



Board of Trustees Profile

Approval BoT on 28 June 2021 and positive advice CDC on 24 June 2021

Hotelschool The Hague

Hotelschool The Hague is a dynamic, international Hospitality Business School with campuses in The Hague and Amsterdam. We are entrepreneurial, business-like and quality-driven. Our faculty is professional, experienced and international; colleagues work together in small and cohesive teams. Our graduates can be found all over the world working in senior management positions within hospitality focused organizations. Hotelschool The Hague has approximately 2500 students and 250 employees.

Hotelschool The Hague offers a Bachelor programme in Hospitality Management (BA.HM), Master of Business Administration (MBA) in International Hospitality Management and a Master of Arts (MA) in Leading Hotel Transformation.

Board of Trustees

The Board of Trustees (BoT) plays a central role in safeguarding the long-term interests of Hotelschool The Hague and its stakeholders as a whole. The key responsibilities of the Board are to appoint, employ and advise the Board of Directors (BoD), and to provide supervision on policy making.

Version control

The Board of Trustees reviewed the profile and determined on 11 June 2025 that it was still appropriate. Only the remuneration information on slide 12 has been updated.

Set-up and tasks of Board of Trustees

The Board of Trustees' minimum statutory number of members is five and the maximum nine. The members are appointed for a 4-year term, with the possibility of a reappointment. The duties and powers are recorded in the Statutes of the Foundation and the Board of Trustees Regulations. The Statutes, together with the Netherlands Higher Education and Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek) and the good governance code for the Universities of Applied Sciences (HBO) form a coherent unity. The following three committees have been set up within the Board of Trustees:

- The Audit Committee provides advice in relation to internal risk management and control systems, the Hotelschool's financial operational management and information security;
- The Education and Research Committee provides advice in relation to the quality of the Hotelschool's core business: education and research;
- The Remuneration Committee provides advice in relation to the Board of Trustees' role as employer and the remuneration of the Board of Trustees and the Board of Directors.

The committees prepare the decision making by the Board of Trustees in their specific areas. The composition of the committees is such that they have the necessary expertise at their disposal.

Criteria relating to the composition of the Board of Trustees

In addition to the requirements for eligibility and the necessary broad expertise within the Board of Trustees, it must also consist of individuals who complement each other and who are able to work well together. The composition of the Board of Trustees should be widespread in both age, diversity and international experience. The Co-Determination Council (CDC) is entitled, based on this profile, to nominate someone for membership of the Board of Trustees.

Board of Trustees Profile as a whole

The Board of Trustees as a whole must fulfil the following:

- have affinity and expertise with the hospitality industry (one member needs to have a leadership background in the hotel industry);
- have expertise in the areas of didactics, educational theory, the science of teaching (including quality care), research and knowledge valorisation;
- have financial, governance and legal expertise;
- have expertise in HRM (including talent development);
- have expertise in marketing & communications and public affairs;
- have expertise and experience with IT and GDPR;
- have experience with managing large professional international organisations;
- have a broad network at its disposal which contributes to the functioning of the board;
- have an understanding of national and international social developments.

Each member of the Board of Trustees must fulfil the following requirements

Basic Requirements

Endorse the goal and principles of Hotelschool The Hague and work on the realisation of the formulated vision, mission and strategic goals;

Prepare realistic estimations of the threats and opportunities for Hotelschool The Hague in relation to the risks associated with the activities;

Have experience managing large professional organisations and/or expertise as an adviser;

Have general knowledge of IT and GDPR;

Have a relevant network at its disposal which contributes to the functioning of the BoT and benefits the Hotelschool;

Are able to critically evaluate their own contribution as supervisor;

Are socially active and sufficiently available to adequately fulfil the position;

Have an understanding of national and international societal developments;

Have knowledge of, and experience in supervisory roles.

From each member of the Board of Trustees a considerable amount of competencies can be expected

Competency	Description
Constructive-critical	Possesses the ability to absorb, grasp, question, and evaluate knowledge and information without prejudice;
Wisdom	Withholds opinion initially, listens and acquires insights before judging;
High Emotional Quotient (EQ)	Senses the atmosphere and relations, and instinctively knows how to react;
Strong in cooperation	Knows that working together to achieve common goals is key for the long-term success of an endeavor;
Honest	Is of irreproachable behavior, and in possession of a strong moral compass. Admits mistakes and without hidden agenda;
Strong analytical powers of judgement	Capable of approaching challenges in a structured way, by formulating hypotheses, breaking down the problem in its component parts, acquire all required additional information, judging it and reaching a diagnosis;
Practical and solution oriented	Strives for real world results by finding solutions that work;
Mediator	Able to cope with, and solve, in a neutral way, high stake conflicts between actors. Respectfully applies the adversarial principle with the goal to reach a non-zero sum solution. Acts preferable before conflicts overheat.

For the chairperson the following additional requirements apply

This person is able, willing and daring to take on the role of chairperson	
1. Able	has the right skills and competencies;
2. Willing	has a strong and appropriate motivation for the role;
3. Daring	has a solid dose of courage and does not shy away from final responsibility.

Able (1/2): a chairperson can be expected to have a large number of competencies

Competency	Description
Ability to connect, but steady in role	Knows how to create a collegial atmosphere of working together, without losing the appropriate distance. Can also switch transparently and consistently between roles as advisor, employer and coach;
Effective communication	Is a strong spokesperson for the Board of Trustees to the school and to the outside world, but also a competent spokesperson for the school itself;
Diversity, inclusivity and cultural awareness	Sees the value of differences in gender, age, background, sexual orientation, physical condition, beliefs and attitudes for building a strong organization and overcoming group thinking;
Interpersonal skills	Builds strong and deep working relationships and deals constructively with conflicts;
Feeling for, and affinity with, hospitality	Has proven professional leadership experience in hospitality;
Working together	Is a supporter of the adage 'alone you go far, but together you go further';
Constructive-critical	Possesses the ability to question, consider and understand knowledge and information in an unbiased manner with regard to shelf life.

Able (2/2): a chairperson can be expected to have a large number of competencies

Competency	Description
Strategic and independent thinker	Thinks a number of steps forward with every step and decision, in order to strive for the best possible outcome in the interest of the school and society;
Honest, with a strong sense of integrity	Of impeccable behavior and has a strong moral compass. Honestly admits mistakes and does not carry out a hidden agenda;
Practical and solution-oriented	Immediately looks, after the problem is clear through analysis, for solutions that are workable and effective, and implements them adequately;
Availability	Has an agenda that allows sufficient time to spend on the work of the BoT and is flexible enough to be fully available in times of intensified supervision;
Enthusizing and inspiring	Knows how to inspire others to enthusiasm about hospitality, education, supervision and management.

Requirement:

The chair has experience with leading a large international hospitality organisation and having (had) the final responsibility.

Willing (1/1): a chairperson needs a strong motivation that is based on proper grounds

Ideally, the motivation of the chairperson is based on a deep understanding of, and insight into the dynamics within which a semi-public institution such as the Hotelschool acts. These dynamics can be characterized by the following points

It is not a company but mainly a school, largely government-funded and partly paid for by the students;

Social value is of great importance: providing well-equipped graduates, with a highly developed sense of hospitality, to employers and society;

There is less room for maneuvering than in a private company. Regulations create solid frameworks within which to act;

One has to account more, on different levels to relevant stakeholders, than in a private company;

The targets are less black and white than in an average company. Profit is not an objective, but an operating credit is pursued up to a certain level of assets; spending is related to objectives, such as educational results, student and employee satisfaction and reputation.

Given this dynamic, a chairperson with a motivation focused on power or an honorary job is not preferred.

Dare (1/1) is demanded of a chairperson

A chairperson has a strong dose of courage

A constructive-critical approach to the BoD and BoT requires courage. The dynamic between BoD and BoT is uncomfortable in a healthy way, in order to get the best out of both entities;

Difficult decisions require decisiveness, even if that is sometimes exciting. A chairperson has to defend annoying but crucial decisions made by the BoT;

The governance code and law do not make supervision free of risk. In case of mismanagement and inadequate supervision, one can be held personally liable.

That is why a chairperson needs to know what he/she is getting into before he/she takes up this challenge with both hands.

The ideal chairperson (m/f) chooses this role

- a) out of passion and affinity with education and hospitality,
- b) the drive to guard the continuity and effectiveness of this semi-public institution in the social interest and
- c) the desire to spread the name and fame of Hotelschool The Hague with verve.

Remuneration

In accordance with the WNT-2 Act, the remuneration of the members of the Board of Trustees is subject to a maximum compared to the members of the Board of Directors.

For the chair of the Board of Trustees the remuneration in 2025 is € 21.488

For a member of the Board of Trustees the remuneration in 2025 is € 14.325

Per Committee a fixed remuneration of € 1.000 in 2025