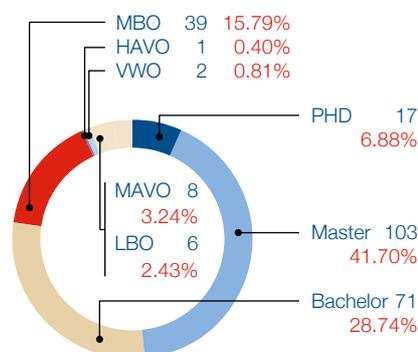


Figure 5.9 Distribution of level of education of all employees at the end of 2019

## 5.4 Occupational health and safety and occupational healthcare

Figure 5.10 **Sickness Absence**

Absence **0.3%**



Figure 5.11 **The sickness absence percentage over the past five years**

Sickness absence in 2019 was 3.4%. This is more than the 3.1% registered in 2018. In 2019, employees reported sick 0.58 times on average. This is lower than 2018 (0.66). The average duration of absence in 2019 was 15 days, considerably lower than the 23 days in 2018.

The intake percentage in the WIA (work and income according to capacity) in the years 2002 up to and including 2019 remained 0.5%. This means that in recent years, not a single employee had to depend on the WIA or the WGA (partial incapacity for work). The differentiated WGA premium for the year 2019 amounted to the minimum percentage of 0.28%. In 2019, working conditions at Hotelschool The Hague were again given a great deal of attention. For example, this year the full company-related work-related healthcare budget of Liwit was spent on interventions such as coaching and taxis to transport persons with a partial incapacity for work to work.

In conformity with the Collective Labour Agreement and effective from 1 August 2015, a large group of employees have been able to use the Sustainable Deployment (SD) hours scheme. The scheme is designed to give employees the opportunity to continue to perform their jobs well, in good health and with pleasure in the long-term, so they can balance their working lives and private lives well. These hours were rarely used. In 2019, managers were asked to enter into discussions with their employees about the use of the SD hours for one of the designated spending purposes. We also wanted to ensure that the system in which these hours are monitored is actually used for to register these hours accurately. An initial survey of lecturers showed that the majority has decided not to use the hours just yet, but to save them for the time being. The majority of the other spending targets chosen are related to a restoring a work-life balance.

## 5.5 Staff schemes

In 2019, 6 employees used the elderly scheme, and 9 employees the right to parental leave.

Hotelschool The Hague is obliged to bear the risk of unemployment benefit, meaning that the costs of the statutory and extra-statutory unemployment benefit of former employees entitled to it are always paid by the Hotelschool. As Hotelschool The Hague is the risk bearer, it is also obliged to reintegrate the ex-employee, while the latter is obliged to the ex-employer to seek employment in order to be entitled to unemployment benefit. In the context of this supervision, Hotelschool The Hague has an arrangement with Randstad, which helps former employees personally and intensively to find a new job. In 2019, Randstad helped one ex-employee. On 31 December 2019, there were no former employees entitled to statutory or extra-statutory unemployment benefits. In 2020, Hotelschool The Hague foresees that 5 employees could claim statutory or extra-statutory unemployment benefits. A provision has been made for this. Arranging transfer to new work with the help of an organisation like Randstad or a career coach is, and remains, our goal. Not only does this avoid employees having to resort to unemployment benefit, it also stimulates employee mobility. Hotelschool The Hague believes this is fully in line with the other HR instruments, like sustainable deployment and professionalisation.

## 5.6 Diversity policy

In 2019, 16% (39 of the 247) of employees were non-Dutch nationals (based on first nationality). Amongst the lecturers, this percentage was 26% (27 of the 104). Employees from 16 different countries work at Hotelschool The Hague. Pursuant to the strategic ambitions laid down in the Institutional Plan, the goal is that by 2023 50% of the employees will have at least five years of international work experience and/or a non-Dutch passport. This means international work experience is an important criterion when taking on new staff.

Hotelschool The Hague has 142 female (57%) and 105 male (43%) employees.

## 5.7 Participation jobs

With the entry into force on 1 January 2015 of the Dutch Participation Act, Hotelschool The Hague committed itself to create a total of eight participation jobs by 2024. Hotelschool The Hague succeeded in creating the first participation job on the campus in Amsterdam in 2016. In November 2016, through the intermediation of the company Green Fox Social Return, an employee started in the position of Assistant Facility Officer. At the end of 2017, an employee started work on The Hague Campus via a subsidy scheme (STiP) financed by the City of The Hague, via a trial placement that was converted into an employment contract on 1 January 2018. At the end of 2019, the participant working at the Campus via StiP left employment. The HR agenda 2020 includes hiring a new participant for The Hague Campus, and creating new participation jobs within Hotelschool The Hague for both The Hague Campus and Amsterdam Campus.

## 5.8 Education & training

A number of departments collectively, and many employees individually, participated in external training courses. Twice a year, employees are given the opportunity to apply for a training course via the Personal Development Plan (PDP). An Introduction Day was organised for new employees in 2019. The Amsterdam University of Applied Sciences (HvA) and University of Amsterdam (UvA) provided the Didactic Skills course for 10 employees. The internal Didactics course about the teaching concept and the teaching lines of Hotelschool The Hague was once more offered to new lecturers and instructors. In 2019, € 325,000 (2.6 %) of the totalised annual income of € 12,500,000 in cash (out of pocket) was spent on courses, of which € 160,000 on training lecturers.

### PhD/Master

In 2019, Hotelschool The Hague offered 3 employees the opportunity of working on doctoral research. In total, 4 employees are now working on their PhDs. In addition, 4 employees were given the opportunity to follow a master programme. A number of lecturers were appointed as Research Fellows to conduct research within the Lectorates of the Research Centre one day a week.

### Lecturer grants

September 2019, 2 employees received a grant for the further education of lecturers (Lerarenbeurs) for the academic year 2020-2021, for which Hotelschool The Hague received replacement costs to pay for temporary substitutes.



## 5.9 Decentralised employment conditions resources

Consultations are held with the trade unions twice a year. The planned consultation at the end of 2019 did not take place. With a total expenditure of around € 240,500 In 2019, Hotelschool The Hague, exceeded the norm of at least 1.41% (approx. € 169,200) of the total annual income for 2019 of € 12,500,000. No policy has yet been formulated in the area of a public transport plan.

Decentralised terms and conditions of employment	Description	Realisation 2019 (€)	Budget 2019 (€)
1 Childcare	Additional contribution as a result of statutory regulation for child care (an estimate)	€ 62,500 (0.5% of € 12,000,000)	€ 44,000 (0.5% of € 8,700,000 ref. date Jan. 2017)
2a Additional travelling expenses	Additional arrangements with regard to the commuting scheme (no capping and public transport passes)	€ 25,000	€ 21,000
2b Additional travelling expenses	Travelling expenses for home visits for expats	€ 45,000	€ 10,000
3 Teleworking	Use of company mobile phones	€ 35,000	€ 28,000
4 Collective IPAP insurance	Contribution for cover of full invalidity	€ 38,000	€ 31,000
5 Parental leave	accrual of pension rights is continued in full	€ 5,000	€ 4,000
6 Additional arrangements healthcare policy	Coaching, psychological counselling and social work	€ 30,000 (in particular coaching)	€ 25,000 (especially coaching)
<b>Total expenditure decentralised terms and conditions of employment resources (% of the total annual income)</b>		<b>€ 240,500 (1.92%)</b>	<b>€ 163,000 (1.41%)</b>

Figure 5.12 Realisation 2019 decentralised employment conditions resources

## 5.10 MTO (Employee Satisfaction Survey)

As stated in the 2018-2020 Collective Labour Agreement, every university of applied sciences must conduct employee satisfaction surveys every 2 years. In this context, Integron was commissioned by Hotelschool The Hague to conduct a survey among employees in 2018. Detailed results of the employee satisfaction survey have been distributed to managers to discuss with their teams. The results of these discussions have been used as input for the department plans for 2020.

## 5.11 Confidential Counsellors

Hotelschool The Hague provides its students and staff with a safe working and learning environment. A procedure for dealing carefully with complaints about undesirable behaviour makes a significant contribution to this desired environment.

There are two confidential counsellors on The Hague Campus for students and employees, and one confidential counsellor on Amsterdam Campus since July 2019, again for both students and employees. Every member of staff or student who experiences undesirable behaviour at work or during study can turn to the confidential counsellor and, if necessary, lodge a complaint. The confidential counsellor acts as a point of contact for suspicions and complaints regarding sexual harassment and other unacceptable behaviour.

Our main task is to advise, support and guide students and staff in finding a solution, or submitting a formal complaint.

All information about confidential counsellors, contact details and how they can be reached can be found on the school's Intranet.

First-year students are informed during their introduction course about the position and duties of the confidential counsellor.

The confidential counsellor in The Hague gives a presentation twice a year during the introduction day for all new employees.

All confidential counsellors are members of the National Association of Confidential Counsellors (Landelijke Vereniging voor Vertrouwenspersonen), and attend relevant conferences to increase their knowledge and share experiences with other confidential counsellors at institutes of higher education.

- Professionalisation activities:
- Biennial national day for confidential counsellors in higher professional education
- 3-day training course at Hubert Consult in Leiden
- Inspiration day at the Trimbos institute
- Coaching by an organisational psychologist at WerkenmetWAAR. These sessions were considered very productive.

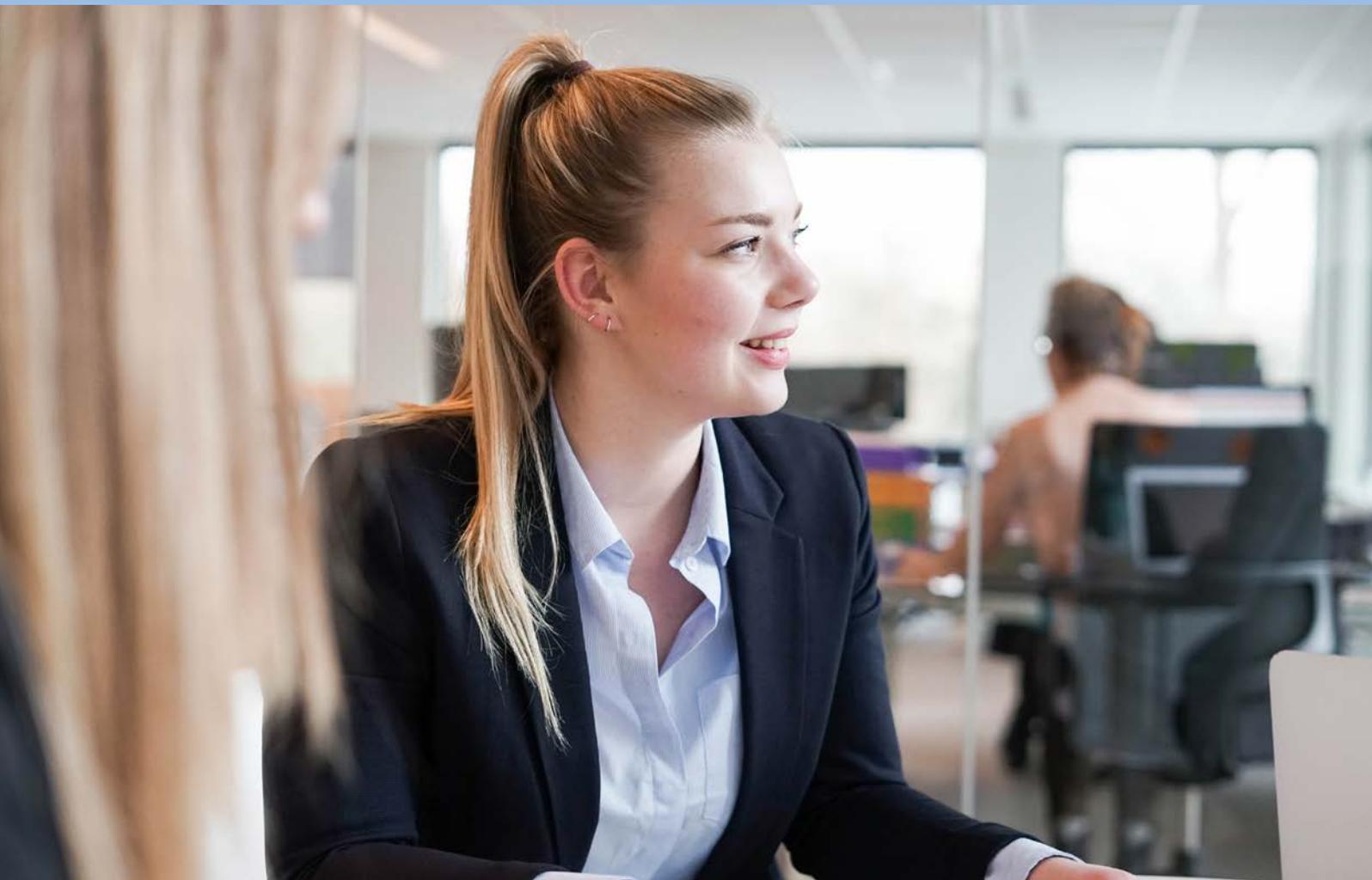
Exploratory talks about visibility, place in the organisation, various roles and overlap in tasks were held with members of the Board of Directors, Head of HR, Head of Corporate Office, Deans, and Communication Advisor. In 2019, 9 members of staff and 21 students approached a confidential counsellor for various reasons.

Complaint	Employee	-	Student	1
Notification of undesired conduct	Employee	2	Student	10
Consultation, advice	Employee	2	Student	7
Support	Employee	5	Student	3

Figure 5.13 Contact with confidential counsellors in 2019

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# Management



# 6.1 Buildings and facilities

## Housing

- The following projects for the management of buildings were on-going in 2019:
- A pilot with 'beacons' is running on the Amsterdam campus, which measures the following: comfort/wellness (air), energy monitoring and wayfinding. The ultimate goal is to reduce energy consumption and improve air quality on the Amsterdam Campus.
- We are constantly looking at the sustainability of our accommodation and materials. For example, 72 solar panels on the roof of Skotel The Hague were commissioned after intensive preparation in the summer.
- The roof of the main building in The Hague has a sustainable green roof that can absorb more rainwater and provide better insulation.
- Renovation of the hotel rooms of Skotel The Hague continued in 2019, and a third of all commercial hotel rooms have now been renovated. The budget includes resources to complete the renovation in 2020.
- The preliminary design of the renovation of the main building of The Hague Campus has been finalised and discussed with all stakeholders. Furthermore, the European tenders for the modular accommodation (temporary accommodation) and those of the construction team for the renovation of the main building were completed in 2019 within budget Execution is planned in 2020 and 2021.

## ICT

The ICT Roadmap 2017-2020 was drawn up taking into account the elements innovations in the hospitality industry, innovations in general and higher education, innovations in ICT, and innovations at Hotelschool The Hague. The Roadmap gives direction to both current ICT projects and new projects. The projects executed in 2019 concern:

- Implementation of a fully digital (Osiris) student portfolio in the administrative area (100%). The student administration is now completely digital.
- 90% of the implementation of a new ICT solution (work-flow management tool) for Placement Office (replacing Otys) and digitisation of the LyCAR process has been completed.
- Implementation of Narrow Casting hardware and software (50% executed on the Amsterdam Campus), The Hague follows after renovation.
- Roll-out of Surface devices to employees according to the project Workplace Concept. (100% completed)
- Installation Windows 10 on all devices (phasing out RES) (100% completed)
- Deployment of Data and other Cyber Security System. (100% completed)
- Design for the implementation of a new app for students and employees. Besides showing planning, numbers and push messages, this app will also indicate routes in case of emergencies, 'free' workplaces, and connections to the Help and Service Desk. (Not yet executed)
- Establishment of a central Hotelschool The Hague Portal by Winvision (90% completed)
- Vision document on integration of fixed/mobile telephony at Hotelschool The Hague (95% completed).
- Plan for implementation of a document management system (Sharepoint) (100% completed).

## Hotelschool The Hague Integrated Safety & Security

The theme of Integrated Safety is high on the political and administrative agendas. A succession of rapid developments as a result of an increasingly globalising world underline the importance of safety at Hotelschool The Hague. To actively respond to these developments, safety has occupied an increasingly central position within our organisation. The Safety Office has set itself the goal of implementing safety as a precondition within every branch of our organisation. The solution is not to impose rules, but jointly search for the right balance of a safe learning and working environment. There is still space for the free and innovative activities where higher education, and Hotelschool The Hague in particular, is so good at. In the context of its integrated safety approach, Hotelschool The Hague goes through five process steps for each safety and security theme: risk management, policy, organisation, awareness, and continuity. It is important that these steps and themes are not seen separately, but as a coherent whole where synergy is the norm. Despite efforts to manage safety risks, it is impossible to rule out incidents, calamities and crisis situations completely. Hotelschool The Hague has been actively strengthening its crisis management organisation in recent years. In this context, Hotelschool The Hague practiced two interactive exercises in autumn 2019. The two exercises enabled the team to gain new insights in integral security and crisis management, to strengthen cooperation within the crisis team, and to apply any points for improvement in the area of general safety and other policy in the Hotelschool. ICT security has also been strengthened, there is a clearer vision on social safety policy, and a new emergency plan has been drawn up at both sites. Preparatory work for the industry RI&E has also started.

A lot of time has also been invested in intensifying the relationship with chain partners such as the police force, fire service, local authorities and competent authorities, which is reflected in periodic consultations with local police officers, preventive inspections of buildings by the fire service and local authorities, and national and regional consultations with mainstays regarding mental and other healthcare.

## Information security/privacy

In line with General Data Protection Regulation (GDPR) legislation, Hotelschool The Hague has appointed a data protection officer (DPO) based on a secondment agreement with The Hague University of Applied Sciences, which was extended on 1 December 2019. Pursuant to Article 38 Paragraph 3 of the GDPR, the DPO reports directly to the senior manager of the controller (the Board of Directors). The DPO published a report on the activities carried out in 2019, and made it available to the Board of Directors.

In addition to the position of data protection officer, Hotelschool The Hague has also appointed a data protection manager (DPO). This role is assigned to the manager of the IT department. The data protection manager reports annually to the Board of Directors, unless there is reason to report earlier.

The DPO has continued with the activities already started. Processing agreements are now used, and the DPO is closely involved in this. A tool (iNavigator) has been purchased to record both processes and processing activities. In practice, the ICT department is responsible. It was established in consultation that it does not have sufficient extra capacity to properly perform both registration and management. Discussions were also held in various meetings about whether Hotelschool The Hague should develop more operational activities in the field of GDPR. This could include GDPR information, awareness, learning pathways, publications and presentations. In the spring of 2019, the DPO sent the Chair of the Board of Directors an e-mail about the situation, which reacted to the signal. A constructive discussion about awareness and other aspects was held between the chair and the DPO in June, in which GDPR-related risks and challenges were also pointed out. A number of people were subsequently appointed to become involved in the GDPR.

These people started work on a project in which GDPR Awareness would be central, as the basis of a 'respected' GDPR is knowledge and awareness of the GDPR. It was also the intention to appoint someone in each department as a GDPR 'champion'; they would stimulate GDPR awareness and effectively disseminate GDPR knowledge. One of the education advisors with blended learning in his portfolio volunteered to be the project leader of a future GDPR implementation project. This project was scheduled to be formally submitted to the Board for approval in December 2019, but in the end this did not happen. A follow-up is expected in early 2020.

A steady stream of questions from the organisation have been answered by the DPO. There have been no data access requests. No DPIAs have been conducted, and no data breaches have been detected.

### Evaluation by the DPO

The cooperation is professional. A major GDPR implementation project is planned for 2020, with a number of subprojects that are almost identical to those from 2019.

The objectives of this project are important, and increasingly urgent. A number of things should have been arranged by now; a project or projects to get things back on track would therefore be a logical step for 2020.

The position of the DPO reflects the advisory and supervisory role well, and the allocation of 0.1 FTE is appropriate for this.

### Media library

The media library of the Hotelschool (The Hague and Amsterdam sites) is a modern, inspiring and inviting internationally-orientated knowledge information centre.

Our mission is: "Hospitable in information".

The core tasks are to make relevant information available and accessible, to support education and research for students and staff, and to make students and staff more skilled and critical in finding, processing and sharing information.

The media library offers students and staff every opportunity to improve their information skills. Professional and academically trained information specialists are available to support and advise the process of conducting research at different stages of study.

The library designs online tutorials, presents workshops and teaches information skills at all stages of study to students and teachers.

The current digital and hardcopy collection specialises in information about the national and international hospitality industry, and the hotel industry in particular. The international hardcopy collection consists of current books, academic and professional magazines, and audio-visual media. The media library website gives students and staff access worldwide to all current, ordered, informative and relevant collections of digital materials, including academic and popular magazines, hospitality, business, economic and statistical databases, repository of practical internship reports, graduation reports (Lycar), and publications by lecturers and members of the Research Centre.

# Media centre factsheet 2019



## Increase in the use of books

Number of loans:

11.555	12.152	12.283
2017	2018	2019

## New sources in 2019

NEW

- NEN standards database
- E-text books
- HRM / Organisational behaviour sources
- Open data, data analysis and visualisation tools
- LinkedIn learning



## Less chats

in 2019, we answered 428 chats

in 2018 there were 510 chats



## Growth in Lean Library Installations

The number of Lean Library Installations continued to grow, so we licensed this fantastic tool, which notifies the browser as soon as it finds content that the media centre provides access to.



## Top 5 posts

In 2019, we posted 225 posts on the Media Centre website:

1. Lean library
2. Hosta 2019
3. Writing Lab Sessions
4. Towards the Circular Economy
5. Skift's Megatrends defining travel in 2019

## Media Centre Workshops & Support

**CHI:** We taught about 600 students about evaluating with CRAAP, Google smart search, using EBSCO, Zotero & the Media Centre website.

**E&S:** We built support websites and gave instructions for Turkey, India, Hawaii and Australia

**MO Research Refresher:** For students who no longer know how to conduct research after returning from their practical internship

**Lycar Coaches:** we gave Lycar Coaches instruction on Zotero/Harvard style and the Media Centre website

**New teachers:** we introduced new teachers to our sources, copyright and Zotero/Harvard style

## More research

In 2019, 35,274 journal articles were opened

In 2018, this number was 21,234



## Increase in the use of e-books

In 2019: 11,368 opened e-books  
In 2018, 10,126 e-books were opened

## Media Centre Staff

- Ms van den Berg - Certificate for STR Hotel Industry Analytics @ STR
- Ms Franke - Copyright in Higher Education @ CO Opleidingen
- Ms Van Doren - HBO Certificate in Management Skills @ NCOI
- Ms Zunic, Ms van den Berg & Ms Franke - 'Fake News' Seminar @ LexisNexis
- Ms Van Doren - Certificate Photoshop CC 2019 @ LinkedIn Learning



## E&S Destination guide



India  
8.036 hits



Turkey  
4.216 hits



Hawaii  
1.458 hits



Australia  
4.025 hits



Canada



Ireland



New Zealand



Italy



USA

## New colleague!

In May 2019 we bid Mr Beckeringh farewell, and welcomed Ms Zunic in August. Ms Zunic was awarded a master's degree in Information Science and Pedagogy by the University of Zagreb, Croatia.

## Redesign website

Elimination of all the drop-down menus and submenu items!  
Fresh new navigation graphics!

Figure 6.1 Corporate Social Responsibility

## 6.2 Corporate Social Responsibility



SMART



SUSTAINABLE



HOSPITALITY

Since 2010, Corporate Social Responsibility has been high on the agenda of Hotelschool The Hague. Decisive is the vision document 'Smart – Sustainable – Hospitality'. Smart – Sustainable- Hospitality is an integrated approach in the field of sustainability and corporate social responsibility, where technical innovations can both drastically reduce energy consumption and increase human and social capital. Sustainability and corporate social responsibility are also important for students.

### (Sustainable) Procurement and tendering

At the end of 2017, the Association of Universities of Applied Sciences and the Ministry of Infrastructure and the Environment drew up an action plan to raise socially responsible procurement (SRP) to a higher level. This implies various actions, and HTH is therefore striving for a sustainability percentage of 50% by 2025. Almost all tenders therefore contain criteria for achieving this percentage. Good and accurate purchasing and tendering, in combination with CSR, supplier and contract management, are very important for Hotelschool The Hague. This due to the fact that this regularly brings about substantial amounts and risks. Hotelschool The Hague has drawn up its own procurement policy and an accompanying procurement manual, taking into account the Guide to Proportionality, amended legislation and regulations, threshold amounts, and the latest developments in the field of sustainability.

The Procurement and Contract Manager is Chair of the Universities of Applied Sciences purchasing platform (Hogescholen inkoopplatform - HIP).

Besides sharing knowledge, this platform is concerned with themes such as collective purchasing, sustainable purchasing and tendering, and contract management.

All tenders are recorded in a tender calendar that is discussed quarterly in the board; there is also a register of contracts, standard formats, etc.



Cooperation, professionalism, customer centricity, reliability and cost awareness are essential for Hotelschool The Hague. Hotelschool The Hague is therefore not just a member of the HIP, but also of SURF (ICT cooperation organisation for education and research in the Netherlands). Through membership of these bodies, partnerships are established for various tendering projects and government procurement in the European Union for education. The Procurement and Contract Management team was also further professionalised in 2019, and now consists of 2.1 FTEs.

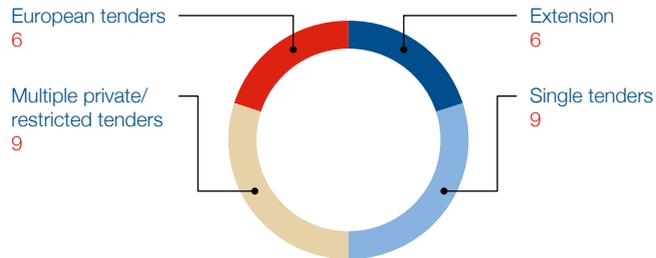


Figure 6.2 30 tenders were completed in 2019

This has led to changes in the number of suppliers, other forms of cooperation, other contracts (such as a construction contract), processing agreements in accordance with the General Data Protection Regulation (GDPR), stricter quality and other requirements/SLAs, and performance indicators with bonus/malus scheme.

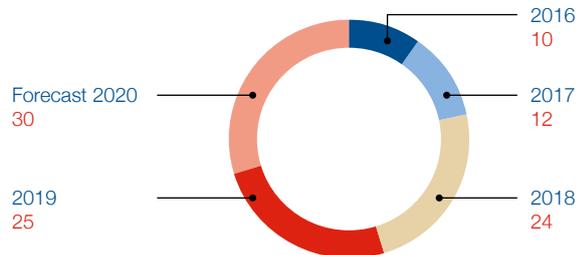


Figure 6.3 Total Tenders 2016 up to and including 2019

## 6.3 Marketing & Communication

In 2019, the focus of the strategic marketing and communication activities was on the national and international positioning, the 90th anniversary, and support of a number of strategic projects. Once again, lots of work was carried out on branding, recruitment, internal and external marketing and communication (both online and offline), and the development of new marketing and communication strategies which contribute to the international ambitions of Hotelschool The Hague.

### Marketing

In 2019, Hotelschool The Hague strengthened its top position worldwide with a Top-10 ranking as the best Hospitality & Leisure management course, according to the QS World University ranking. Hotelschool The Hague once again emerged as the best public hotel school in the Netherlands, according to the 2019 edition of the HBO Keuzegids.

The quality of our students helped us achieve this top position. The online recruitment strategy was adjusted for the new academic year (2019/2020) to attract the right students. The campaigns now clearly distinguish between conversion and brand awareness, in order to be able to deploy these per country. The results of the campaigns show positive trends in both involvement and conversion, without increasing the media budget.

The website plays a pivotal role in the online marketing strategy. There are links in every channel to the website, which is still the first point of contact for new students. With the website, Hotelschool The Hague can profile itself strongly on various research topics. Furthermore, all preparations were made in 2019 for a European tender for a new website. This is expected to be launched in the summer of 2020.

### External communication

The growth of social media channels, both in terms of involvement and the number of followers, continued in 2019, contributing to a stronger online community. In addition, a lot of attention was paid to ensuring a continuous flow of content and publication on all channels.

In order to position Hotelschool The Hague as a 'thought leader' in the field of food circularity, a lot of time was spent on generating more awareness for the various initiatives. A brand identity was developed to communicate about food circularity in a recognisable way. This directly contributes to the strategic objectives of Hotelschool The Hague.

In addition, help is provided to develop presentations, press releases, invitations, videos, and promotions via social media channels of HTH events, such as the Open Days, career fairs/Industry Exchanges, Global Citizenship Series, the Genio student challenge, and the QO event.

Alumni Office selected the Hyvebrite platform to support the alumni network and communication. At the end of 2019, the communication plan for the development and roll-out of the platform was started. This will be further elaborated in 2020.

### Internal Communication

In addition to all the normal support in internal communication, the SMC department played an important role in two strategic projects; the simplification of the organisation, and the renovation of The Hague Campus. The Board of Directors and project teams are supported in all their communications and the development of the plans and associated communications for the internal community.

The two Employee Days were also organised by the SMC team this time. Both days in 2019 were devoted to employees by employees, where everyone was given the opportunity to attend a workshop of their choice with a colleague.

### 90<sup>th</sup> anniversary

The Strategic Marketing and Communication (SMC) department took the lead in the celebrations of the 90th anniversary of Hotelschool The Hague. The department compiled the programme together with internal stakeholders, and was responsible for implementing everything. There was a very successful celebration in the Foodhallen for all employees and alumni. In addition, various activities and communication were organised in the autumn to give this great milestone the attention it deserved.

See Appendix 7 for more detailed information.

## 6.4 Hospitality Consultancy



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

In 2019, the focus was on making online learning modules available to two prominent hotel chains. These activities were aimed at offering blended learning through the existing collaboration with Lobster Ink. Offering online learning modules is in line with Hotelschool The Hague's vision of innovative education, and also permits facilitating Lifelong Learning.

Hospitality Consultancy can provide an extensive range of training courses at various levels, including 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 Service Management;
- Kitchen Management.

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

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## Finances



## 7.1 Financial policy

Hotelschool The Hague aims to have a sound financial policy with a profitability ratio of at least 3%, a solvency ratio of at least 30% and a liquidity ratio of at least 1. The manner of government financing (T-2) in combination with the growth of the Amsterdam campus meant that these ratios were not realised in the years 2014 to 2017. Thanks to the better than forecast results in 2018 and 2019, these ratios are back up to standard.

## 7.2 Explanatory notes to result and balance

The year 2019 was concluded with a positive operating result of € 2,464,163. This is € 1,371,053 more positive than the budget established 2019.

This result could mostly be attributed to the following items:

- Almost € 1,565,000 more income than budgeted, mainly due to higher government funding following an increase in the HBO macro budget due to the growth in the number of HBO students, higher tuition income from more students than budgeted, and more income from hotel rooms at the Stichting Internaat;
- Almost € 200,000 higher costs, mainly due to € 84,000 higher personnel costs and € 110,000 higher other costs, of which € 100,000 relates to a provision for Stichting Internaat.

The equity capital increased from € 9,088,187 to € 11,552,350. As a result, the solvency ratio increased from 31.6% to 37.7%. The solvency ratio, including provisions, is 41.9%. At the beginning of 2018, a 'Notitie balansverwerking collegegelden HO' (Notice on Tuition Fee Balance Processing in Higher Education) was published by the Ministry of Education, Culture and Science. This memorandum concluded that, on the balance sheet date, the receivable from students under tuition fees can only relate to receivables that relate to the period up to the balance sheet date and have not yet been received on the balance sheet date. This means that no item is included in the receivable on the balance sheet date that relates to tuition fees for January to August of the coming financial year. Insofar as there are receivables on the balance sheet date relating to tuition fees for January to August of the coming financial year, these have been netted in the 2019 financial statements with the pre-invoiced tuition fees (€ 3.490 million). The same change in presentation has been applied to the receivables and advance invoiced amounts under the Skotel contributions (€ 0.905 million).

The provisions item of € 1,271,000 consists of the following components:

Redundancy pay scheme provision	€	322K
Provision for senior scheme	€	350
Cont. Empl. hours provision	€	400,000
Anniv. Bonus provision	€	99K
Provision for Internaat corporation tax	€	100,000

The cash flow excluding investments is positive for an amount of € 4,572,242 (2018 € 4,895,367). Liquid assets increased by € 2,081,897, after subtracting the investments of € 2,490,345 in renovating Skotel The Hague, facades of the Brusselselaan building (concrete rot) and other investments in tangible assets, loan repayments and an increase in working capital. Thanks to this increase in cash assets,

the upcoming renovation of the Brusselselaan building can largely be financed internally. A positive result was achieved in 2016 for the first time since the opening of the new campus in Amsterdam and the associated growth in students and organisation; this continued in 2017, 2018 and 2019 (as expected and budgeted).

## 7.3 2019 results and the 2019 balance sheet

	2019 Result	2019 Budget	2018 Result
<b>Income</b>			
Government funding	20,050	19,650	18,592
Other subsidies of the Ministry of Education, Culture and Science	147	0	91
Other government funding	0	0	30
Tuition, course, training and examination fees	8,622	8,100	8,624
Income from work commissioned by third parties	564	550	676
Other income	6,057	5,575	5,722
<b>Total income</b>	<b>35,440</b>	<b>33,875</b>	<b>33,735</b>
<b>Expenditure</b>			
Staffing costs	20,856	20,771	19,575
Depreciations and amortisation	2,108	2,135	2,162
Property and equipment	4,557	4,558	4,609
Other expenses	5,118	5,089	4,638
<b>Total expenditure</b>	<b>32,639</b>	<b>32,553</b>	<b>30,984</b>
Income and expenditure balance	2,801	1,322	2,751
Financial income and expenditure balance	-213	-229	0
Taxes	-124	0	-17
<b>Result</b>	<b>2,464</b>	<b>1,093</b>	<b>2,734</b>

Figure 7.1 Consolidated income and expenditure statement over 2019 (x € 1,000)

	2019	2018		2019	2018
Intangible fixed assets	84	220			
Tangible fixed assets	15,384	15,862	Equity	11,552	9,088
Inventory	38	33	Provisions	1,271	1,238
Current assets	1,388	1,033	Long-term liabilities	7,809	8,762
Cash and cash equivalents	13,725	11,643	Current liabilities	9,987	9,703
	<b>30,619</b>	<b>28,791</b>		<b>30,619</b>	<b>28,791</b>

Figure 7.2 Balance sheet on 31 December 2019 (x € 1,000)

## 7.4 Performance indicators

Below, an overview is provided of the developments of the liquidity, solvency and profitability ratios from 2016 to 2019. Hotelschool The Hague uses the report on signalling values drawn up in 2016 by the Education Institution's Asset Management Committee (Don Committee). The signalling values included in this report provide insight into the financial management of the educational institutions and enable a better mutual comparison. In this respect the 2019 annual accounts provide the following picture:

	2019	2018	2017	2016
Liquidity ratio	1.52	1.31	1.00	0.83

The liquidity is expressed in the current ratio, which is the proportion of the current assets to current liabilities. The ratio provides insight into the ability to comply with current obligations in the short term. Compared to the previous year, the liquidity has improved. This is in conformity with the 2019 budget. The liquidity exceeds the lower threshold as formulated in the Don's report of 0.3. Internally Hotelschool The Hague uses a ratio of 1.0. In 2019, this ration was met.

	2019	2018	2017	2016
Solvency ratio	37.7%	31.6%	24.2%	17.5%

The solvency ratio is calculated by expressing equity as a percentage of total capital. By adding the 2019 positive result to the assets, the equity capital increased from € 9,088,187 to € 11,552,350.

As a consequence, the solvency ratio increased from 31.6% to 37.7%. Thanks to the increase, Hotelschool The Hague is exceeding the limits recognised by the Inspectorate. The Board of Directors as well as the Board of Trustees formulated the guiding principle that the solvency needs to fall between 30% and 45%. This has been met in 2019. Last year, it was also expected that solvency would be around this norm in 2019. This expectation is based on the budgeted positive 2019 result (T-2 funding). The equity capital, including provisions, is € 12,823,054. The solvency ratio is therefore 41.9%.

	2019	2018	2017	2016
Profitability ratio	7.0%	8.1%	4.4%	0.5%

In 2019, the profitability ratio, being the operating income in proportion to the operating revenue, is 6.9% positive. This is considerably better than the 2019 budget, 3.2% positive, but lower than 2018, 8.1% positive.

	2019	2018	2017	2016
Resilience ratio	32.6%	26.9%	20.2%	16.7%

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 2018, there was an increase from 26.9% to 32.6%.

## 7.5 Investment policy

Hotelschool The Hague made some major investments over the past few years.

The investments in 2018 amounted to more than € 1,600,000.

€ 1,495,000 was invested in 2019, of which more than € 900,000 in renovation and overdue maintenance of The Hague buildings.

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

Budget excluding renovation:

2020 investments	(x € 1,000)
Intangible fixed assets	€ 100
Fixed assets	€ 900
<b>Total</b>	<b>€ 1,000</b>

The renovation of the Brusselselaan Den Haag building is planned for 2020 and 2021, which means the building will be closed from the academic year 2020-2021 and lectures given on the Skotel The Hague site.

This renovation will cost more than 15 million euros, which has been taken into account in the multi-year budget.

## 7.6 Treasury policy

The amended Treasury Statute, which was adopted in 2017, describes the policy-related principles, the objectives and the organisational and financial frameworks of the treasury policy of Hotelschool The Hague. The changes relate to the revision of the Treasury Statute to the Loans, Investments and Derivatives (Education, Culture and Science) Regulations 2016. The general objective of the treasury policy is to safeguard the financial continuity in combination with the minimisation of the financial risks and the financing expenditure. The policy also includes that cash and cash equivalents that are not required for the repayment of debts or for investments are to be deposited in the school's business bank account.

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

No new outstanding investments and loans were issued in the 2019 financial year, nor were any new loans taken out or any concluded derivatives agreements entered into. No use is made of derivatives.

## Consolidated 2019 statements of cash flows

	2019	2018
<b>Cash flow from operating activities</b>		
<b>Result</b>	<b>2,464</b>	<b>2,734</b>
<b>Adjustments for:</b>		
Debits and additions to provisions	2,140	2,849
<b>Change in current assets:</b>		
Inventory	(5)	6
Accounts receivable	(354)	366
Debts	284	100
<b>Cash flow from business operations</b>	<b>4,529</b>	<b>6,055</b>
<b>Cash flow from investment activities:</b>		
Investments in tangible fixed assets	(1,495)	(1,631)
<b>Cash flow from funding activities:</b>		
Repayment of long-term liabilities	(952)	(987)
Change in cash and cash equivalents	2,082	3,437

Figure 7.3 Consolidated 2019 statement of cash flows

## 7.7 Transparency

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

### Theme 1: Outsourcing

Hotelschool The Hague does not outsource (parts of) government-funded education or components thereof on a payment basis.

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

Hotelschool The Hague does not invest public funds in private activities which do not contribute to the improvement of the quality of the education or research, or to the effectiveness or accessibility of the education.

### Theme 3: Granting exemptions

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

#### Theme 4: Funding of international students

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

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

The registration procedures employed at Hotelschool The Hague comply with laws and regulations related to this theme. In almost all instances the tuition is paid by the student or the parents. It is also possible to apply for financial support for students via the Profiling Fund.

#### Theme 6: Students according to modules

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

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

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

#### Theme 8: Customised courses

Hotelschool The Hague does not offer any customised courses.

#### Theme 9: Funding for art education

Not applicable.

## 7.8 Remuneration

### Board of Directors

The remuneration of members of the Board of Directors of Hotelschool The Hague is based on the Haysystem for directors in higher professional education, and takes the Standards for Remuneration Act (The Netherlands) (WNT) into account.

### Board of Trustees

The members of the Board of Trustees receive a fee for their activities based on the WNT. Hotelschool The Hague attaches ample value to the recruitment of high-quality members of the Board of Trustees. In 2016, the Board of Trustees established a maximum remuneration. This is a maximum of 75% of the WNT remuneration for trustees, to be realised over five years. The remuneration of the director and members of the Board of Trustees is included in the WNT specification in Appendix 4. This appendix also includes the overview of the expense claims of the Board of Directors.

## 7.9 Continuity section

	2019	2020	2021	2022	2023	2024
<b>Income</b>						
Government funding of the Ministry of Education, Culture and Science	20,050	20,419	21,100	21,450	21,600	21,850
Other government funding	147	100	100	100	100	100
Tuitions and other course income	8,622	8,500	8,900	9,000	9,000	9,000
Income from work commissioned by third parties	564	480	480	480	480	480
Other income	6,057	5,977	5,950	6,200	6,275	6,300
<b>Total income</b>	<b>35,440</b>	<b>35,476</b>	<b>36,530</b>	<b>37,230</b>	<b>37,455</b>	<b>37,730</b>
<b>Expenditure</b>						
Staffing costs	20,856	22,170	22,819	23,334	23,448	23,706
Property and equipment	4,557	4,820	4,927	4,592	4,637	4,657
Depreciations and amortisation	2,108	2,015	2,427	2,855	2,859	2,859
Other expenses	5,118	5,383	5,487	5,562	5,567	5,582
Interest	213	214	194	174	154	134
Taxes	124	35	35	35	35	35
<b>Total expenditure</b>	<b>32,976</b>	<b>34,637</b>	<b>35,889</b>	<b>36,552</b>	<b>36,700</b>	<b>36,973</b>
<b>Operating revenue</b>	<b>2,464</b>	<b>839</b>	<b>641</b>	<b>678</b>	<b>755</b>	<b>757</b>
<b>Number of students at year-end</b>	<b>2,558</b>	<b>2,519</b>	<b>2,503</b>	<b>2,470</b>	<b>2,422</b>	<b>2,359</b>

Figure 7.4 2020-2024 multi-year budget ( x € 1,000)

The number of students will stabilise from 2019. The step-by-step increase, following the expansion in Amsterdam, has been fully realised since 2018. From 2019 onwards, the government grant will be based on this full capacity. This is due to the manner of funding by the government (T-2).

Tuition fees are calculated based on monthly prognosis of student numbers up to and including the end of 2024. Since September 2018, the 50% tuition fee reduction has been applied to first-year students, which is compensated (approximately 500 students x € 1,700) by a higher contribution from central government.

The staffing costs post takes into account an annual increase in salaries of 1.5% in connection with the annual periodical increase.

From 2020, the additional increase in the government grant for study advances will be used on a project basis in the item personnel costs.

The property and equipment post is indexed by 1.5% per year.

The outbreak of Covid-19 in 2020 is also affecting the Hotelschool and the Internaat.

Covid-19 has forced the Hotelschool to take various measures:

- since 13 March 2020, the buildings in Amsterdam and The Hague have been closed and presential education has no longer been given at these locations.
- since 13 March 2020, the student and hotel rooms in Amsterdam and The Hague have been closed.

There is a lot of uncertainty, and the consequences remain unclear. Developments are currently taking place at a rapid pace, and it remains unclear when all activities will resume in full. The Hotelschool is mainly financed from government contributions and tuition fees, so this income is stable and the financial consequences compared to other sectors are relatively limited. The measures taken do have an impact on secondary revenue streams, such as F&B and hotel room rental. The Hotelschool has sufficient financial buffers to absorb the impact of this.

## Risk management

The most important building blocks of Hotelschool The Hague's internal risk control system are the internal governance and annual planning and budgeting cycle. The organisation is too small for setting up a special function in the area of risk management. The managers of Hotelschool The Hague are primarily responsible for managing the risks in the management of their departments. A considerable part of the processes has been described within the framework of quality assurance. Investments were also made in working with a procurement and tender calendar. Hotelschool The Hague has reinforced various aspects of internal control through, among other things, the institutional plan, the renewed management and administration regulations and procurement regulations, and the professionalisation of the management information system, including monthly reports for the Board of Directors and Board of Trustees.

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

Major risks that have been recognized:

- Monitoring the exit level of the programmes;
- Revised bachelor curriculum project;
- Accreditation project funded master;
- Insufficient connection with the hospitality industry.

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

- Analysis of the curriculum where exit level PDC / PEC is tested;
- Intensification role of the Exam Committee and Assessment Committee;
- Improving the archive;
- GAP analysis on current criteria for small-scale residential education including the benchmark of other hotel schools;
- Finalising preconditions for the redesign of the revised curriculum;
- Project plan including planning and investment incentive for bachelor curriculum renewal;
- Project plan including planning accreditations
- Evaluation with hospitality industry and students about practical placement;
- Organizing Industry office, with targeted account and relationship management;
- Revising curriculum with real cases from hospitality industry in phases 2 and 3;
- Further development of alumni chapters on content.

## Multiannual perspective

From 2016, the budget shows positive results from business operations, after the years 2012 up to and including 2015 had a negative result. In 2019, a positive result of € 2,464,163 was achieved. Hotelschool The Hague provided for this (although not to such an extent) in the Amsterdam multi-year budget or business case for expansion.

In the coming years, the result should increase due to the growth in the number of students in recent years and the corresponding increase in government funding (T-2), and the increase in government funding pursuant to the law on student loan funds. Hotelschool The Hague will use these additional resources to increase the lecturer FTEs. On the one hand, this will guarantee the quality of education (quality agreements), and on the other hand, reduce the workload of lecturers.

The multi-year budget shows that Hotelschool The Hague will again start realising sound profitability figures.

The increase in teaching FTEs due to the increase in students in Amsterdam was passed on in the staffing costs item, and had an effect up to and including the year 2017. In January 2014, the third instalment of the government funding became available to cover this negative result, as a result of which sufficient levels of cash are guaranteed.

### Planning and Control

In 2020, the focus will have to be placed, on the one hand on the maximisation of in-come (maximum inflow, maximum outflow, minimal interim drop-out of students) and on the other hand on the continual effective monitoring of expenditure. There are now a number of KPIs, recorded monthly in a corporate dashboard, which makes the financial management and control even clearer.

	2019	2020	2021	2022	2023	2024
<b>Staffing</b>						
Management - Board of Directors	2.0	2.0	2.0	2.0	2.0	2.0
Teaching staff	144.3	149.0	153.0	156.0	157.0	158.0
Scientific staff	6.5	7.4	7.4	7.4	7.4	7.5
Other staff	60.2	67.5	67.5	67.5	67.5	67.5
<b>Number of students at year-end</b>	<b>2,558</b>	<b>2,519</b>	<b>2,503</b>	<b>2,470</b>	<b>2,422</b>	<b>2,359</b>

Figure 7.5 Key figures 2019 - 2022 multi-year budget (x € 1,000)

The guiding principle for 2019 was to fill teaching staff vacancies with permanent staff. At the end of 2019, part of the vacancies were still filled by freelancers. The growth of teaching staff from 2019 is related to the aforementioned growth of the Amsterdam campus, investment in the quality of education, use of the financial resources for study advances, and filling the vacancies that already existed in 2018 and 2019.

	2019	2020	2021	2022	2023	2024
<b>Asset</b>						
Fixed assets						
Intangible fixed assets	84	100	100	50	0	0
Tangible fixed assets	15,384	24,469	29,317	30,927	29,333	27,689
Financial fixed assets	0	0	0	0	0	0
Total fixed assets	15,468	24,569	29,417	30,977	29,333	27,689
Current assets	15,151	7,045	6,994	4,687	5,760	7,637
<b>Total assets</b>	<b>31,614</b>	<b>36,411</b>	<b>35,664</b>	<b>35,093</b>	<b>35,326</b>	<b>35,326</b>
<b>Liabilities</b>						
Equity						
General reserve	6,929	7,466	7,812	8,150	8,500	8,852
Earmarked public funds	264	235	210	200	180	160
Earmarked private funds	4,359	4,690	5,010	5,360	5,785	6,210
Total equity	11,552	12,391	13,032	13,710	14,465	15,222
Provisions	1,271	1,200	1,200	1,200	1,200	1,200
Long-term liabilities	7,809	6,856	11,403	10,000	8,822	7,644
Current liabilities	9,987	11,167	10,776	10,754	10,606	11,260
<b>Total liabilities</b>	<b>30,619</b>	<b>31,614</b>	<b>36,411</b>	<b>35,664</b>	<b>35,093</b>	<b>35,326</b>

Figure 7.6 Balance sheet 2020 - 2024 multi-year budget (x € 1,000)



The result of the operation of the Stichting Internaatexploitatie and of HTH Leadership Development BV is included in the earmarked private funds. The result of Hotelschool The Hague Foundation is included in the General reserve.

The long-term liabilities consist of a 10-year loan from 'Stichting Beheer' and a 20-year loan from the Ministry of Finance, a mortgage with a term of 20 years at the Rabobank for the purchase of the Zwolsestraat property and a new 10-year development deposit account at Rabobank. The loan from 'Stichting Beheer' has a fixed interest rate of 2.18% over the term. The loan from the Ministry of Finance has a fixed interest rate of 2.18% over the term. The mortgage at Rabobank has a fixed interest rate of 2.9% for 5 years. The loan for the development deposit account has a variable interest rate. Hotelschool The Hague expects to renovate the Brusselselaan building in The Hague in 2020 and 2021, originally with a total budget of € 15 million. This investment can largely be financed from internal resources. A follow-up plan has also been added to this original plan to expand this renovation with a number of investments in sustainability. This proposal involves an additional amount of roughly € 4.3 million, € 4 million of which will be arranged via external state financing, to be repaid in 20 years, with a current interest rate of 0%.

'Stichting Beheer' is a non-consolidated related party.

| A

# Attachments



# Appendix 1

## The Hotelschool The Hague Foundation's legal structure and organisation chart

(at the end of 2019)

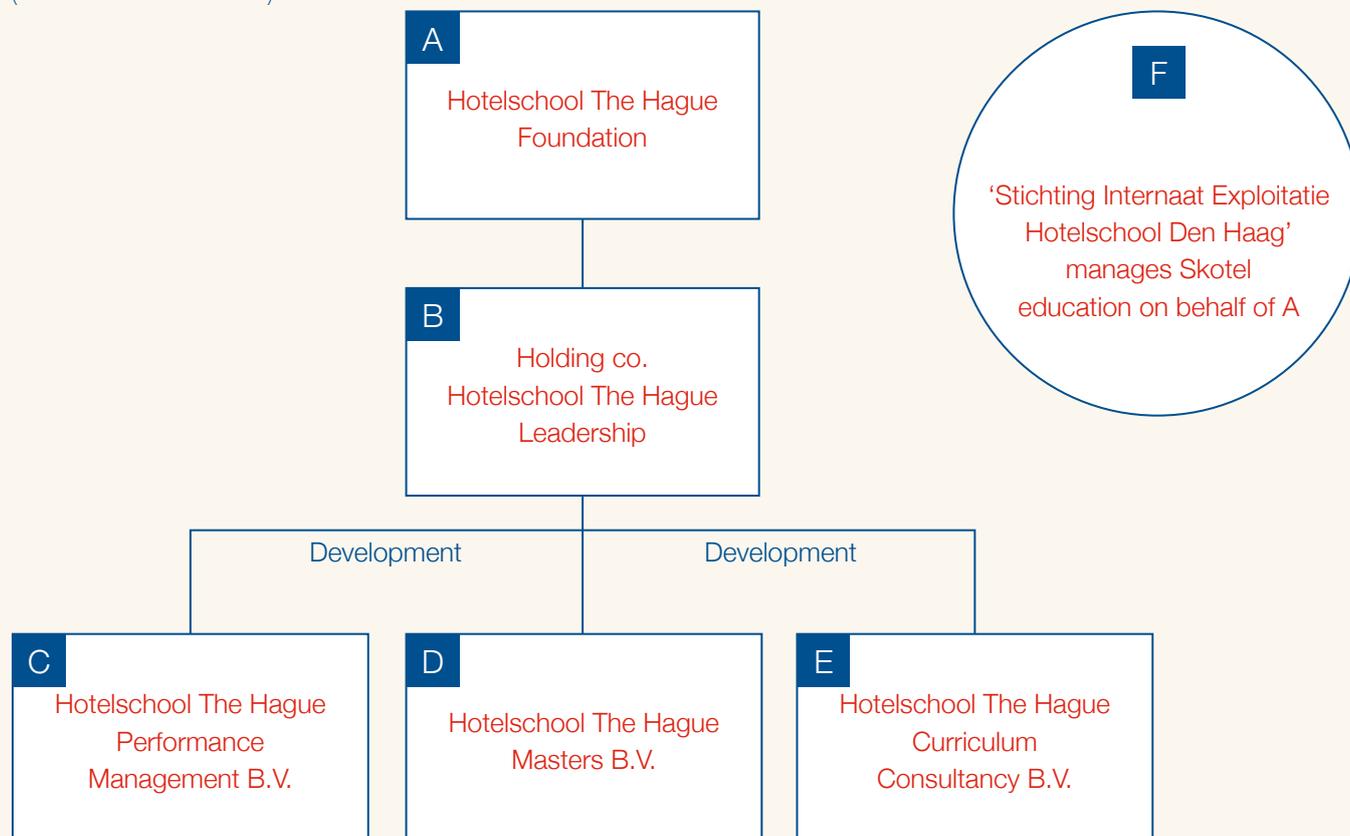


Figure A.1 Organisation chart Hotelschool The Hague

### A. Hotelschool The Hague Foundation

The Board of Directors is responsible for the day-to-day management of the Hotelschool The Hague Foundation as well as the university of applied sciences, Hotelschool The Hague, that is maintained by the Foundation. The Board of Directors reports to the Board of Trustees. The Co-determination Council (CDC) fulfils an advisory role at 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 BV.

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

### C. Hotelschool The Hague Performance Management BV.

Hotelschool The Hague Performance Management BV (HPM BV) is also known as Consultancy & Training of Hospitality Consultancy. Hotelschool The Hague LD is 100% shareholder of HPM BV. The daily management consists of a member of the Board of Directors of Hotelschool The Hague. As of 2017, the focus is placed solely on the activities and products that are already available at Hotelschool The Hague or that provide added value to the required developments within Hotelschool The Hague. Since 2018, the focus has been on blended/online learning for existing partners in the hospitality industry. The budget and annual report are approved during the shareholders' meeting. HPM BV is financed by the proceeds of commercial activities of the business.

### D. Hotelschool The Hague Masters BV.

The non-funded master programme is developed by this private limited company. In September 2019, the sixth batch of students started the accredited master programme. Hotelschool The Hague LD is 100% shareholder of Hotelschool The Hague Masters BV. The executive board consists of the Chair of the Board of Directors

of the Hotelschool The Hague Foundation. The day-to-day management is in the hands of the Master Programme Manager. The budget and the annual report are approved during the shareholders' meeting. Hotelschool The Hague Masters BV is financed by the proceeds of commercial activities of the company. Hotelschool The Hague Masters BV employs two members of staff.

#### E. Hotelschool The Hague Curriculum Consultancy BV.

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

#### F. Stichting Internaatexploitatie Hotelschool The Hague

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

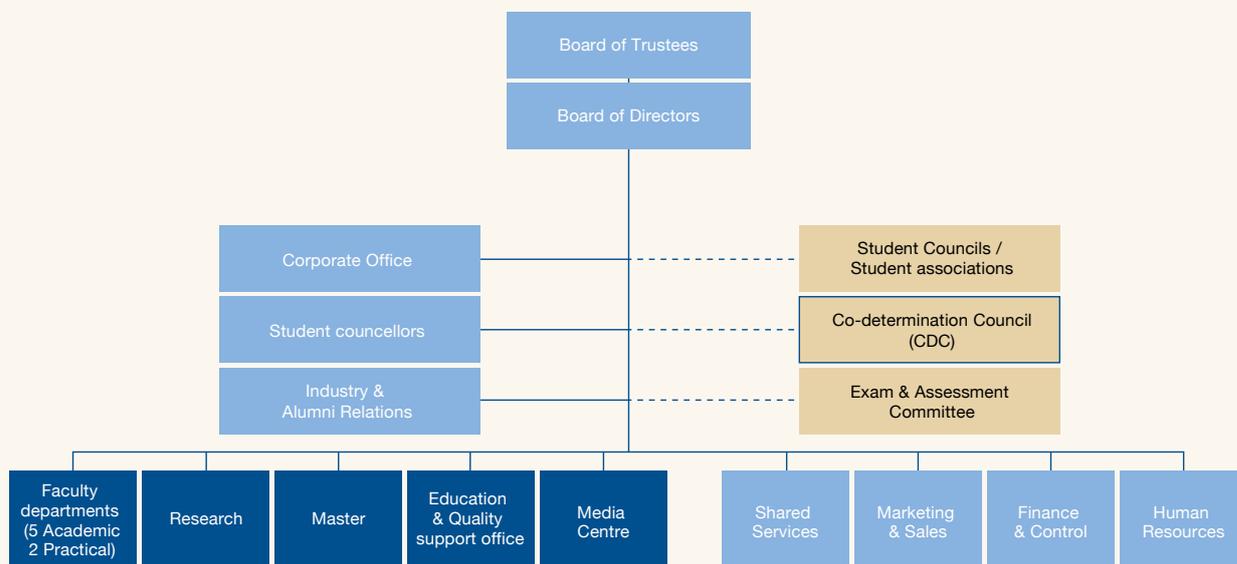


Figure A.2 Hotelschool The Hague's Organisational Chart

# Appendix 2

## The Board of Trustees' composition and additional functions in 2019

The Board of Trustees consists statutorily of at least five members. The members are appointed for a period of four years, after which reappointments can be made once on the basis of the sector code for good governance of university colleges. The qualification requirements and competences of the members of the Board of Trustees individually and the Board of Trustees as a whole are included in the profile of the Board of Trustees. The profile is published on the website of Hotelschool The Hague. The profile departs from the more general profile characteristics, as formulated in the Applied Sciences Good Governance Code, as well as the more specific profile characteristics based on the articles of the Hotelschool The Hague Foundation and the Board of Trustees Regulations. These regulations (just like those of the various other committees) are available on the website of Hotelschool The Hague. Each and every member of the Board of Trustees is sufficiently competent to assess the key points of the policy of Hotelschool The Hague, but also has a specific area of expertise. The Board of Trustees is composed in such a manner that the members can, in relation to each other, the Board of Directors and other interested parties, operate independently and critically. This appendix includes an overview of the members of the Board of Trustees, including main and additional functions. In 2019 the Board of Trustees consisted of the following members:

### Wolfgang M. Neumann

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

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

**Date of first appointment:** 01 January 2014

**Current appointment to:** 01 January 2022

**Eligible for reappointment:** no

**Additional functions:**

- Chair of the International Tourism Partnership
- Senior Advisor to the board of Radisson Hospitality Group AB (Belgium)
- Non-Executive Director and Strategic Advisor, Guestline Hospitality Software (UK)
- Non-Executive Director, Brandmark Collective (NL)

### Pim Breebaart

(Vice-Chair of the Board of Trustees, member of the Audit Committee, member of the Education and Research Committee)

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

**Position:** education consultant

**Date of first appointment:** 01 January 2012

**Current appointment until:** 01 January 2020

**Eligible for reappointment:** no

**Additional functions:**

- Chair of the NVAO committees for the institutional quality assurance review and quality agreement panels.
- 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:** 01 November 2014

**Current appointment until:** 01 November 2022

**Eligible for reappointment:** no

**Additional functions:** none

### 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 until:** 15 March 2022

**Eligible for reappointment:** yes

**Additional functions:**

- Chair of the board of the Perinatal Care College (College voor Perinatale Zorg);
- Member of the Committee on the Efficiency of Higher Education (CDHO);
- Member Top Team Sport at the Ministry of Health, Welfare and Sport;
- Member of the Kennisnet Board of Trustees;
- Chair of the FC Utrecht Social Advisory Council.

### Hendrik Jan Roel

(member of the Board of Trustees, Chair of the Audit Committee and member of the Renovation Committee)

**Name:** Hendrik Jan Roel (1966)

**Position:** CFO of Albert Heijn & Ahold Delhaize Nederland

**Date of first appointment:** 01 September 2018

**Current appointment until:** 01 September 2022

**Eligible for reappointment:** yes

**Additional function:**

- Chair of the board of GS1 Nederland

### Rik Farenhorst

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

**Name:** Rik Farenhorst (1981)

**Position:** CIO, Transavia

**Date of first appointment:** 01 June 2019

**Current appointment until:** 01 June 2023

**Eligible for reappointment:** yes

**Additional function:**

- Board member CIO Platform Nederland

# Appendix 3

## The Board of Directors' composition and additional functions in 2019

Paulien Herder

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

**Name:** Paulien Herder (1971)

**Position:** Professor of Energy Systems Engineering, TU Delft

**Date of first appointment:** 01 September 2019

**Current appointment until:** 01 September 2023

**Eligible for reappointment:** yes

**Additional functions:**

- Member of the domain board NWO-TTO, NWO
- Member of the Institute Advisory Council, Differ
- Member of the Strategic Advisory Council, TNO Energy Transition
- Member of the Energy Top Team, Energy Top Team / Ministry of Economic Affairs and Climate
- Member of the Board of Trustees, TKI Biobased Economy and TKI Energie
- Associate editor, Systems Engineering

In 2019, the Board of Directors consisted of the following members:

Regine von Stieglitz (1965)

**Position:** Chair of the Board of Directors (from 1 March 2018)

**Date of appointment:** 1 August 2016 (as a member of the Board of Directors; **Director of Operations;** Dean a.i.)

**Additional function:**

- Board member, F.C.-B.vonStieglitz Verwaltungs GmbH

Arend Hardorff (1976)

**Position:** Member of the Board of Directors/Dean

**Date of appointment:** 14 August 2018

**Additional functions:**

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

# Appendix 4

## The Board of Directors' remuneration and expenses

### The 2018 Board of Directors expense claims

The WNT statement and remuneration of the members of the Board of Directors and Board of Trustees are included in Chapter A.18 (Annual report 2019, Stichting Hotelschool The Hague, The Hague: Financial statements, other information and appendices)

### Overview of accounts and administrative costs of the members of the Board of Directors of Hotelschool The Hague:

Management costs eligible for compensation are justified in the annual report.

	Regine von Stieglitz	Arend Hardorff	Board of Directors combined	Total
Representation	€ 259	€ 256	€ 3,151	€ 3,666
Domestic travel expenses	€ 1,471	€ 940	€ -	€ 2,411
International travel expenses	€ 1,373	€ 2,326	€ -	€ 3,699
Other expenses	€ 1,553	€ -	€ -	€ 1,553
Total	€ 4,656	€ 3,522	€ 3,151	€ 11,329

# Appendix 5

## Annual Report of the Co-determination Council (CDC)

In 2019, the Education Committee (EdCom) and the Representative Advisory Council (RAC) decided to continue as one body from the academic year 2020-2021. The Co-determination Council (CDC) was established on 1 September 2019.

This transition has not been easy, partly because many members have left the Co-determination Council or the Education Committee in the meantime. The secretary also resigned quite unexpectedly in May, and a suitable replacement only became available in November. This has had a negative impact on the Co-Determination Council's ability to act. Nevertheless, members of the Representative Council (RAC) and Edcom, and later the CDC, were able to provide recommendations on and approve a number of important policies. For the sake of clarity, this document always refers to the CDC, although in the past this may refer to the separate bodies Edcom and the RAC.

### Educational innovation

Hotelschool The Hague's bachelor curriculum was radically renewed in 2008. Since then, continuous improvements and adjustments have been made, but the foundations and principles have remained unchanged. A number of attempts were made in the past to adapt the curriculum to contemporary requirements. Internal and external stakeholders were not sufficiently considered in the radical changes proposed. The proposed changes have therefore been implemented, or only to a limited extent. A different approach was chosen in 2019. The CIC (Curriculum Innovation Committee) initiated a process based on research and continuous sparring partners with the community. The coordination with lecturers, ex-students and the business community has been intensive and interactive. The CDC was informed by the board of directors of the intended decisions, which mainly concern the final and first stages of education. Thorough and constructive discussions were held. In the end,

a number of crucial decisions were agreed. The timely involvement of the CDC is another point of attention. It is desirable that information is shared promptly with the CDC from now on, to avoid the need for last-minute decision making.

### Restructuring of the organisation

A new way of working at our institute was also launched in 2019. The CDC was asked to allocate responsibility lower in the organisation, to minimise bureaucracy and promote the agility of workplace professionals. The CDC is satisfied that the Board of Directors has started working on this matter. What the necessary culture change will look like is still an incognito. Working with self-organising teams requires a very different approach to the current way of working. The CDC supports the end goal, but lacks information about how to get there. During 2020, it should become more clear how self-organisation within HTH will take shape, and how this transition will be facilitated. The CDC regrets that this decisiveness with regard to self-organisation and the correction of the top-heavy management structure focuses mainly on education and not on support services. The CDC believes that these are the very places where there's still a lot to be gained. The CDC also sees opportunities to restructure the support services in 2020.

### Renovation of The Hague site

The building on Brusselselaan is outdated, and needs to be prepared for the future. The CDC has been constantly involved in the renovation plans. The Board of Directors was advised to choose a scenario that takes into account the wishes of the community, the requirements an educational building will have to meet in the future, and how to finance the various aspects. The CDC believes that attention should be given to sustainability in the decisions made. The disturbances and nuisance caused by the renovation in 2020 do mean that students and employees of Hotelschool The Hague will be able to enjoy an optimal working environment in the years that follow.

# Appendix 6

## 2019 Publications of the Research Centre

### Academic publications

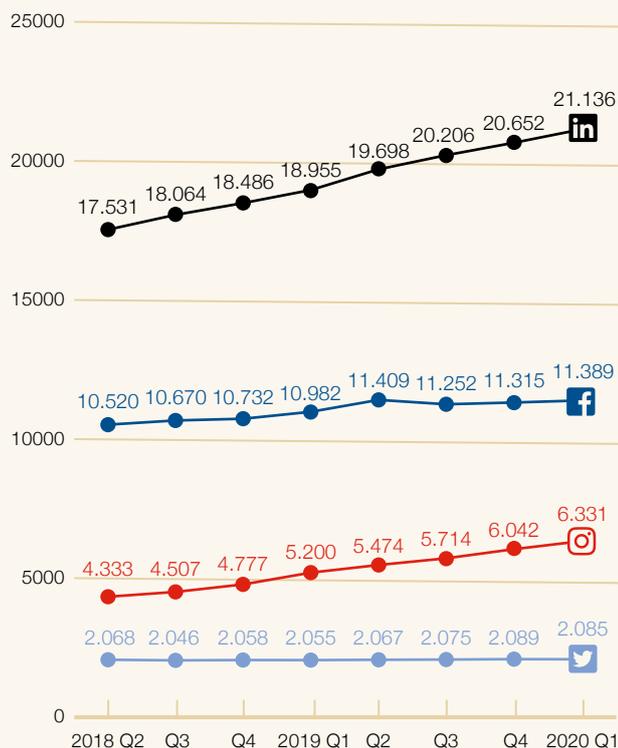
- **Bondarouk, T., Ruël, H. and Ter Harmsel, B.** (2019). 'Video Killed the F2F-Interview Star': A Mixed-Method Study into the Effect of Pre-Recorded Video Interviews as a Selection Tool. In *Management and Technological Challenges in the Digital Age*, pp. 65-98. CRC Press.
- **De Visser-Amundson, A.** (2019) Nudging in Food Waste Management: Where sustainability meets cost-effectiveness, in Närvänen, E., Mesiranta, N., Mattila, M., Heikkinen, A. (Eds.), *Food Waste Management. Solving the Wicked Problem*. Cham: Palgrave Macmillan, pp. 57-87, 2019
- **Engel, A.** (2019). Balance Sheet and Ratios. Practice. Ginneken, Rob van (ed.). *Hospitality Finance and Accounting. Essential Theory and Practice*. Abingdon-on-Thames: Routledge, 2019.
- **Jooss, S., Burbach, R. and Ruël, H.** (2019). Examining talent pools as a core talent management practice in multinational corporations. *The International Journal of Human Resource Management*, pp. 1-32.
- **Koupriouchina, Larissa.** *Judgmental adjustments in revenue management: exploring the impact of user overrides on the accuracy of system-generated occupancy forecasts at multiple forecasting horizons*. Leiden: Universiteit Leiden, 2019.
- **Njoku, E., Ruël, H., Rowlands, H., Evans, L., & Murdoch, M.** (2019). An analysis of the contribution of e-HRM to sustaining business performance. In *HRM 4.0 For Human-Centred Organisations*. Emerald Publishing Limited.
- **Lombarts, Angelique** (2019). Hospitality in the hospital: how do different hospital employees describe hospitality in the hospital? *TvZ Verpleegkunde in Praktijk en Wetenschap* (TvZ Nursing in Practice and Science), Vol. 129 (June), pp. 44-48.
- **Oskam, J.** (2019). *The Future of Airbnb and the Sharing Economy. The Collaborative Consumption of Our Cities*. Bristol: Channelview.
- **Oskam, J.** (2019). The impact of urban vacation rentals. Is Airbnb an inclusive cure, or an alienating disease for city residents? Besters, Minouche; Marrades Sampere, Ramón; Kahne, Juliet. *Our City? Countering Exclusion in Public Space*. Rotterdam: Stipo.
- **Oskam, J.** (2019). Smart cities, 'sharing' and platform impact. In Komninos, Nicos and Kakderi, Christina, *Smart Cities in the Post-algorithmic Era*. Cheltenham Glos: Edward Elgar Publishing.
- **Oskam, J., Ruël, H., Lombarts, A., Wiegerink, K., Lim, A.** (2019). Innovation, Personalization and Market Forces. HTH Outlook on Hospitality 2020. Amsterdam/The Hague: Hotelschool The Hague, *Whitepaper 1*, May 2019. [https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/final\\_-\\_hospitality\\_research\\_-\\_whitepaper\\_0.pdf](https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/final_-_hospitality_research_-_whitepaper_0.pdf)
- **Ouwehand, M., Wiegerink, K.** (2019). The attitude of residents towards tourism in the city centre of Amsterdam and its influential factors, *HTH Working Paper Series 4*.
- **Ruel, H.J.M., Petkewitz, P.** (2019). Hospitality and diplomacy. *HTH Working Paper Series 3*.
- **Schwartz, Z., Webb, T., Van der Rest, J.P.I. and Koupriouchina, L.** (2019). Enhancing the accuracy of revenue management system forecasts: The impact of machine and human learning on the effectiveness of hotel occupancy forecast combinations across multiple forecasting horizons. *Tourism Economics*, p. 1354816619884800.

# Appendix 7

## Online and PR activities Hotelschool The Hague

### Website

Our goal is for that 50% of the visitors to the website every year are from outside the Netherlands. This medium is an important means for internationalisation when it comes to attracting potential students and employees. In 2019, 52.18% of the website visitors came from abroad, compared to 47.94% in 2018. Most of the visitors are from: The Netherlands, United States, Germany, Belgium, Romania, India, United Kingdom, France, Italy and Spain.



### Social Media

The table below shows the growth of our social media channels. The biggest growth is on LinkedIn and Instagram. Twitter remains stable, partly because a lot less is posted compared to the other channels. The medium is mainly used during events. In 2020, the SMC team will determine how Twitter can be used most effectively.

Month	Press value	# Messages	Reach
January	€ 85,519	14	232,248
February	€ 25,612	7	230,467
March	€ 192,141	18	450,141
April	€ 32,633	8	148,724
May	€ 15,577	5	77,433
June	€ 86,782	10	592,540
July	€ 86,666	7	219,861
August	€ 12,798	2	73,934
September	€ 126,957	13	326,642
October	€ 117,175	12	195,765
November	€ 72,343	10	172,918
December	€ 131,650	11	238,434

### Blog

The blog focuses on sharing stories about students and alumni, the hospitality expertise in the various faculties, and the Hospitality Research Centre. The number of visitors to the blog in 2019 remained virtually the same as in 2018 (+ 3%). A new plan will be drawn up in 2020 on generating more traffic to the blog, and more importantly on how to use the blog to generate more traffic to the corporate website.

### Public Relations

The table below shows the press value of the various messages posted in 2019.

## Colofon

**Text:** Hotelschool The Hague

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