



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

Institutional Plan 2018-2023

December 2017, version V1.0

Introduction and background

Why an institutional plan?

- The institutional plan gives us direction for the next 5 years
 - It is inspiring for employees and students;
 - The plan gives us common ground to start from, which is why we have opted for a joint approach in formulating the purpose, mission, vision and strategic objectives;
 - This plan is the basis for the Multiyear Plan, the annual Year Plans and the policies, such as HR plan and IT Roadmap.
- Government rules demand the presentation of an institutional plan (instellingsplan) every six years. This plan should describe the content and specifications of the institution's proposed policies for the next five year. The plan should devote attention to the institution's policies about how it will improve the quality of the educational programmes and the organisation. The institution's Board of Directors will subsequently make the plan public.

Index

- Purpose, mission and vision
 - Our values
 - Our promise
 - Our strategic objectives
 - Top 3 Hospitality Business School
 - Contribution to Strategic Development Goals
 - Intensify HTH Community
 - Our target groups
 - A place where people love to teach and work
 - Internationalisation
 - Build a strong culture to support the change
 - High level planning
 - How do we measure?
- Slide 4
- Slide 5
- Slide 6
- Slides 7-10
-
- Slide 11
- Slide 12
- Slide 13
- Slides 14-15
- Slide 16
- Slide 17

Purpose, Mission & Vision

Purpose

“Creating hospitable futures together”

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 values

At the heart of hospitality

Caring community



Strong heritage

Responsible business



Our promise

We deliver...

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



... a unique combination of development in three types of skills

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



Our strategic objectives



We are one of the top 3 hospitality business schools in the world



We make a direct contribution to the United Nations Sustainable Development Goals (SDG)



We intensify our educational community



Top 3 Hospitality Business School

How do we achieve a leading position in hospitality education?

Innovative and adaptive educational programmes

- Curriculum renewal
 - Major overhaul starting September 2018
 - Make it adaptable to continuous change
- Significant and student centred learning
- Rich and real-life learning environment, incl. test labs
- Broadening our portfolio

High quality processes

- New way of working on change: agile, feasible, simple, together
 - Launch and learn
 - Focus on change resources
- National and international accreditations and quality audits
- Focus on study progress - improve student journey
- Effective process to circulate knowledge, research & Industry
- Define, organise and manage (big) data

High quality of all employees

- Strong expertise now and in the future:
 - International experience & knowledge
 - Keynote speakers/thought leaders
 - Network in the Industry
- Personality: motivation, student focused, IQ/EQ/AQ
- Invest in professional development

Market

- Our strategic network consists of: leading Industry and top level educational partners
- Recruitment and selection of the most talented students
- Deliver the most sought after hospitality graduates
 - Five profiles: Hospitality Leader, Hospitality Enthusiast, Specialist, Consultant, Entrepreneur



Contribution to SDG's

How do we achieve societal relevance?

Participate in and positively contribute to SDG's

- Embrace & develop current initiatives (e.g. food rescue, green manifesto, Green key, School of Life, Rock your Life)
- Improve HTH's sustainable business operation

Embed societal awareness in the curriculum and beyond

- Majority of student projects focus on SDG's
- Introduce a world wide challenge such as the SOLAR challenge, e.g. most sustainable hotel (could be part of current Genio Student Challenge)

Enhance our sustainable contribution through working together

- Intensify and expand cooperation with relevant stakeholders
- Joint initiatives with local communities (TH/AM)
- More conscious choice of partnering with Industry/institutions leading in sustainability





Intensify HTH community

How can the community further flourish?

Intensify connections

- Apply account management/stakeholder management
- Find tools to connect and stimulate interaction with students, alumni and Industry
- Life-long-learning: “once an HTH-student, always an HTH-student” (give and take)
- Implement, develop exchange/trade platform (membership fees/crowd sourcing)

Maximize our assets – faculty centre of excellence

- Establish interest groups, and define areas of thought leadership/keynote speakers, e.g. ITB
- Make our faculties/courses/ research visible by creating platforms, using interactive technology - Hotelschool Everywhere (MOOCs, EDX, Pop Ups etc.), blog articles, competitions, seminars and presentations

Networks as part of the development of faculty and students (Industry, educational partners & alumni)

- Intensify relationship with industry/alumni
- Internships addresses (placement and Lycar) to be analysed and improved
- Eagerness of students to meet Industry needs to increase
- Stimulate student networks (e.g. student associations)
- Continue and expand cooperation with educational partners

Our target groups

Who do we focus on and how do we sharpen (the right) focus?

Profile of candidates

- Most talented
- Ambition to go into the hospitality industry

Graduates Profile

- Most sought after graduates who will shape hospitality industry
- Provided with considerable foundational knowledge, an in-depth understanding of hospitality and critical thinking skills
 - Highly developed personal and intercultural skills
 - Ability to resiliently translate these qualities into current and future business values

Industry (future employers for our students)

- Primary market: hotels and hospitality entities
- Secondary/tertiary market: suppliers to the hospitality industry and industries where hospitality makes a difference, such as healthcare and the services industry in general

Monitoring and analysing is crucial in continuously sharpening the definition of these profiles (Big Data)

We align with the Industry through for example the Industry Advisory Board

A place where people love to teach and work

How can we be an excellent employer, co-creating an inspiring community to work at and attract leading (educational) professionals?

HR Mission

- Create an environment where our staff feel engaged, inspired and enabled.
- Allowing us to hire, develop and retain the best people in their respective fields.
- We continuously invest in personal and professional development. IQ, EQ and AQ.

Goals

- Employee satisfaction: at least [90%] of employees have reported being satisfied or very satisfied with their job*
- Top 3 level employees according to general standards in higher education
- A healthy, inspiring and diverse community environment, where people can develop themselves with sick leave below our benchmark

Tools

- Learning & development focus
- Talent management programme
- Quarterly employability meetings
- Peer group coaching
- Open, frequent, honest and supportive dialogue between the manager and employee

* Current number is 74%, ESS 2016



Internationalisation

HTH is a global hospitality business school with a strong European heritage

Global with a strong European heritage

- We compare ourselves with the global hospitality business schools
- HTH develops graduates for the global job market
- Our heritage has given us a strong footprint in (Western) Europe

Network

- We work closely together in a network which benefits our students and is focused on:
 - Top quality global universities of applied sciences
 - The leading companies in our global industry

Population

- With regard to the internationalisation of our student and employee population, we strive:
 - To reach a 50% intake of international students
 - To ensure 50% of our staff have a minimum of 5 years' relevant experience abroad and/or non-Dutch passport
 - To make better use of the diversity in our community
 - To allow lecturers and researchers to benefit from international exchanges with other institutions/companies and from international offers



Build a strong culture to embrace the change

Our way of working is characterised as follows:

We set priorities and dare to make choices

We find the right balance between internal and external focus

We are 'Yes' minded

We keep it simple

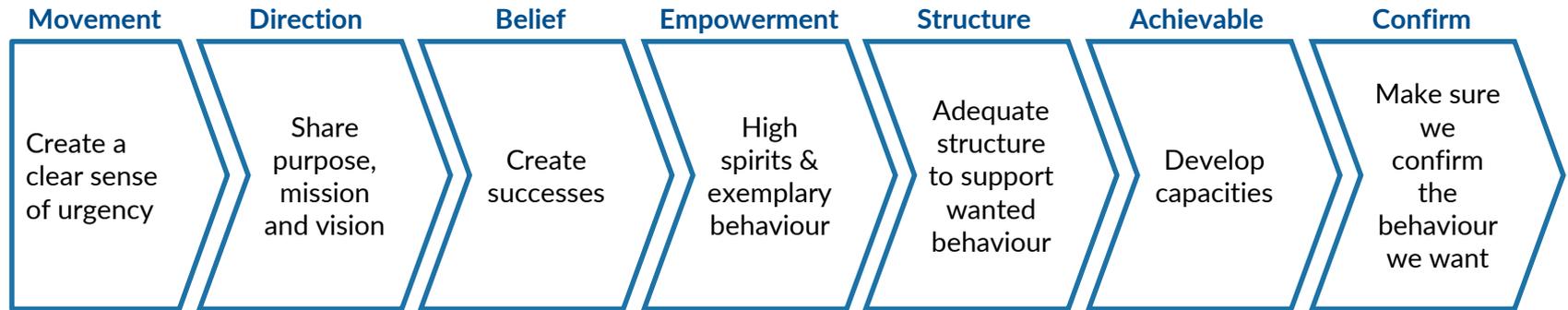
We work together

We take responsibility and we are accountable

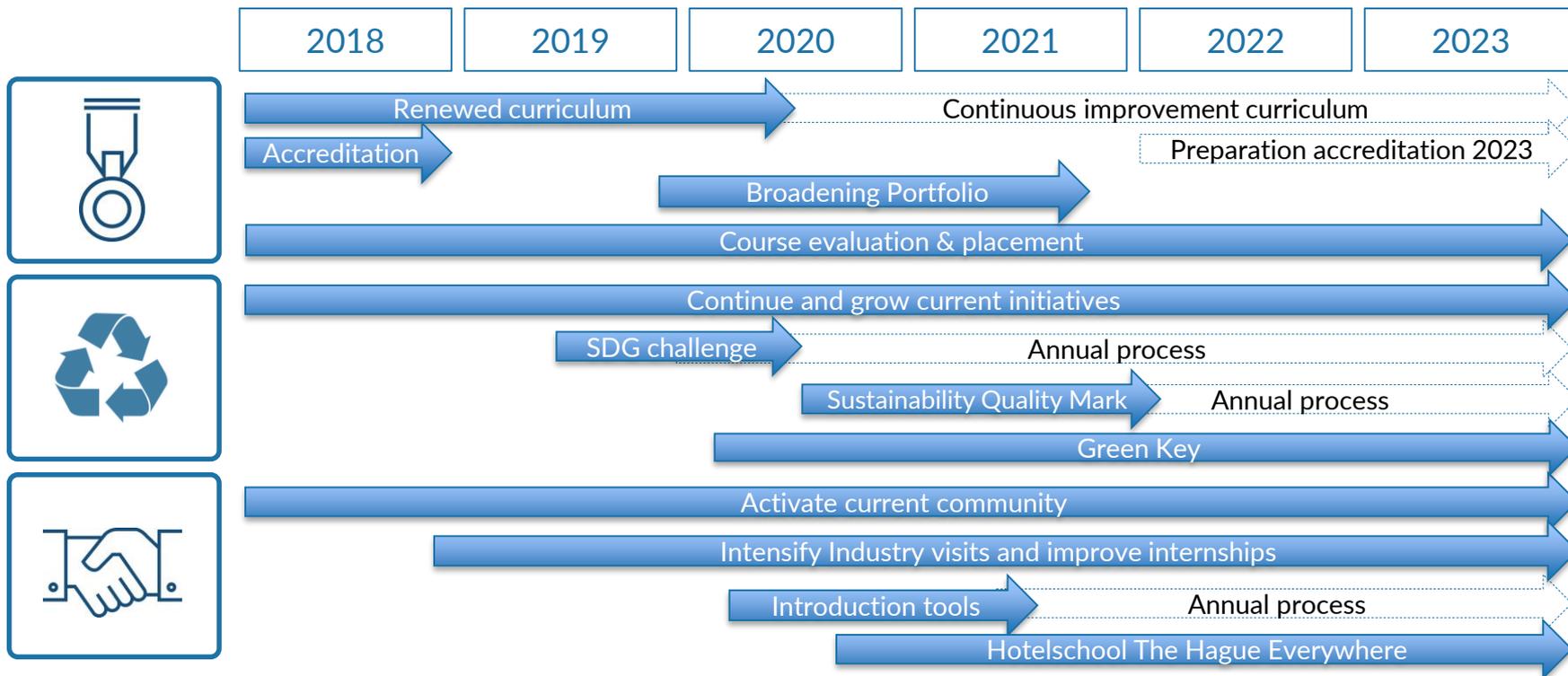


Steps to strengthen our culture

We need to further enhance our strengths



High level planning



How do we measure?

Main indicators

| | |
|---|---|
|  | Most sought after and employable graduates (employability, number in Industry and management positions), successful national and international accreditation, best Public Hotelschool (NSE), course and placement evaluations >4.0, employees matching the level of a Top 3 Hospitality Business School, satisfaction of employees >4.0, increase current number of publications and keynote speeches |
|  | Develop a quality mark for the most sustainable hospitality business schools. Certified by relevant eco-labels, such as Green Key. Annual worldwide challenge focused on sustainability. To be decided: precise quantification of (joint) initiatives. Renovation green campus The Hague ultimately 2020. |
|  | 20 active alumni chapters, 50% intake of international students, 50% of our staff have a minimum of 5 years' relevant experience abroad or an non-Dutch passport, focus on quality when selecting partnerships with Industry and universities (top league), engagement of students, employees, alumni and industry (e.g. participation rates), number of courses, willingness to contribute in our community, increase #ambassadors |
|  | Engagement of faculty and staff, trust, active knowledge circulation and sharing, exemplary behaviour and cooperative feedback, output and results-driven teams |



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School