



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

At the heart of hospitality

2015 Annual Report





Since 1929

Strong heritage, established in 1929



Top 5 Worldwide

Excellent world-wide reputation in a wide range of industries (TNS Global, 2013)



Career Preparation

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



International

Over 50 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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Hospitality Business School

At the Heart of Hospitality

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Executive Summary

It is with a due sense of pride that we look back on the year 2015, in which Hotelschool The Hague was found to rank third out of all government-funded Universities and Universities of Applied Sciences in The Netherlands. This result can be attributed to the concerted efforts of our employees, students and alumni, who never ceased to try to innovate and improve.

Welcome Willkommen Welkom 歡迎 Dobrodošao
Velkommen Teretulnud Tervetuloa Accueil 欢迎
καλωσόρισμα Üdvözlet Benvenuto Powitanie
Bienvenido Välkommen Добро Пожаловать بيجرت

2015 was the year in which the Minister of Education, Culture and Science presented the Ministry's strategic agenda for higher education and research for the 2015-2025 period. A major theme of the agenda is the contention that "higher education must prepare students to live and work in a world which is becoming increasingly unpredictable, complex and globalised." The ambitions, outlined in the Ministry's strategic agenda, such as continued internationalisation, small-scale intensive education, the development of honours programmes, and linking up education and research, are a close match with our own ambitions for the coming years and our focus on the quality of our education and research. 2015 was also the year in which the Study Loan Act came into effect, stipulating that instead of receiving grants, students must borrow money to fund their studies. The new loan system will result in higher education institutions receiving additional funds from 2020 onwards, which will help them improve the quality of their higher education and research, in tandem with the institutions' educational activities. The world is rapidly changing, so Hotelschool The Hague will continue to invest in further improving the quality of its education and research in the short-term.

It is increasingly evident that a focus on hospitality is essential in our changing world. Not only is the hospitality industry one of the world's largest employers, but hospitality also lies at the basis of respect and solidarity, of appreciation and mutual understanding in our global and multi-cultural society. We are convinced that people make the difference. Hotelschool The Hague's community is made up of its students and employees, as well as our alumni and our many contacts and colleagues in the field.

We expect our students to have the ambition to perform to the very best of their ability, under the supervision and encouragement of our quality-conscious lecturers and instructors. We adhere to high standards, from the provision of inspirational courses to ensuring that the supporting processes function properly, down to enabling our students to finish their degrees in good time, before embarking on successful careers. Hotelschool The Hague remains as successful today as it was when the school was founded in 1929.

Hotelschool The Hague is proud of its successes in 2015, the main achievements are summarised below:

- Top 3 of all government-funded Universities and Universities of Applied Sciences in The Netherlands;
- No. 1 government-funded Hotel Management School in The Netherlands, according to HBO Keuzegids;
- “Best Hospitality Management School” finalist at the annual Global Hospitality Awards in Paris;
- The first steps on the road to the renewal of our bachelor curriculum, making it more innovative and future-proof;
- Organiser of the annual International Hospitality Innovation Summit and co-organiser of the launch of Michelin’s new star ranking, both held in Amsterdam;
- Focus on branding; the development of new online media and community-building;
- The establishment of new global Alumni Chapters, raising the total number to 23;
- Improved financial results, closing the financial year €756,000 better than budgeted;
- Embarked on Skotel The Hague renovations;
- Launched The Hague House of Hospitality, a partnership between the tourism industry and our City Hospitality Research Group, who seek to make The Hague exceptionally hospitable.

Finally, Hotelschool The Hague has a very proud close knit community, this is reflected in the 2015 National Student Survey Results. Hotelschool The Hague scored 4,57 (out of 5) in the annual National Student Survey in the category “Would you recommend this course to your friends relatives and colleagues?”. A similar picture arose in the biennial employee satisfaction survey. We are very proud of all these achievements.

In 2015, 291 new future leaders of hospitality graduated, including our first Master’s students to obtain MBAs. On an individual level, we also had a number of successes: for example winning the student challenge at the International Investment Forum in Berlin, being awarded a grant by Nyenrode Business University, obtaining Smith Travel Research certification in Hotel Industry Analytics, completing the RAAK project “Earning More by Being Hospitable” [Gastvrijheid verdient], and second place in the REDglobal EuroCHRIE Challenge.

Organisation and Development

The school’s second campus, opened in Amsterdam in August 2012, and last year we reached the maximum student capacity. Its population is a desirable mix of Dutch and international students. The rapid growth of the school’s second campus put a great deal of pressure on the school’s employees and required a number of changes to our organisation. Among others, we established six Faculty Teams and started establishing an Hotelschool The Hague Leadership Team, comprised of the managers of all our departments; with a view to improving the team’s professional skills. This team undertook a management development programme. We will continue to make our organisational structure and management more professional and stronger in 2016.

Education and Research

Hotelschool The Hague currently educates students from 55 countries. This mix of cultures, particularly comes into play in the first year of study, when students live and work together in the Skotels. This an indispensable aspect of the study programme, that

prepares students for international careers and co-operation within multi-cultural teams. The hotel industry is changing rapidly, and demand for highly trained professionals is increasing all the time. Hotelschool The Hague strives to be innovative in its education and research. This means that we keep a close eye on developments in professional practice, as well as further increasing the quality of our education.

In 2015, we embarked on a journey to renew our Bachelor's curriculum. To do this we established a project team made up of members of various Faculty Teams, as well as students. Furthermore, we entered into exploratory talks with industry and hotels, and a delegation visited similar Hotel Schools in Switzerland. In 2016, we will focus on improving our methods across a number of fields, including didactic methods in assessments, research and tutoring. In addition, we will investigate whether our end qualifications must be more sharply defined, and if so, to what extent. In carrying out these projects, we will seek to collaborate with industry and other education institutions, both in The Netherlands and beyond, where the opportunities arise.

Housing & Outlets

We encourage students to work and study in teams, which subsequently poses considerable challenges with regard to the available study space. We have identified ways to start using the available floor areas even more efficiently, and have taken the first steps towards making adjustments. We embarked on a thorough renovation of the student accommodation, Skotel, in The Hague; with the renovation planned for completion in 2016. Among other things, this involves the creation of additional study areas. Our outlets in Amsterdam (restaurants) were updated on a small budget by a few hardworking employees, and now satisfies new Food & Beverage concepts.

Supporting Departments

ICT

In 2015, we completed the full migration from Novell to Microsoft Office and Office 365 in consultation with all stakeholders. This transition from one system to another also signifies a major step towards improving the directory and security structure of documents. Due to this migration our ICT department is now capable of starting up projects such as establishing a digital student portfolio, a Student App for Osiris, and establishing a facility management system (Topdesk) as well as other applications offered by the Microsoft Office 365 for Education suite. In 2016, the ICT department will develop a new ICT road map for the years 2017 and 2018.

Facility Management

In 2015, the facility management departments in both The Hague and Amsterdam campuses continued to professionalise their services. Both campuses were electronically mapped using 3D technology. In addition, we will continue to draw up inventory lists and maintenance plans for each campus and building.

Education Support Services

With regard to the education support services, the work placement departments (Practical Placement and LyCar), the student administration departments (Admissions and Student Affairs) and planning departments (Planning Office and Timetable Office) also focused on improving efficiency, co-operation and the provision of services. All departments designed plans related to these subjects for 2014-2015. Under the supervision of their team leaders, annual plans were made: a plan to restructure the six departments to three departments. The Student Administration department, the Timetable Office and the Placement Office. The first steps towards the formation of these departments were taken in 2015. In association with the ICT department, the departments continued made progress in their process automation efforts.

Financial Affairs

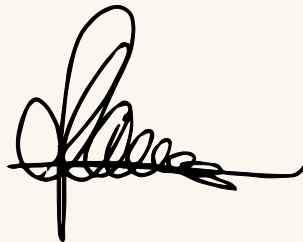
In 2015, as mentioned, Hotelschool The Hague invested in the renovation of Skotel The Hague, adjustments to study areas, and improved support processes. In line with the multi-annual budget, the 2015 budget was expected to be negative. However, as in 2014, the school's financial situation was better in 2015 than forecasted, partially due to strict cost controls.

Looking ahead at 2016

2016 looks set to present Hotelschool The Hague with more exciting developments, achievements, successes and quite possibly new challenges. Now that we have achieved the intended growth, exceeded the internationalisation targets and have implemented the organisational changes, our focus in the coming years will be on the quality of our education. In 2016, we will focus on two projects: renewal of the curriculum of our Bachelor's programme as mentioned above and developing our 2016-2020 Institutional Plan. It is essential for both projects that all stakeholders in the school are actively involved.

With regard to the 2016-2020 Institutional Plan, we intend to strengthen the strategic direction on which we have embarked over the coming years. This strategic direction will be based on the results of our study, where we investigated our positioning in order to focus on the quality of our education through innovation, internationalisation and collaboration with industry and alumni. The Institutional Plan presents a detailed description of what the organisation hopes to achieve in the coming years.

I would like to take this opportunity to thank our employees, students, Representative Advisory Council, Board of Trustees, alumni and industry, for their engagement and efforts in 2015. If we wish to realise our ambitions, our organisation will have to evolve, making us more flexible and innovative. It will not be an easy journey, but it is essential if we wish to retain our internationally recognised position. Therefore, I look to this new chapter in our organisational structure, which includes an expansion of our Board of Directors to three seats, with great confidence and enthusiasm.



Susanne Stolte
President of the Board of Directors

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Introduction of Hotelschool The Hague



Hotelschool The Hague has been 'At the heart of hospitality' since 1929. Founded by industry for industry, Hotelschool The Hague is the oldest independent hotel school in The Netherlands.

Today, Hotelschool The Hague is an University of Applied Sciences with two locations, one in The Hague and one in Amsterdam. Currently, over 2,300 students representing 55 nationalities are enrolled in the Bachelor's and Master's programmes. In addition, Hotelschool The Hague has over 200 employees from over 17 countries. Applied research is carried out by the Hospitality Research Centre, while Hospitality Consultancy carries out advisory, training and curriculum-supporting projects for the global hospitality industry.

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Education and Research



2.1 Education



Figure 2.1 Education

Bachelor	(240 EC)
Master	(75 EC)

Degree Programmes

Hotelschool The Hague offers students a full-time and specialised English-language Bachelor programme: Bachelor Business Administration in Hotel Management. For students who have previously obtained a suitable diploma or degree and/or work experience and have successfully completed an intensive preparation course, Hotelschool The Hague offers the International Fast Track programme (IFT). Students who successfully complete the Bachelor's programme or IFT programme receive a Bachelor's degree in Business Administration in Hotel Management (BBA.HM).

In 2015, the association of government-funded Hotel Management Schools decided to apply for NVAO's permission to use the same name for all its hotel management bachelor degree programmes. It did so to ensure greater transparency for prospective students, to emphasise the managerial nature of the degree programmes, and to be on par with internationally recognised names for this type of degree programmes. The NVAO approved the proposal. As of 1 September 2016, all Hotel Management Schools in The Netherlands will officially use the same name for their Bachelor Degree programmes: Bachelor Hotel Management (in Dutch), and Bachelor Hospitality Management (Internationally)

In addition to changing programme name, the Dutch Hotel Management Schools (through The Netherlands Association of Universities of Applied Sciences) have applied for permission to change the degree to a Bachelor of Science instead of the current BBA. This request is still pending.

Since 2015, Hotelschool The Hague has also offered a fulltime English-language Master's programme, called Master of International Hospitality Management. This programme challenges students to develop and implement new strategies, business models and innovative hospitality services from a customer-centric point of view for different types of organisations. Students who successfully complete the Master programme receive the following degree: Master of Business Administration in Hospitality Management (MBA.HM). See figure: 2.1 for EC breakdown.



Systematic Quality Assurance

Hotelschool The Hague seeks to help its students reach the highest level they are capable of, both in terms of personal development and professional skills, thus giving students the best possible preparation for a career in the international hospitality industry. This is realised by ensuring that students, lecturers and instructors, as well as the contents and execution of the curricula and the supporting requirements, meet stringent quality requirements. In other words: "Quality in education, we do it together." To support the current highly developed informal culture of quality, a new method, Systematic Quality Assurance & Improvement, was introduced in 2015. In addition to supporting the informal culture of quality, this will help to continue implementing the Hotelschool The Hague's formal quality assurance system, with the objective of continually improving the quality of education, research and the organisation. Course assessment plays a vital part in this quality assurance system. To this end, Hotelschool The Hague introduced a new procedure, in line with the PDCA management method. Courses are evaluated four times a year, after the completion of each course. Students are requested to evaluate the courses they have taken using an app. Going forward, this will result in plans for improvement being implemented, both on a general level and on an individual course level.

Safeguarding a High Graduation Standard

The quality of the degree programmes offered are of great importance to our graduates, their future employers, and society as a whole. The Exam Committee plays a vital part in safeguarding and monitoring the learning outcomes of our Bachelor's and Master's



programmes. It is vital that the Exam Committee be comprised of experts and be able to operate independently. In 2015, Exam Committee was made up of lecturers, one instructor, and an expert on assessments. Additionally, an external board member (a Cito representative) was appointed to ensure that the intended learning outcomes of the programmes are safeguarded and monitored. The Exam Committee publishes an annual report that presents its findings with regard to safeguarding the quality of our examinations and assessments. The Committee's 2015 Annual Report was discussed with the Education Management early in 2016.

At the beginning of 2015, Hotelschool The Hague requested that NQA perform a mini audit of our Launching Your Career course (LyCar), which is an integral part of our Bachelor's programme's final assessment. NQA's report contains valuable recommendations which Hotelschool The Hague began to implement as part of course improvement measures in 2015, and will continue to do so in 2016.

Furthermore, Hotelschool The Hague continued implementing the recommendations made in the De Bruin Committee's report, entitled *Vreemde Ogen Dwingen*. For instance, a first group of lecturers obtained their Examination Qualifications (BKE) and Senior Examination Qualifications (SKE). Hotelschool The Hague asked those who obtained their SKE certification to provide advice on matters such as group assessments, practical training assessments, practical work placement assessments and the use of grading rubrics. The SKE-certified lecturers will help colleagues obtain their BKE certification. The main objective of the BKE course is to help teachers fine-tune and integrate three core activities, i.e. learning objectives and learning outcomes, assessment and learning activities.



In addition, the five Dutch Hotel Management Schools offering hotel management programmes in various disciplines now evaluate each other's assessments. The disciplines (Finance, Law, Practical Training, Languages, Degree Programme and Hospitality Experience) have several types of tasks, ranging from attending each other's graduation thesis defences, drawing up joint learning objectives to assess each other's examinations, and developing new teaching and e-learning materials.

Blended Learning

Blended learning ranks high on Hotelschool The Hague's educational agenda. In association with the country's other Hotel Management Schools, Hotelschool The Hague organised the second joint Education Day, where the theme was blended learning and the impact on education and assessment. Hotelschool The Hague regards blended learning as a way to integrate online learning activities, traditional face-to-face education and practical training in such a way that technology and education reinforce each other and eventually improve the learning process. Several initiatives were taken in 2015, particularly by teams of lecturers, regarding:

- Online provision of information to students instead of /in support of face-to-face lectures. Written instructions were replaced by videos or animated films;
- "Flipping the classroom" in a number of first-year courses, including practical training sessions, and in some courses offered as part of the degree programme;
- Hotelschool The Hague Hospitality Consultancy entered into a partnership with Lobster Ink, which resulted in the introduction of a hospitality learning platform;
- Recording guest lectures and interviews with experts.

Curriculum Renewal Project

In 2015, Hotelschool The Hague started to revise the curriculum of the Bachelor's programme. To prepare for this process, we established a project team, comprised of

members of the various Faculty Teams, as well as students, who engaged in preparatory talks with representatives of the hospitality industry and paid a visit to the leading Hotel Management Schools in Switzerland.

A review of our learning outcomes is a key aspect of the project. Technology and society are changing rapidly, which means that Hotelschool The Hague must produce hospitality professionals who are future-proof. Hotelschool The Hague is looking into how to define the requirements needed for future hospitality professionals. In addition, throughout 2016, Hotelschool The Hague will improve the methods across several areas:

- A better understanding of assessments;
- Improved student supervision;
- Additional research activities to be included in the curriculum;
- Improvement of the curriculum didactics;
- Improvement on both the theoretical and practical components of the curriculum;
- Improvements in the co-operation with other schools and with industry.

2.2 Research

Research Component

Hotelschool The Hague's applied research provides solutions to issues raised by the hospitality industry. The research results in new knowledge and insights that prove useful for the programmes. For instance, Hotelschool The Hague seeks to improve the training its students receive and to promote innovations in hospitality practice. Both lecturers and students are actively engaged in these research projects. Furthermore, Hotelschool The Hague collaborates with several companies, knowledge institutions and government agencies in the field of applied research.

The Hospitality Research Centre has 5.9 FTE and is responsible for carrying out four lines of research.

1. Hospitality personality, attitude and behaviour.
2. Leadership and human resource development.
3. Pricing and revenue management decision-making.
4. City hospitality & city marketing.



Future lines of research will be geared towards the industry's demands and requirements. Therefore, the Hospitality Research Centre is currently exploring the industry's specific needs in the fields of Experience Design, and Marketing for Senior Citizens.

Hospitality Research Centre's Strategic Plan

Retaining useful aspects and taking the opportunity to focus on lines of research, growth and improvement are the main focus areas in the Hospitality Research Centre's 2015-2020 Strategic Plan. The Hospitality Research Centre will focus more on disseminating and "valorisatie" of the research results. Furthermore, Hospitality Research will be responsible for integrating research with our Bachelor's and Master's programmes. The Centre began redesigning its research programme in 2015. The objective of this is to offer students an attractive and coherent programme that will help them passively consume and actively conduct applied research. At the same time, this means that there will be a greater focus on the usefulness and application of research results in the hospitality industry. This will require us to take actions at two levels:

1. Increasing awareness of the value of knowledge in the industry, in other words, research helps hospitality professionals make better corporate decisions and professionalise the industry.
2. Applying this awareness to practice by disseminating research results in an easy-to-access and easy-to-apply format.

Hotelschool The Hague will position itself as a knowledge centre for companies and hospitality professionals, which will be essential for attracting private funding for its research programmes.

2015 Hospitality Research Achievements

The importance and relevance of the applied research carried out by the Hospitality Research Centre can be measured in the number of the Centre's publications. The Hospitality Research Centre's activities resulted in approximately 31 publications in 2015: books, papers and articles in scientific journals, professional magazines, and popular science journals. The number of publications also increased in 2015 compared with 2014. See figure: 2.2. The complete list of the Centre's publications is provided in Appendix 5.

Figure 2.2 Research Publications

Line of research	Professional Publications	Scientific Journals	Total
Hospitality Personality Behavior	2	6	8
City Hospitality	4	2	6
Pricing and Revenue Management		3	3
Hospitality Futures	1	4	5
Other	4	5	9
Total	11	20	31

Subsidies

The final reports issued by RAAK-International ("Revenue Management in SME Hotels") and RAAK-MKB ("Lucrative Hospitality") [Gastvrijheid verdient] were both accepted by the funder (Nationaal Regieorgaan Praktijkgericht Onderzoek, a.k.a. SIA). In October 2014, the school applied for another subsidy with RAAK-MKB, for a study entitled "Guests Feel at Home" [Gasten voelen zich thuis]. The City Hospitality Research Group will receive another subsidy in 2016 for its activities for The Hague House of Hospitality and implement a strategy designed to acquire more projects in future.

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Outlets: Food & Beverage, Skotels



3.1 Outlets

Hotelschool The Hague has campuses in The Hague and Amsterdam. Both campuses serve as in house training facilities, which enables Hotelschool The Hague to offer high-quality practical training in the subjects of Rooms Division and Food & Beverage. To safeguard constant and continuing quality, Hotelschool The Hague works in accordance with set procedures. Hotelschool The Hague encompasses six fully functioning restaurants (three on each campus), as well as two fully functioning Skotels (41 hotel rooms as well as student accommodation). In addition, Hotelschool The Hague has a Banqueting department, which provides lunches and dinners, hosts meetings, offers cookery workshops and hosts receptions for internal and external guests.



AMSTERDAM

3.2 Food & Beverage

Le Début Restaurant

Fine-dining restaurant Le Début in Amsterdam was restyled in 2015 thanks to the efforts of the school's own instructors. The new furnishings give the place a warm atmosphere and a sustainable appearance. Interior designer Eric Gutter of Studio Gutter was asked to put a strong focus to sustainability. Since the restaurant reopened, it has paid additional attention to the concept of sustainability, as can be seen in the menu. The restaurant uses vegetables and herbs from its own garden, bakes its own bread, uses honey produced by its own bees, and works with locally sourced organic products. Now that the restaurant's interior has also been given a contemporary makeover, its ambiance will reflect Hotelschool The Hague's philosophy for the coming years.

Reservations

To better serve students working at the fine-dining restaurants on both campuses, Hotelschool The Hague has entered into a partnership with Couverts, a company that specialises in online reservations, and to which many exclusive restaurants and hotels are connected. In this way, students learn to work with a modern online reservation system in a range of practical situations.

3.3 Skotels

Student Accommodation

The Skotels in The Hague and Amsterdam provide student accommodation where first-year students live in "units" and shared rooms. Ideally, each Dutch student is paired with an international student.

Hotel Rooms

In addition, both Skotel The Hague and Amsterdam have hotel rooms that are offered to external guests. Skotel The Hague offers 21 hotel rooms, and Skotel Amsterdam has 20. The hotel rooms are furnished by several international chains. As with the restaurants, all duties (Front Desk and Housekeeping) are carried out by students, under the supervision of the Rooms Division instructors.

In 2015, the occupancy rate of the hotel rooms was similar to that in previous year's. Skotel The Hague's average occupancy rate was 51.18% (down from 51.56% in 2014), whereas Skotel Amsterdam rate was 64.17%, down more than one percent point from 2014 (65.8%). Revenue from Skotel Amsterdam hotel rooms rose by over 26% to €308,842, thanks to a targeted pricing strategy, while Skotel The Hague revenue was €197,246, down 3% from 2014. At Skotel The Hague, a few rooms were used to accommodate students while their student rooms were being renovated. As a result, these rooms were not available to external guests.



THE HAGUE

Figure 3.1 Hotel Revenue

Amsterdam	+26%
The Hague	-3%

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Students



4.1 Student Satisfaction



Figure 4.1 Ranking

- Top 5** Worldwide (TNS Global 2013)
- No. 1** Government-funded Hotel Management School in The Netherlands (HBO Keuzegids)

Hotelschool The Hague is proud of the fact that the Bachelor Programme has been recognised internally, externally and internationally. The 2015 National Student Survey (NSE) is an independent research in which all students studying in The Netherlands are asked questions about their programme. This research is carried out by Studiekeuze123 on behalf of the Dutch Government. Key findings include:

- Hotelschool The Hague students rated their general programme 4.24 out of 5, which is an improvement compared to the 2014 rating (4.20);
- Hotelschool The Hague students would recommend their programme to friends, family members and colleagues with a 4.57 rating, up from 4.51 in 2014 and 4.40 in 2013;
- Hotelschool The Hague students noted that they were more than satisfied with the way in which Hotelschool The Hague prepares them for their future careers (4.38).

Hotelschool The Hague's programmes are also highly rated by external parties. A study conducted by HBO Keuzegids showed that Hotelschool The Hague was voted the best government-funded Hotel Management School in The Netherlands for the second year running. Internationally, Hotelschool The Hague was nominated as a top-3 Hotel Management School at the Hospitality Awards last November.



Figure 4.2 Students

- 2,346** in 2015
- 2,186** in 2014

4.2 Student Population

On the reference date of 1 October 2015, Hotelschool The Hague had a total of 2,346 students. The school successfully achieved its student population growth target. Hotelschool The Hague has a maximum of first-year Bachelor students it accepts, this is because all first year students must reside in the Skotel. This limits the number of students to 520 per Academic Year.

2015-2016 Academic Year Intake

Students commence their studies at Hotelschool The Hague at two points in the year: either 1 September or 1 February. In September 2015, both campuses had nearly identical occupancy rates. In September 2015, 154 new students arrived at The Hague campus, while 155 new students arrived at the Amsterdam campus, a total of 309 students. In February 2016, 102 new students will start their studies at The Hague campus, while 104 new students will start at the Amsterdam Campus, with a total of 206 new students. The total intake for the 2015-2016 academic year for the four-year Bachelor's programme will be 515 students.

In addition to the regular intake, the programme also has an annual intake of IFT students who join the International Fast Track Programme. In September 2015, 25 new IFT students embarked on their studies at The Hague campus, with another 8 new IFT students starting in Amsterdam, a total of 33 IFT students. See figure: 4.2 and 4.3

Student Population, 1 October 2013	1,936
Enrolments	1,936
Intake February 2014	205
Degrees awarded between 1 October 2013 and 1 October 2014	-/- 259
Students who left without obtaining a degree	-/- 51
Students who were asked to leave after Year 1 because they had not obtained the requisite number of credits	-/- 31
September 2014 intake	368
Master's degree September 2014 intake	18
Student population, 1 October 2014	2,186
Enrolments	2,186
Intake February 2015	206
Bachelor's degrees awarded between 1 October 2014 and 1 October 2015	-/- 285
Master's degrees awarded between 1 October 2014 and 1 October 2015	-/- 15
Students who left without obtaining a degree in 2014-2015 academic year	-/- 67
Students who were asked to leave after Year 1 because they had not obtained the requisite number of credits in 2014-2015 academic year	-/- 38
September 2015 intake	342
Master's degree September 2015 intake	17
Student Population, 1 October 2015	2,346

Figure 4.3 Student population

Average time it took to complete a degree		
Academic year	Regular	IFT
2014-2015	4.88	2.57
2013-2014	4.74	2.59
2012-2013	4.61	2.27
2011-2012	4.79	2.13
2010-2011	5.26	2.37
2009-2010	5.11	2.40
2008-2009	4.86	1.97

Figure 4.4 The average study duration (in years) of a Hotelschool student



Figure 4.5 Number of graduated students

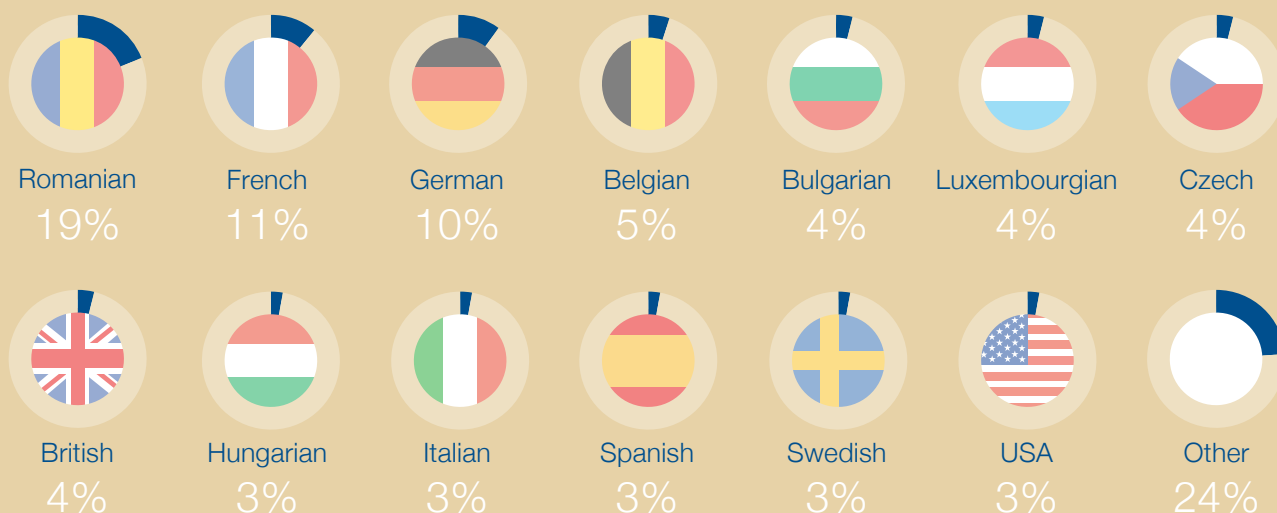
291 in 2014-2015

259 in 2013-2014

In addition to the Bachelor's programme, Hotelschool The Hague also offers a Master's programme. In September 2015, 17 new Master's students started their Master's programmes at the Amsterdam campus.

A total of 291 students graduated in the 2014-2015 academic year, up from 259 graduates in the 2013-2014 academic year. From 2011-2012 onwards, the average amount of time it takes students to complete a degree has remained steady. Hotelschool The Hague will continue to take measures in 2016 which are, designed to ensure that students complete their degrees a reasonable amount of time.

Figure 4.6 First-year non-Dutch bachelor students, who started on 1 September 2015



Hotelschool The Hague prepares its students for international careers in the hospitality industry by stimulating the intake of an international student population. In the current situation, 28% of the total student population is of non-Dutch descent. At present, we have students representing 55 different nationalities (judged by their primary nationality in cases where students hold multiple citizenship). Most of Hotelschool The Hague's international students are from EU member states. Approximately 8.6% of the international students are from non-EU countries. Hotelschool The Hague seeks to achieve a 50/50 ratio of Dutch students to international students.

43.26% of new students (Bachelor, IFT programme and Master) from Hotelschool The Hague's September 2015 intake, hailed from outside The Netherlands (most of them being from other EU member states), up 8.26% from last year. Despite the fact that the percentage of international students has not yet reached the target percentage of 50%

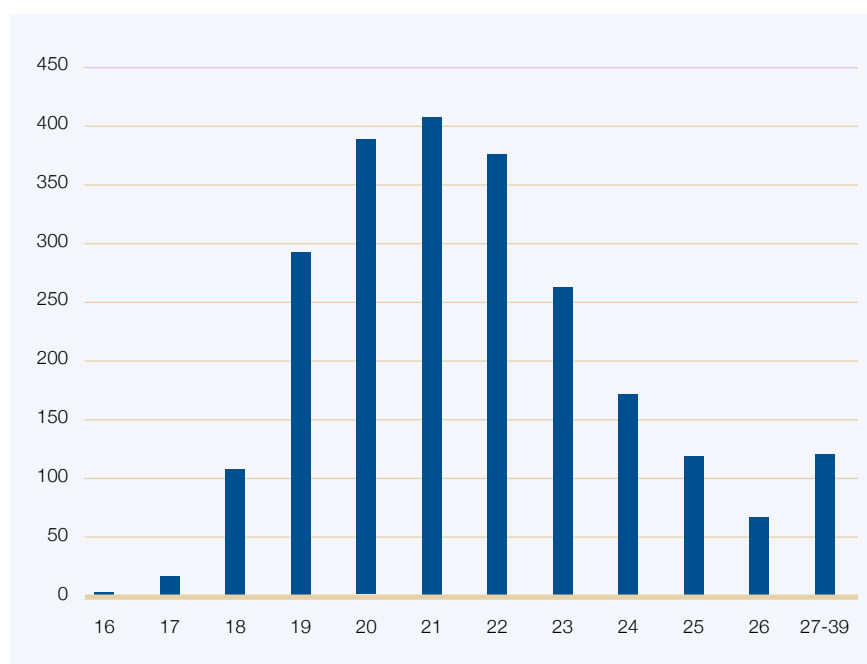


Figure 4.7 Chart showing the range of ages of Hotelschool The Hague full-time Bachelor students on 1 October 2015.



Departures
Vertrek 3



of all students enrolled, the absolute number of international students rose in 2015 due to an increase in the total number of students. In comparison to last year, the school had a considerable increase in Romanians, this is due to the increased number of selection days in Romania.

4.3 Recruitment

The quality of Hotelschool The Hague's programmes is partially determined by the quality of its students. The objective and responsibilities of The Hotelschool The Hague Recruitment department is to attract the most suitable prospective students. The main activities used by the department to approach aspiring students are: attending education fairs, schools and hotels, giving presentations in The Netherlands and abroad. In addition, the recruiters visited more than one hundred schools, where they gave presentations and met with career advisors. The recruiters regularly enlist Hotelschool The Hague students or alumni to assist with recruitment purposes.

By 1 May 2015, the Admissions department had received 1,570 complete applications, which constitutes almost a 10% increase over the previous academic year (1,426). Meanwhile, the number of international applications rose by 25%. Thirty percent of these prospective students held non-Dutch primary citizenship, of which 12% were from non-EU countries.

4.4 Selection

Hotelschool The Hague holds a unique position in higher education. Accreditation organisation NVAO has awarded the school two distinctive features: 1. Internationalisation and 2. Small Scale and Intensive Education. It is because of the latter distinctive feature that Hotelschool The Hague is allowed to have a selection procedure for its prospective Bachelor's students and to charge higher tuition fees.

In 2015, the school organised ten selection days in The Netherlands, as well as eleven selection days abroad. A maximum of 144 places are available for each selection day organised in The Netherlands. In 2015, 673 prospective students underwent the selection procedure in The Hague, with another 624 prospective students in Amsterdam, including both Dutch and international students. In addition to the Dutch-based selection days, 180 prospective students underwent the procedure in selection days hosted abroad.

4.5 Student Counselling

Students are encountering increasingly diverse and complex issues that disrupt their study progress. Students who find themselves in difficulty may turn to the school's student counsellors for help. The student counsellors will support, advise and inform students, mediate on their behalf, and refer them to additional support if necessary. The student counsellors were appointed to give students some much-needed personal attention and to form an important link in the organisation. Hotelschool The Hague currently employs two student counsellors – one at the Amsterdam campus and the other at The Hague campus (0.6 FTE per campus). In 2015, students saw these student counsellors for six types of questions and problems. See figure: 4.8

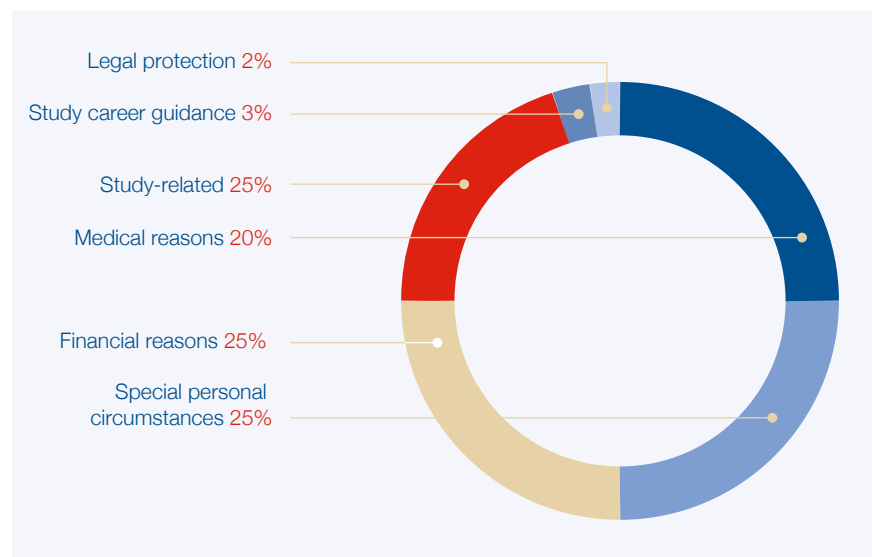


Figure 4.8 Reasons for student counselling

The student counsellors' other duties include the following:

- Regular meetings with the Study Progress Coordinator, confidential advisers, tutors, Timetable and Student Affairs officials, and student members of the student council;
- Maintaining contact with colleagues at other Universities of Applied Sciences;
- Keeping up to date with professional literature in the field of medical conditions and human behaviour;
- Keeping up to date with professional literature in the field of legislation and regulations;
- Maintaining contact with students' parents;
- Holding a seat on the Financial Support Fund Committee ("Profilings" fonds);
- Maintaining contact with the Secretary of the Board of Appeal.

4.6 Financial Support Fund

The Financial Support Fund is a provision students can appeal to when they have a delay in studies due to special circumstances. The Financial Support Fund committee uses the students' applications to determine whether they are eligible for financial support. In 2015 the Committee awarded a total of more than € 39,000 to adversely affected students.

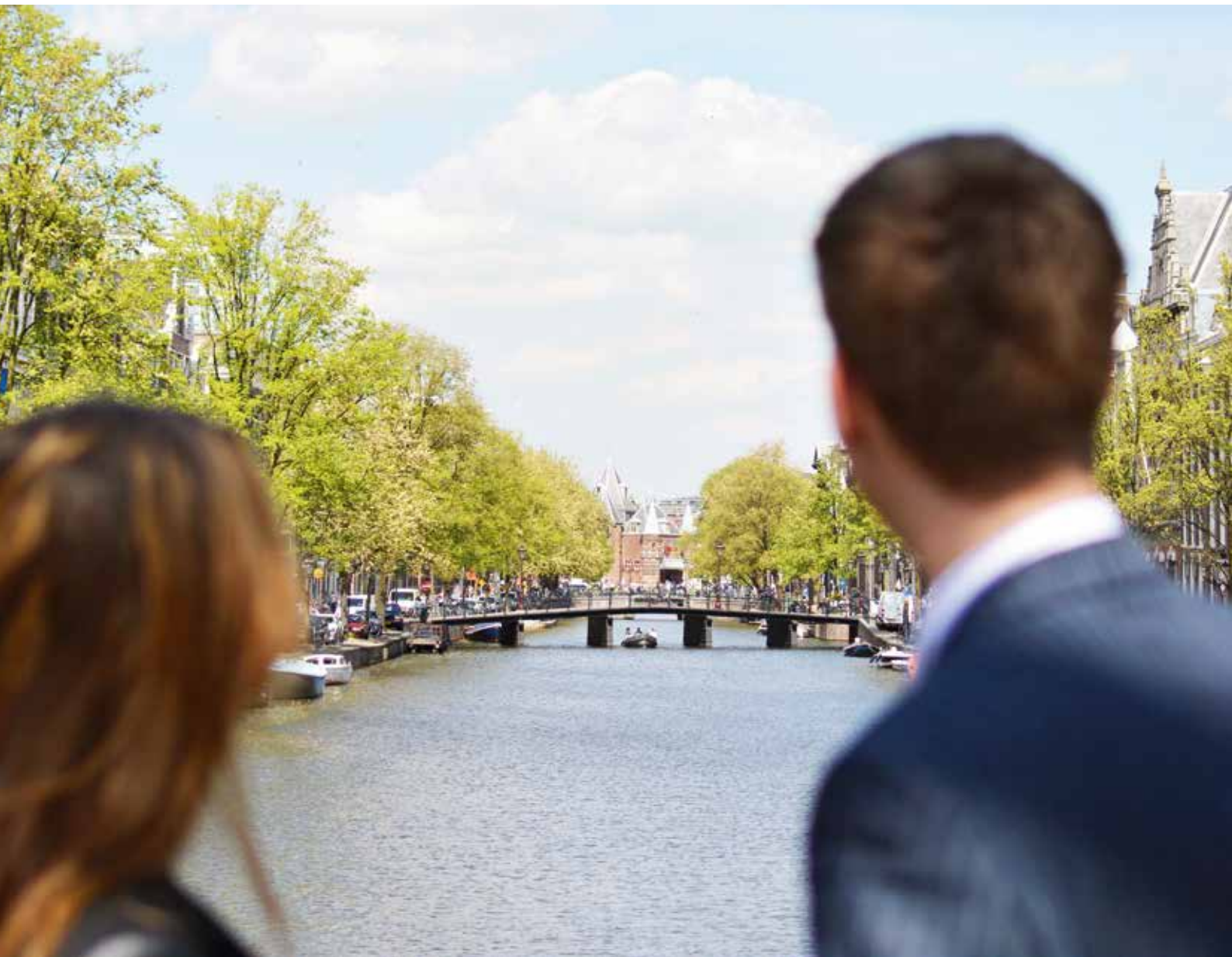
Financial Support Fund 2015	Number of applications	Total amount issued
Financial Support Fund (special circumstances such as illness, pregnancy, special family circumstances)	23	€ 36,783
Professional Sports Fund	0	€ 0
Student Association Fund	6	€ 3,000
Total	29	€ 39,783

Figure 4.9 Financial Support Fund 2015

4.7 Legal Protection

Confidential Advisers

Two confidential advisers are available on each campus, one for students and one for employees. Any employee or student who experiences undesirable conduct in his or her work or studies may turn to the confidential adviser on his or her campus and file a complaint, preferably through the confidential adviser. The advisers' main task last year was to provide advice and help people find solutions to adverse events. In 2015, four employees and fifteen students contacted a confidential adviser. For further consultation, and in order to make our confidential advisers more professional, Hotelschool The Hague contacted the WerkenmetWAAR agency in 2015. See figure: 4.10



Number of times confidential advisers were contacted in 2015

Complaint	Employees	3
	Student	4
Report of undesirable conduct	Employees	1
	Student	1
Consultation or request for advice	Employees	4
	Student	4
Support	Employees	4
	Student	6

Figure 4.10 Confidential advisers

Legal Protection Office

Providing students with greater legal protection was one of the key aspects of the Higher Education and Scientific Research Act, which was amended in 2010. This has resulted in relevant procedures being improved and an “accessible facility” being established, i.e., the Legal Protection Unit. The Legal Protection Unit supports enforcement of the procedures with the Board of Appeal for Examinations, the Arbitration Board, and the processing of complaints, and also serves as a PO Box for complaints submitted to the Undesirable Conduct Complaints Committee. Students can turn to this unit for any complaints and objections they may have. In processing the complaints, the unit will first refer students back to the employee involved in order to try and resolve the matter through friendly discussion. If a formal complaint or objection is filed, or if a serious dispute arises, the Legal Protection Office will forward the complaint, objection or appeal to the appropriate channel for further processing, and will ensure that it is attended in a timely manner.

Reporting (Whistle-blower Arrangement)

Both Hotelschool The Hague students and employees can use this arrangement. We did not receive any complaints or reports on the basis of the Reporting Wrong doings Arrangement in 2015.

Board of Appeal for Exams

Eleven appeals were filed with Hotelschool The Hague’s Board of Appeal for Exams in 2015. The Board convened three times to discuss these. In accordance with legislation, no members of the school’s management team are on the Board of Appeal. Of all the appeals filed, two were disallowed and two were upheld. One appeal was declared inadmissible, while six appeals were withdrawn before the Board’s meeting as Hotelschool The Hague was able to settle matters amicably with the students involved. The Chair of the Board did not receive any requests to make any pre-legal arrangements. Among other things, students appealed for the following matters:

- The issue of a requirement to discontinue the programme;
- Sanctions had been imposed due to fraud;
- Declaring an assessment result invalid due to committing fraud;
- Rejection of the request for an exemption for practical placements.

Hotelschool The Hague’s Objection Committee

One objection was lodged with Hotelschool The Hague’s Objection Committee in 2015. The objective was withdrawn before the session was due to take place, as the school was able to settle matters amicably with the student involved. The objection concerned Hotelschool The Hague’s decision to disenroll a student due to his or her failure to pay tuition fees. Pursuant to legislation, the board is entirely made up of lecturers and students, as well as an external Chair and an independent secretary.

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Employees

(Social Annual Report)





Figure 5.1 Employees

203 in 2015

193 in 2014

High-quality educators and highly motivated and engaged employees form the basis for good education and research and for a properly functioning school. Hotelschool The Hague seeks to provide its employees with the opportunity to develop their personal and professional skills to provide employees and students alike with an enjoyable and inspiring work environment. In 2015, the activities of the Human Resources department focused on the recruitment and selection process, job descriptions and job evaluation projects more professional, as well ensuring that new legislation – including the Dutch Care and Security Act – was implemented correctly.

In September, the Human Resources department hired a new HR manager. Duties and responsibilities within the HR department were reassigned. This chapter outlines certain characteristics of the employees, as employed on 31 December 2015. When the Participation Act came into effect on 1 January 2015, Hotelschool The Hague committed to creating eight “participation positions” by 2024. In 2015, the school identified the departments in which these participation positions could be created. In addition, Hotelschool The Hague discussed the nature of the jobs, and potential candidates for the jobs, with UWW’s employers’ service agency. No job vacancies were filled in 2015 as a result of these discussions.

5.1 Employee Composition

The number of employees rose from 193 in 2014 to 203 in 2015. Hotelschool The Hague’s total capacity in FTE also rose, from 167.73 FTE at year-end 2014 to 179.54 FTE at year-end 2015. The rise was partially caused by current employees being granted more hours (increased FTE). The Employee composition is well-balanced across genders, age, and full-time and part-time employees.

	Full-time positions				Part-time positions				Total	
	Male		Female		Male		Female			
	Persons	FTE	Persons	FTE	Persons	FTE	Persons	FTE	Persons	FTE
Support staff	19	19.0	25	25.00	9	6.49	27	19.27	80	69.76
Teaching staff	56	56.0	26	26.00	14	9.45	27	18.33	123	109.78
Total	75	75.0	51	51.00	23	15.94	54	37.60	203	179.54

Figure 5.2 Hotelschool The Hague employees in 2015, by category: full time/part time, male/female, teaching staff/support staff

In 2015, Hotelschool the Hague obtained a score of 1.58, which satisfied the requirements of Hotelschool The Hague performance agreements with the Ministry of Education, Culture and Science, i.e. a minimum of 1.54. The 1.58 score equals 61.2% teaching staff versus 38.8% support staff. See figure: 5.2 and 5.3

Age category	Support staff		Teaching staff		Total	Percentage
	Male	Female	Male	Female		
25 and under	0	2	0	0	2	0.99%
26 to 35 (inclusive)	3	14	3	11	31	15.27%
36 to 45 (inclusive)	8	15	23	20	66	32.51%
46 to 55 (inclusive)	10	11	28	17	66	32.51%
56 and over	7	10	16	5	38	18.72%
Total	28	52	70	53	203	100.00%

Figure 5.3 – Employees by age category

	Male	Female	Total
Support staff	49.21	43.85	45.73
Teaching staff	49.63	43.71	47.06
Total	49.51	43.78	46.55

Figure 5.4 Average age of employees

The average age of employees rose slightly in 2015, from 46.3 in 2014 to 46.6 in 2015.

		Number of persons	FTE
Male	Temporary contract	17	16.00
	Permanent contract	81	74.94
Female	Temporary contract	17	14.75
	Permanent contract	88	73.85
Total		203	179.54

Figure 5.5 Number of employees and FTEs by contract type in 2015

In all, 34 employees were on temporary employment contracts at year-end 2015, i.e., 17% of the total number of employees. Hotelschool The Hague did not employ any employees on min-max contracts, zero-hour contracts, or on-call contracts in 2015. 59 employees (freelance workers or people working through employment agencies) were offered flexible-hours contracts with a fixed term. Two employees received top talent recognition bonuses in 2015.

Pay scale level	Support staff			Teaching staff			Total	
	Male	Female	Total	Male	Female	Total	Persons	FTE
No pay scale	0	1	1.00	0	0	0.00	1	1.00
Levels 1-4	3	0	2.99	0	0	0.00	3	2.99
Levels 5-9	16	38	47.07	22	16	35.75	92	82.82
Levels 10-12	3	9	10.10	45	33	67.03	90	77.13
Level 13 or up	6	4	8.60	3	4	7.00	17	15.60
Total	28	52	69.76	70	53	109.78	203	179.54

Figure 5.6 Numbers of employees and FTEs by pay scale level in 2015

5.2 Employee Turnover and Promotion

In 2015, 31 new employees (13 teaching staff and 18 support staff) were hired by Hotelschool The Hague, while 17 employees (4 teaching staff and 13 support staff) left the organisation. This means that the staff turnover rate was 8%, up 6% from 2014. In addition, 16 employees were given another position within the organisation in 2015, in some cases an interim position.

5.3 Employee Level of Education

The Netherlands Association of Universities of Applied Sciences green paper listed the following target percentages for the highest level of education to have been received by lecturers: 80.6% of lecturers to be educated to university level, 10% of whom must hold doctorates, with the remaining 20% of lecturers to be educated to University of Applied Sciences level. Since 2009, Hotelschool The Hague has continually satisfied these requirements.



Figure 5.7 Knowledge/Academia

82.67% of Hotelschool The Hague's lecturers were educated to University level.

At year-end 2015, 82.67% of Hotelschool The Hague's lecturers were educated to University level. This high average level of education was achieved through lecturers obtaining Master's degrees and PhDs after having been hired, but also through the school's hiring policies. 18.67% of Hotelschool The Hague's lecturers hold doctorates, whereas 17.33% of lecturers were educated to University of Applied Sciences level. The lecturers' level of education is one aspect of the performance agreements Hotelschool The Hague has entered into with the Ministry of Education, Culture and Science, which stated the ambition to ensure that at least 81% of lecturers held University degrees in 2015. The twelve-month average for 2015 was 82.30%.

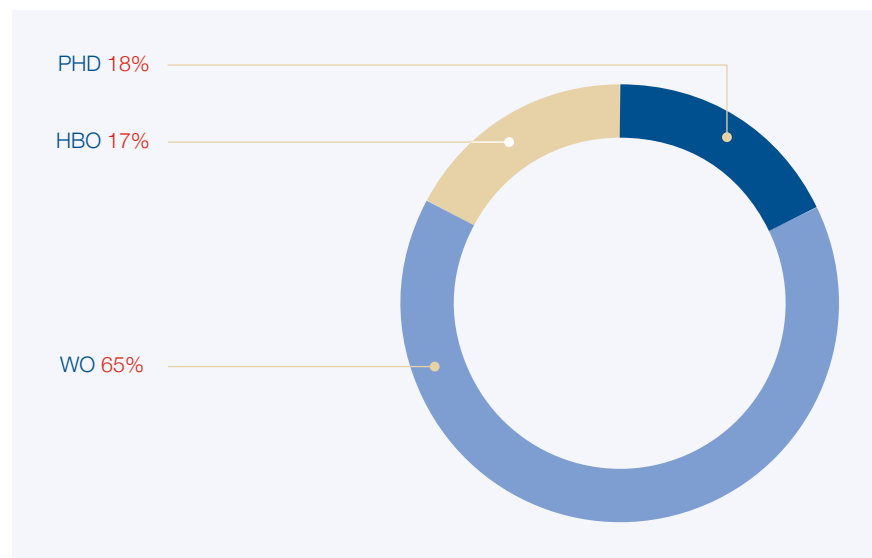


Figure 5.8 Lecturers' level of education at year-end 2015

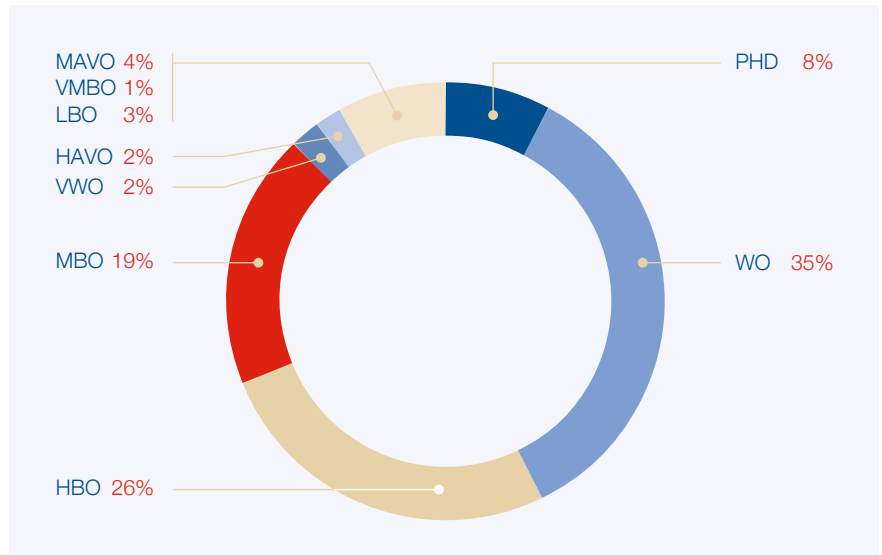


Figure 5.9 Combined teaching and support staff level of education at year-end 2015



Figure 5.10 Sickness Absence

Absenteeism **-1,7%**

5.4 Sickness Absence

The sickness absence rate over 2015 was 2.5%, which constitutes a marked decrease from 2014 (4.2%). On average, employees called in sick 0.82 times in 2015, down slightly from the 2014 rate (0.86). On average, sickness absence lasted 20.1 days in 2015.

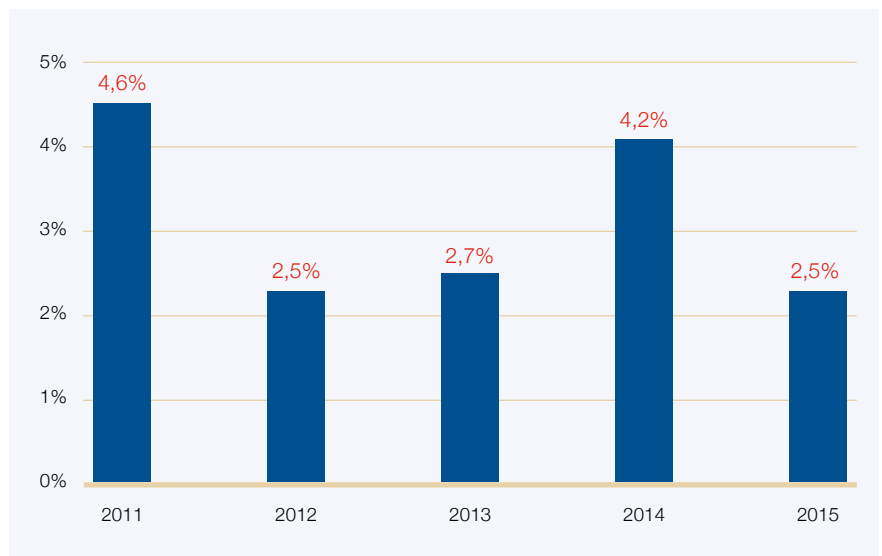


Figure 5.11 Hotelschool The Hague's sickness absence rates over the last five years

The percentage of employees claiming benefits under the Work and Income Commensurate with Capacity for Work Act remained at 0% in the period between 2002-2015. In other words, none of the employees have had to apply for benefits under the Work and Income (Capacity for Work) Act or Back to Work Scheme in the last few years. The differentiated Back to Work insurance contributions for the year 2015 amounted to the minimum percentage of 0.33%. In 2015, once more, Hotelschool The Hague made a very serious effort to create good working conditions within the organisation. For instance, in 2015, the full amount of Livvit's company-specific labour-related care budget was spent on interventions such as coaching and taxis hired to take employees who were partially incapacitated to work, to the workplace. In addition, 68 of the employees (33% of the total number of employees) underwent a voluntary health check.



Since 1 August 2015, a number of employees have been able to use Sustainable Employability hours, in accordance with the collective labour agreement. The Sustainable Employability arrangement was approved by the school's Representative Advisory Council and the trade unions at the end of 2015. It will be further implemented in early 2016. For instance, managers will be asked to discuss with their employees the possibility of using the Sustainable Employability hours for one of the designated purposes. Based on a quick survey of lecturers, over half (55%) have chosen not to use the hours for the time being, but rather to save them up for later. The other designated purposes are mainly in the field of restoring the life/work balance (25%).

5.5 Employee Arrangements

In 2015, a total of 18 employees used the Teachers' Retirement-Age scheme, and four employees requested and obtained parental leave. Hotelschool The Hague employed seven members of staff aged 65 or older in 2015.

As an education institution, Hotelschool The Hague cannot take out unemployment insurance for its employees, which means that the costs of extra-legal unemployment benefits paid to former employees who are entitled to such benefits must always be borne by the school. Since these rules apply to the school, it must offer its former employees the opportunity to resume work in their changed conditions. The former employee must commit to making a serious effort to apply for jobs in order to remain eligible for the unemployment benefits paid by the school. In order to supervise former employees, the school, through Zestor, has entered into an arrangement with Margolin, an external, professional organisation that provides former employees with intensive and personal guidance to help them find new jobs. Margolin regularly informs the HR department of the efforts the

school's former employees are making to find new jobs. In 2015, Margolin supervised four former Hotelschool The Hague employees, two of whom found new employment in 2015. As of 31 December 2015, two former employees were receiving Margolin guidance while receiving extra-legal unemployment benefits from the school.

5.6 Workplace Diversity Policy

In 2015, nearly 16% of the employees held non-Dutch citizenship. This figure was even higher (26%) among the lecturers and instructors. Hotelschool The Hague employs staff from 17 countries. Since one of Hotelschool The Hague's strategic ambitions is to achieve a 35% international employee rate by 2018, an international background is now a major criteria when Hotelschool The Hague hires new employees. Hotelschool The Hague has 105 female employees, versus 98 male employees, which makes the staff gender-balanced.

5.7 Education and Training Courses

A number of departments have jointly, and many employees have individually, taken training courses at external organisations. Twice a year, Hotelschool The Hague's employees are granted the opportunity to enrol in studies as part of their Personal Development Plan. In addition, an Introduction Day was organised in 2015 for newly hired employees. The University of Amsterdam and Amsterdam University of Applied Sciences taught a course on didactic skills to 29 employees. Furthermore, new lecturers and in-



structors were offered the opportunity to take the internal Didactics training course, which covers Hotelschool The Hague's learning concept and methods designed to achieve the school's core objectives. In all, a total of €331,280 (i.e. 3.45% of the school's gross wage bill, being €9,592,090) was spent on training courses in 2015.

Employees obtaining Master's degrees and PhDs

In 2015, Hotelschool The Hague enabled two employees to work on their doctorate. In addition, four employees were enabled to follow a Master's degree, while one employee was facilitated with a degree from a University of Applied Sciences. Several lecturers were appointed with research fellowships, thus allowing them to carry out research one day a week within the Hospitality Research Centre.

Teachers' Bursary

In 2015, five employees received a Teacher's Bursary for the 2015-2016 academic year. The school received replacement fees, allowing it to temporarily replace the teachers concerned.

5.8 School-Imposed Terms of Employment Expenditure

In consultation with the relevant employers' organisations, Hotelschool The Hague presented the following budget and school-imposed terms of employment expenditure account over 2015. Hotelschool The Hague spent a little less than the reference amount of 1.41% (€135,000) of its gross wage bill for 2015 (€9,592,090), on implementing school-imposed terms of employment.

School-imposed terms of employment	Description	Realisation in 2015 (in Euros)	Budget for 2016 (in Euros)
1 Child care	Additional contribution due to the legally required child care arrangement (estimated)	38,000 (0.5% of 7,612,242)	38,000 (0.5% of 7,612,242)
2a Additional travelling expenses	Additional arrangements with regard to the costs of commuting from home to work (no capping and public transport chip cards)	19,000	19,000
2b Additional travelling expenses	Costs of expats' trips home	13,000	15,000
3 Teleworking	Use of company-supplied mobile phones	27,600 p.a. (38 mobile phones x 60)	28,000
4 Collective disability insurance	Employer's contribution to cover against the risk of complete incapacity for work	-	9,500 (50% of 19,000)
5 Parental leave	Parents will continue to accrue pension entitlements in full	4,000	4,000
6 Supplementary health policy arrangements	Coaching and services provided by psychologists and social workers	25,000 (mainly coaching)	25,000 (mainly coaching)
Total school-specific terms of employment expenditure (expressed as a percentage of the school's gross wage bill)		126,600 (1.32%)	138,500 (1.45%)
Underspending over 2015		8,633	8,633

Figure 5.12 Realisation of the 2015 school-specific terms of employment

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Industry and Alumni



6.1 The Hospitality Industry

To further prepare Hotelschool The Hague for the long-term future, Hotelschool The Hague initiated a number of market research projects at the end of 2015. As part of this process, Hotelschool The Hague interviewed several parties from the hospitality industry in order to gain better insights into the developments and challenges in industry, and into what industry expects of future talent. In 2016, Hotelschool The Hague will use the study results to draw up a field-of-action policy and to guide the future curriculum.



Hospitality Innovation Summit

In 2015, Hotelschool The Hague organised again the annual Hospitality Innovation Summit, bringing together excellent students and the hospitality industry. Seven CEOs and teams from twelve international Hotel Management Schools attended the summit.

Partners in Hospitality

Hotelschool The Hague has a close co-operation with industry. Hotelschool The Hague would like to take this opportunity to express its great appreciation for the contributions to its curriculum made by the hospitality industry and industries where hospitality makes a difference, in the form of guest lessons/lectures, business cases, and research cases.



Hotel Schools of Distinction

Hotelschool The Hague is a co-founder of Hotel Schools of Distinction, which has ten member organisations. In 2015, the parties making up Hotel Schools of Distinction improved their mutual relationships and exchanged knowledge on best practices regarding the school's curriculum and research programmes.



6.2 Alumni



Figure 6.1

23 Alumni Chapters



Hotelschool The Hague greatly values its lively and international alumni network. Its alumni are internationally minded and can be found all over the world. They hold senior management positions in the hotel management and hospitality industry and industries where hospitality makes a difference. The alumni of Hotelschool The Hague work in Management Operations, Sales, Marketing or Human Resources, or are entrepreneurs. Key Hotelschool The Hague alumni employers in the hospitality industry include: Hilton Worldwide, Starwood Hotels and Resorts Worldwide, Marriott International, Accor, and NH Hotels. Furthermore, Hotelschool The Hague alumni work at international banks such as ABN AMRO and ING, with major parties in the travel industry such as KLM and Booking.com, and with multinational corporations such as Heineken, Shell and Nike.

Twenty-three global alumni chapters in 2015

To strengthen the relationship with widely dispersed alumni, Hotelschool The Hague established alumni chapters in several major cities across the world. The alumni chapters were established to connect alumni, offer them the opportunity to build networks, and exchange knowledge and best practices (among each other and with Hotelschool The Hague), help students with work placements, and keep the international Hotelschool The Hague community alive. In 2013, the first alumni chapter was established in London, followed by chapters in Bangkok, Barcelona, Beijing, Berlin, Brussels, Curaçao, Dubai, Dublin, Hong Kong, Frankfurt, Miami, Munich, New York, Oslo, Rotterdam, Sao Paolo, Shanghai, Singapore, Stockholm, Washington, Vienna and Zurich.



Industry Exchange/Career Fairs

In addition to the Alumni Chapters, Hotelschool The Hague maintains contact with its highly valued alumni through a number of events. Every year Hotelschool The Hague hosts an alumni reunion; this year it was held at the Amsterdam campus on 12 November, 2015. In addition, Hotelschool The Hague hosted several Industry Exchange events, with the aim to intensify the relationship between Hotelschool The Hague and hospitality industry representatives. At the Industry Exchange events, the latest trends and developments in the hospitality industry are discussed as well as opportunities for greater co-operation within the curricula and research projects. No lessons are scheduled on days when Industry Exchange events and career fairs take place, thus allowing students and employees to attend these special events.

Figure 6.2 Alumni Chapter Map





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Internal and External Services



7.1 Marketing and Communication

In 2015, Marketing and Communication activities focussed on positioning, branding and marketing communication, to support the international ambitions of Hotelschool The Hague.

Online Marketing and Public Relations

Key to attracting the best international students was extensive online marketing and public relations. This included an upgrade of the website, the introduction of a mobile website, a blog, new online campaigns and the further development of social media channels. In addition, Hotelschool The Hague obtained publicity/public relations to the value of €1,170,000.

Branding

In 2015, the department introduced new identity manuals which contains branding and communication guidelines to improve the professional reputation across all divisions. In addition, new recruitment and sales materials were developed, including templates, brochures and fair materials for these same divisions.

Awards

Each November, the Hospitality School Awards ceremony takes place at the InterContinental Hotel Le Grand in Paris. In November 2015, Hotelschool The Hague was one of nine nominees in the Best Hospitality Management School category. Hotelschool The Hague was proud to be a finalist, making the final three.

Internal Communication

In early 2015, Hotelschool The Hague introduced an official Hotelschool The Hague Intranet. The intranet is open for all employees and students, it is the intention this is the primary means of internal communication. See Appendix 7 for more detailed information.

7.2 Facilities

Facility & Maintenance

The Facility & Maintenance department provides general and technical support services to employees, and maintains the buildings and support facilities. In 2015, revised plans and 3D animations were made of all the buildings, with an eye to long-term maintenance planning and work. The organisation (in association with the Procurement department) seeks to make things less complicated by combining maintenance contracts for both venues in one single framework agreement. In 2015, Hotelschool The Hague embarked on the renovation of Skotel The Hague (student accommodation), which will be completed in 2016.

ICT

The ICT Services department is responsible for providing the school with a technical infrastructure that is sufficiently flexible and easy to use to meet our users' requirements, which are changing rapidly. Hotelschool The Hague uses the motto: "Follow the user; wherever possible, the user decides what has to be done." Between December 2013 and January 2015, Hotelschool The Hague fundamentally overhauled the school's technical infrastructure. Hotelschool The Hague now has a future-proof IT infrastructure. Generally speaking, the new ICT facilities are practical, presentable, and of a high standard; they fit in well with the school's image and identity. The key concepts are efficiency, quality and reputation.

The next step is to improve how the ICT department can best support education and the process of continual innovation, through structurally embedding it in the regular organisation and planning cycle.

Procurement and Tendering

It is vital that Hotelschool The Hague's Procuring and Tendering department, which also manages suppliers and contracts, does its work properly and accurately, since substantial sums of money and risks are involved in these procedures, which may have a significant impact on the school's ability to attain its policy targets. Collaboration, professionalism, a customer-oriented attitude, reliability and cost-awareness are essential for successful purchasing and tendering.

Media Centre

Hotelschool The Hague's Media Centre (located at both the Amsterdam and The Hague campuses) is a modern, inspiring and welcoming knowledge and information centre with an international outlook. Its motto is "Hospitable in information". The Media Centre's core tasks are to ensure relevant information that may benefit education and research is available and accessible, helping students and employees become more skilled and critical at finding, processing and sharing information.



SMART



SUSTAINABLE



HOSPITALITY

7.3 Corporate Social Responsibility

Corporate Social Responsibility

Corporate social responsibility has been high on Hotelschool The Hague's agenda since 2010. A great many individual initiatives contributed to the drawing-up of the *Smart Sustainable Hospitality* vision document, which was approved in December 2014. *Smart Sustainable Hospitality* constitutes an integrated approach to the field of sustainability and corporate social responsibility, where technological innovations may result in significant reductions in energy consumption, as well as in increases in human and social capital.

Sustainable procurement

The Netherlands Association of Universities of Applied Sciences signed a covenant with the Ministry of Infrastructure and the Environment in which it is committed to striving for a 50% sustainable procurement rate. Among other things, Hotelschool The Hague procures gas and electricity in association with other Universities of Applied Sciences. In addition, Hotelschool The Hague joined the Universities of Applied Sciences Purchasing Platform in 2015. The platform comprises 25 Universities of Applied Sciences that not only exchange knowledge, but also arrange purchases collectively, and focus on issues like sustainability and contract management.

Food & Beverage Green Manifesto

All Food & Beverage departments are subject to Hotelschool The Hague's Green Manifesto, a document that outlines the school's vision on sustainability in F&B, its collaboration with suppliers, and the latest F&B developments. The Green Manifesto is used to make first-year students aware of sustainability during their introduction period, prior to their receiving any practical training, and to prepare students for the way in which this theme applies to the various Food & Beverage departments. In addition, the Green Manifesto is used in the communications and negotiations with suppliers. The document outlines the quality standards that suppliers and prospective suppliers must meet in order to be able to supply products to Hotelschool The Hague.



7.4 Hospitality Consultancy

In 2015, the Consultancy and Training division was rebranded as Hospitality Consultancy. Hospitality Consultancy provides three types of courses: life-long blended learning, hospitality training for all parts of the service industry, and Curriculum Consultancy. See Chapter 8 for the organisational structure. In addition, the department focused on further development and co-operation with commercial organisations to develop new and innovative training programmes to meet the ever changing demands of the industry.

In terms of blended learning, Hospitality Consultancy entered into a partnership with Lobster Ink. This has resulted in Hospitality Consultancy now being able to offer a wide range of training courses, featuring video-supported training content. These courses cover a full range of hotel-related disciplines over various levels.

The department's collaboration with the Institute of Protocol resulted in the development of a Strategic Relationship Management course. This course was offered to students as a minor (15 EC) in the first semester of 2015 and was then offered commercially to external parties in February.

Hospitality Consultancy also engages in Curriculum Consultancy. In this role the Hospitality Consultancy team advises hospitality schools on how to develop their curriculum.

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Governance



8.1 Organisation

Hotelschool The Hague is an institution for higher education and applied research within the context of the Higher Education and Scientific Research Act. Its legal form is a foundation, having its offices in The Hague. Stichting Hotelschool Den Haag is registered with the Chamber of Commerce under registration number 41150185. The Board of Directors serves as the board of both the foundation and the institution. In addition, Hotelschool The Hague is the sole shareholder of the Hotelschool The Hague Leadership Development holding company, which arranges private commercial educational activities. By channeling the private flows of money via the three private limited companies, Hotelschool The Hague ensures a strict separation between the private and public flows of money. The Hotelschool The Hague Leadership Development holding company's three private limited companies are the following:

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

Any costs incurred by Hotelschool The Hague on account of its private activities are charged in full. Hotelschool The Hague has set out its policy with regard to its private activities (among other things) in its Treasury Statute. Appendix 1 outlines the legal structure of Hotelschool The Hague.

Organisational Structure

The Board of Directors, in its capacity as the competent authority governing Hotelschool The Hague, is responsible for managing the University of Applied Sciences, achieving the organisation's objectives, and managing its strategy, finances and policies. Since 1 November 2013, the Board of Directors has consisted of one person: Ms. Susanne Stolte. The Board of Trustees ensures that the Board of Directors carries out its task properly and supervises the general state of affairs of Hotelschool The Hague. In addition, the Board of Trustees provides the Board of Directors with advice. Towards the end of 2015, it was decided that the Board of Directors should expand; this will be executed in early 2016.

Hotelschool Governance

Hotelschool The Hague endorses to the importance of a proper corporate structure, including integrity and transparency of the board, proper supervision of the corporate structure, and accountability on the part of the supervisors. The Universities of Applied Sciences Good Governance Code (hereinafter referred to as the "Governance Code") has provided Hotelschool The Hague with a guideline on how to structure the Foundation. The provisions of the Governance Code are applied where possible and relevant, and Hotelschool The Hague subscribes to the Code's general principles. If, for any reason, Hotelschool The Hague chooses not to apply the Code to any particular aspect of governance, this is reported in the Annual Report. Hotelschool The Hague has invoked the right to temporarily keep things as they were during the period of transition before the Governance Code came into effect when it reappointed the Chair of the Board of Trustees. The school intends to post its various sets of rules and regulations on its website. In 2015, the drawing of a Board of Trustees Supervisory Framework, a guide on "horizontal dialogue" and a strategic collaboration document.

Horizontal Accountability

In its capacity as a University of Applied Sciences, Hotelschool The Hague is required to account for the way in which it uses public means to the Board of Trustees and the Ministry of Education, Culture and Science, among other parties. Other stakeholders include employees, students and the hospitality industry.

In 2015, the Board of Directors had four formal meetings with the Representative Advisory Council, which comprises of both employees and students. To prepare for these meetings, the Chair of the Board of Directors has a preliminary consultation with the Chair, Secretary and a Member of the Representative Advisory Council. The composition of the Council and the Council's 2015 Annual Report are presented in Appendix 4.

In 2015, as in previous years, the Chair of the Board of Directors hosted monthly lunches with students and employees (a total of 23 lunches). Six students (two from each stage of the Bachelor Programme) or six employees could either apply to attend a lunch or were randomly approached for a chance to exchange experiences with the Board. These lunch conversations provide the management with valuable information.

The Chair of the Board of Directors as well as many employees attend the various meetings the hospitality industry organises each year, such as HotelloTop, ITB, MIF, EUHOFA, ICHRIE and EuroCHRIE events. Hotelschool The Hague hosts Industry Exchange events four times a year, as well as an annual career fair for students. No lessons are scheduled on those occasions, allowing both lecturers and students to attend the events, which proves highly valuable for the exchange knowledge and experiences as well as building networks. Hotelschool The Hague also has an Industry Board.

8.2 Board of Trustees Report

1. Review of 2015

Organisational structure: Board of Directors of three members

In 2015, as in 2014, the organisational structure of Hotelschool The Hague was discussed several times in meetings of the Board of Trustees, as well as in private meetings with the Chair of the Board of Directors. On these occasions, not only the organisational structure in itself was discussed, but also the results of the management development programme and the steps that had been taken in response to the findings of the employee satisfaction survey. The Board of Trustees has noted that it is important for the Board of Directors to bring the confidence in the leadership team of the organisation to a higher level. At the proposal of the Chair of the Board of Directors, the Board of Trustees decided in December 2015 to extend the Board of Directors to three members, being more effective and more future-proof. The appointment procedure will be supervised by an external recruitment and selection agency, which will be selected at the start of 2016. Several representatives of the organisation will hold seats on the advisory appointment committee (Benoemingsadviescommissie). In the interim period, the Board of Trustees, in association with the Chair of the Board of Directors and the Representative Advisory Council, appointed Mr Rob Risseuw to the position of member of the Board of Directors, effective 1 January 2016. He will be responsible for the Education and Research portfolio until his successor has been appointed.

National and international recognition for Hotelschool The Hague

In 2015, students expressed even greater satisfaction with Hotelschool The Hague than in previous years. The National Student Survey results ranked Hotelschool The Hague in the top-3 of all Dutch Universities and Universities of Applied Sciences. Hotelschool The Hague's programmes are also highly rated by external parties. In 2015, the HBO Keuzegids, which compared all Hotel Management Schools in the Netherlands, declared Hotelschool The Hague the best government-funded Hotel Management School in The Netherlands for the second year running.



[Investments in accommodations](#)

After acquiring Skotel The Hague in 2014, Hotelschool The Hague was finally able to start the long-awaited renovation of the building in 2015. It was decided that the Skotel would be renovated in two stages – first the student accommodation, then the public spaces. The building was purchased and the Board of Trustees approved the renovation budget. Over the course of 2015, the Board monitored the renovation, checking whether work was carried out in accordance with the design, planning and budget. Hotelschool The Hague is pleased to report that the 2015 Skotel The Hague renovation was accomplished on time and on budget. When the renovation plan was designed, the Board of Trustees issued recommendations on aspects such as sustainability and innovation in the purpose and function of the building. In addition to the Skotel renovation, the Board discussed the outcomes of a study carried out by Arcadis, which showed that both the Amsterdam campus and The Hague campus and Skotel The Hague required improved fire safety measures. The measures that needed to be taken have by now been initiated and will continue to be monitored, along with the associated costs, by the Board of Trustees.

[Education and Research Committee](#)

Ms. Mulder joined the Board of Trustees on 1 January 2015. Mr. Breebaart's first term on the Board expired at the end of 2015. Once all the members of the Board had been consulted, it was decided that he is appointed for a second (and final) term. The appointments of Ms. Mulder and Mr. Breebaart ensured that there is a high level of education and research expertise on the Board. Partially in response to the appointments, the Board established an Education and Research Committee in 2015. This committee will monitor the quality of the education provided and the research conducted at Hotelschool The Hague.

2. General Introduction

The Board of Trustees ensures that the Board of Directors carries out its task properly and supervises the general state of affairs of Hotelschool The Hague.

In its capacity as a sparring partner, the Board of Trustees provides the Board of Directors with both requested and unsolicited advice. In addition, the Board has the role of employer for the Board of Directors. It commissions the accountant to audit the Board of Directors Annual Reports, and their accounts and expenses claim forms.

The Board of Trustees acts on the basis of the competencies laid down in the Statutes of the Foundation. The Board's methods are outlined in the Board of Trustees Regulations, and its committees' methods in the committee regulations. These documents are publicly available and can be found on www.hotelschool.nl. One such document that is still being drawn up contains the Board of Trustees Supervisory Framework (No. III.1.1 of the governance code). The Board of Trustees Supervisory Framework will be formally authorised and published in 2016.

The Board of Trustees consists seven members. For more information on the members of the Board of Trustees, please refer to Appendix 3. The Board feels that its members represent a sufficient level of diversity with regard to expertise and competencies. The Board's composition and level of expertise are in line with the Board's profile, which can also be found on www.hotelschool.nl.

3. Board of Trustees activities

In 2015, the Board of Trustees convened four times for formal meetings. Each of those meetings was attended by the Chair of the Board of Directors. On several occasions, members of the school's management team were invited to provide an in-depth account on certain topics. The March 2015 meeting was attended by the school's external accountant, who discussed the annual reports and accounts. Prior to each meeting, the Board convenes for an internal meeting. Except for one decision, all the Board of Trustees decisions were made during meetings in 2015. These decisions were recorded in the minutes of the meetings. One decision was made outside the meeting setting and archived separately. Several subjects for discussion were prepared by specially designated committees. In 2015, these committees included the following persons:

Audit Committee:

Ms. Kersten (chair), Mr. Bringmann and Mr. Breebaart.

Remuneration Committee:

Ms. Eras (chair) and Mr. Van Woerkom.

Education and Research Committee:

Ms. Mulder (chair) and Mr. Breebaart.

The Audit Committee had four formal meetings this year. Each of those meetings was attended by the Chair of the Board of Directors. At its spring meeting, the Audit Committee discussed the accountant's audit of the financial statement with the accountant first, outside the presence of the Board of Directors.

The Remuneration Committee did not have any formal meetings. On behalf of the Remuneration Committee, In 2015, Mr. Van Woerkom defined the Board of Trustees's responsibilities employer of the Board of Directors, in preparation for and to help make the decisions regarding the expansion of the Board of Directors. In addition, the Remuneration Committee assessed the performance of the Chair of the Board of Directors. Furthermore, the Remuneration Committee is responsible for organising exit meetings

with departing key Hotelschool The Hague officials. In 2015, the Committee had three exit meetings, the reports of which were discussed in a Board of Trustees meeting. It was determined that the Education and Research Committee would have two formal meetings per year. These meetings were convened in 2015 and were attended by the Chair of the Board of Directors.

4. Monitoring

At each meeting of the Board of Trustees, the Board was updated on a range of developments within the school, through management information reports, the dashboard and separate presentations, on the latest application, intake, progress and disenrollment figures, the number of credits obtained by the students, the composition of the student population, the quality assurance system, the strategic plan for the school's Research Centre, student satisfaction rates, developments with regard to ICT, accommodation issues, and personnel management. In view of the required follow-up to the results of the employee satisfaction survey, the latter subject is now a focus of the Board's attention.

Monitoring financial risk containment

The Board of Trustees acquitted itself of its duties and responsibilities, as laid down in the school's Articles of Association, by approving the 2014 financial statement, the 2014 annual report, and the 2015 budget. The long-term budget drawn up as part of the 2015 budget was held over for review due to strategic policy decisions still to be made in the new 2016 school plan.

The Audit Committee closely monitored the school's renovation plans and budget. In addition to recurring subjects such as financial results, the dashboard, the financial statement and the budget, the Committee particularly focused on the school's teaching staff versus support staff ratio, and, in a separate meeting, held a more detailed review of the procedures pertaining to financial processes.

Each month, the Audit Committee receives the monthly figures, thus ensuring that the Committee has a good understanding of the school's financial situation. The Board of Trustees and the Audit Committee hold quarterly meetings to discuss the most recent monthly figures.

Monitoring the results obtained by entities affiliated with Hotelschool The Hague

Due to the legally required separation of public and private activities, and also in order to keep the organisation transparent, some of the school's activities are not managed by Hotelschool The Hague, but by other legal entities. One such entity is the Hotelschool The Hague Management Performance BV, which trades under the name "Hospitality Consultancy". Hotelschool The Hague holds all of this private limited company's shares. In recent years, the Board of Trustees has expressed its concerns about the company's disappointing earnings, and requested a thorough explanation of the plan for improvement. Hospitality Consultancy new managing director presented the new business plan at the start of 2015. The Board of Trustees advised the company to strengthen its focus on specific activities, clients and countries in its portfolio. The current state of affairs was discussed in the third quarter of 2015. Despite the fact that Hospitality Consultancy has been given a positive boost, the results have so far been unsatisfactory, and will require greater focus in 2016, when a turning point has to be achieved.

5. The Board's responsibilities employer of the Board of Directors

The performance of the Chair of the Board of Directors is reviewed annually, a process in which the Remuneration Committee is involved. The review procedure is carried out using testing criteria. Before the results of the review are communicated to the entire Board of Trustees, the Chair is interviewed and given the opportunity to comment on his or her performance.

One of the Board's tasks is to assess the level of remuneration received by members of the Board of Directors and Board of Trustees for compliance with relevant legislation and market conformity. The remuneration received by Hotelschool The Hague's board members are subject to the Standardisation of remuneration for Top Managers in the Public Sector Act (WNT2). The remuneration received by Hotelschool The Hague's Board of Directors satisfy the requirements of the Act. The Board's superannuation contributions are subject to the ABP industry pension fund plan applicable to the industry. There was no pension top-up scheme in 2015. The remuneration policy does not include a variable remuneration component.

The remuneration of members of the Board of Trustees is likewise subject to the Standardisation of remuneration for Top Managers in the Public Sector Act. Each year, the remuneration received by the members of the Board are determined in a meeting. The remuneration received by the members of the Board of Trustees satisfy the requirements of the Remuneration for Supervisors Code. A table listing the remuneration of the Board of Directors and Board of Trustees can be found in the "Financial Affairs" chapter. For more detailed information, please see Appendix

In addition to the school's remuneration policy, the Board of Trustees also reviews expense claim forms submitted by the Board of Directors. In 2015, the school's accountant was commissioned to assess the legitimacy of the Executive Board's expense claim forms as well as that of the Board of Directors. In addition, the Audit Committee will make random checks on expense claims in 2016. A table listing the expense claims submitted by the Board of Directors can be found in the "Financial Affairs" chapter or in Appendix number 4.

In 2015, no shares, loans or sureties were granted to the Board of Directors or members of the Board of Trustees. It is the school's policy not to do so.

[Review of Board of Trustees own performance](#)

Every year, the Board of Trustees spends some time reviewing its own performance and individual members' performance. This self-evaluation, consisting of an online questionnaire, was performed, and its outcomes were shared with the members of the Board of Trustees and the Board of Directors. They will be discussed at the March 2016 meeting.

[Permanent education](#)

As a part of their permanent education, the individual members of the Board of Trustees attended several training sessions. The main findings were shared with the other members of the Board of Trustees and used to study the situation at Hotelschool The Hague. In addition, several members of the Board attended conferences on education, including a conference on the state of education and a symposium on the future of education. Two members of the Board attended meetings of the Association of supervisors of Universities of Applied Sciences.

6. The Board of Trustees and Governance

[Independent members](#)

The Board of Trustees feels that each of its members independently carried out his or her duties in 2015. This is partly reflected in the fact that all members of the board satisfy the independence criteria laid down in the Good Governance Code for Universities of Applied Sciences. If there are any interests that could be said to constitute a conflict of interest, the members of the Board of Trustees will report these in plenary meetings. For its part, the Board of Directors will notify the Chair of the Board of Trustees in the event of a potential conflict of interest. In the year reported, the decisions made by the Board of Trustees were not subject to any conflicts of interest.

Conflicts of interest

The Board of Trustees did not receive any notifications of transactions involving a conflict of interest in 2015. Moreover, the Board, in its capacity as a supervisor, ensures that members of the Board and the Governor act independently.

Meetings with stakeholders

In order to carry out its duties as a supervisor and sounding board, the Board of Trustees feels that it is vital that it maintains contact with stakeholders. To this end, the Board (or a few of its representatives) meets twice yearly with the Representative Advisory Council. In 2015, these meetings were held in June and December. The latter meeting involved a discussion of the proposal to expand the Board of Directors, and of proposed changes to the school's organisational structure. In addition to these meetings, the Chair of the Remuneration Committee (in her capacity as the Representative Advisory Council's contact person) will have a meeting with the Chair of the Representative Advisory Council prior to the Board meetings. Moreover, members of the school's management team are regularly invited to attend the Board of Trustees meetings, and the Board also talks to the school's employees.

7. 2016 Review

In the first semester of 2016, the Board of Trustees will focus on recruiting and selecting the two new members of the Board of Directors. A Board of Directors of three members will form the basis for a future-proof organisational structure that will help the school achieve its ambitions regarding the quality of its education and research and in relation to internationalisation. In 2016, the Board of Trustees will monitor the following major projects (among other things): curriculum renewal and preparations for the Bachelor's accreditation in 2018; the institutional plan; and the development of the plan for the renovation of The Hague campus on the Brusselselaan.

In conclusion

The Board of Trustees would like to take this opportunity to thank all employees of Hotelschool The Hague for the results they have obtained and their efforts and dedication on behalf of the school and its students.



Guido van Woerkom
(Chair of the Board of Trustees and member of the Remuneration Committee)



Pim Breebaart
(Vice chair of the Board of Trustees, member of the Audit Committee, member of the Education and Research Committee)



Paul Bringmann
(Member of the Board of Trustees and member of the Audit Committee)



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



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



Anka Mulder
(Member of the Board of Trustees and chair of the Education and Research Committee)



Wolfgang Neumann
(Member of the Board of Trustees)

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Performance Agreements



Introduction

In the Autumn of 2012, the Ministry of Education, Culture and Science entered into performance agreements with nearly all government-funded Universities and Universities of Applied Sciences in The Netherlands. Hotelschool The Hague, too, committed to seeking to attain certain targets in the 2013-2016 period, relating to the following matters:

- the quality of its degree courses and its students' graduation rates;
- the creation of focus points;
- research and 'valorisation' of study results;
- differentiated instruction.

Over 7% of the total budget for education provided by the Ministry of Education, Culture and Science is contingent on the provisions of the performance agreements being met. Five percent of these funds was definitively allocated to the Universities and Universities of Applied Sciences by the State Secretary for Education, Culture and Science for the 2013-2016 period. Continued payment of this sum in the 2017-2020 period is contingent on the realisation of the terms of the performance agreement with regard to the quality of education and graduation rates (quantitative agreements) in the period leading up to 2015 (inclusive). The remaining 2% forms the selective budget, which is to be used for the creation of focus points and market positioning (qualitative agreements).

In the Autumn of 2014, the Higher Education Review Committee performed a mid-term review of the qualitative performance agreements. Based on this mid-term review, both the Review Committee and the Minister of Education issued a favourable opinion on Hotelschool The Hague's performance.

		2012 baseline	2013 measure- ment	2014 measure- ment	2015 measure- ment	2016 measure- ment	Target
HBO-1	Drop-out rate	13.5% <i>Sep 2010 intake</i>	15.4% <i>Sep 2011 intake</i>	7.4% <i>Sep 2012 intake</i>	8.4% <i>Sep 2013 intake</i>	9.7% <i>Sep 2014 intake</i>	13% or less
HBO-2	Students changing studies	N/a	N/a	N/a			N/a
HBO-3	Percentage of students obtaining Bachelor's degree	77.3% <i>2006</i>	79.8% <i>2007</i>	63.5% <i>2008</i>	62.6% <i>2009</i>	65.1% <i>2010</i>	60.0% or more
HBO-4	Quality/excellence NVAO score	100% <i>2012</i>	100% <i>2012</i>	100% <i>2012</i>	100% <i>2012</i>		100%
HBO-5	Quality of teaching staff: percentage of lecturers with at least a Master's degree	81% <i>2012</i>	81% <i>2013</i>	84% <i>2014</i>	82.3% <i>2015</i>		81% or more
HBO-6	Education intensity: contact hours during first year after the implementation of the intensity measure	20.6 hrs <i>2011</i> 0%	20.6 hrs <i>2011</i>	20.6 hrs <i>2011</i>	20.6 hrs <i>2015</i> 0%		20.6 hrs 0%
HBO-7	Teaching staff / support staff indirect costs due to FTE according to Berenschot A	1.54 <i>2012</i>	1.40 <i>2013</i>	1.58 <i>2014</i>	1.58 <i>2015</i>		1.54 or more

Figure 9.1 Mandatory quality of education and graduation rate indicators

Quantitative performance indicators: quality of education and students' graduation rates

Hotelschool The Hague's dashboard is used to monitor the achievement of the quantitative performance agreements, which are part of the planning-and-control cycle.

HBO 1: These measures are designed to reduce drop-out rates. They were introduced in 2012 and further implemented in 2013 and 2014, and continued in 2015. The measures had a significant effect on the September 2010 and September 2011 intakes. The following measures were taken: student selection methods were revised; active participation was encouraged in the first year of study; the number of credits required at the end of the first year of study was raised to 45, in addition to which first-year students were now required to pass the "Running an International Business" (statistics/HR/law) or "Creating Business Value" (financial/information management) courses; and additional study guidance and additional re-sit opportunities were created. Drop-out rates among the September 2014 intake (9.7%) were higher than drop-out rates among the 2013 intake (8.4%). This increase resulted in a greater focus on students dropping out in the first half year of their studies. Among other things, lecturers were offered training courses in 2015 to make their lectures more attractive or inspiring.

Definition of HBO-1

Total September intake (including IFT students with a tertiary education background) minus total number of re-enrollers (including IFT students with a tertiary education background, but minus students who dropped out before 1 October)

Definition of re-enrollers

The percentage of full-time Bachelor's students who enrol in the same school after the first year of study (minus students with a tertiary education background and students who dropped out before 1 October)

Source: DUO

The percentage of students dropping out after the second year of their degree course, of all the students enrolled in the four-year Bachelor's degree who commenced their studies in September, fell to 11.5% for the September 2013 intake. Although second-year drop-out rates are not a compulsory indicator, Hotelschool The Hague considers it to be an important indicator. Hotelschool The Hague requires its students to have obtained their first-year diploma by the end of the second year in which they are enrolled. The September 2010 intake had a second-year drop-out rate of 25.9%; the September 2012 intake had a drop-out rate of 15.5%, and the September 2013 intake had a 11.5% second-year drop-out rate, as mentioned above.

HBO 3: As indicated in 2014, Bachelor's graduation rates fell significantly compared with the September 2006 and September 2007 intakes, although it should be noted that the performance agreement target was still attained. The main reason for this drop is the fact that the improved curriculum was first taught during this period. New curriculums must "set", and not all components and procedures are properly aligned right from the start. However, this is clearly not the only reason, as demonstrated by the fact that the third intake following the curriculum overhaul (September 2010) only showed a slightly improved graduation rate (65.1%, up from 62.6%). The preliminary graduation rate for the September 2011 intake shows no further improvement. Therefore, Hotelschool The Hague took steps in 2014 to reduce the number of students taking a long time to complete their degrees. These measures were implemented in 2015. Students now receive additional monitoring and supervision once they have been enrolled for four years. Students who indicate that they are having difficulty completing certain subjects are offered personal guidance.

In 2015, we decided to start the Launching your Career (LyCar) degree programme in groups rather than individually, so as to prevent delays during the start-up period. In addition, Hotelschool The Hague successfully offered an additional summer course in a second-phase subject that is a notorious stumbling block.

Definition of HBO-3

Percentage of re-enrolled full-time Bachelor's students who receive a degree from the same school in the nominal study duration + one year (n+1)

Definition of re-enrollers

The percentage of full-time Bachelor's students who enrol in the same school after the first year of study (minus students with a tertiary education background and students who dropped out before 1 October)

Source: DUO

HBO-4: The school will be reassessed for NVAO accreditation in 2018-2019. Due to the introduction of cluster accreditation, the Minister of Education has extended the validity of the school's current accreditation status until 3 July 2019. In 2014, the Bachelor's degree course was subjected to an internal mid-term audit. In 2015, the recommendations drawn up on the basis of the findings of the mid-term audit were combined into ten suggestions for improvement that will be implemented on a step-by-step basis.

Definition of HBO-4

Percentage of Bachelor's students who obtained a good or excellent NVAO score

Source: NVAO, Decision on Hotelschool The Hague's vocational university-level Bachelor's degree in Business Administration in Hotel Management, dated 29 March 2012

HBO-5: The school easily exceeded the 80% requirement rate in relation to this performance indicator. In 2015, Hotelschool The Hague once again offered one lecturer the opportunity to obtain a Master's degree. In addition, all new lecturers hired must now hold a Master's degree. Exceptions to this rule are rarely made. When they are made, it is generally for instructors who have extraordinary practical experience, and who hold a Bachelor's degree at the very least.

HBO-6: When the performance targets were drawn up in 2012, Hotelschool The Hague's target was 0%, since the number of contact hours (20.6 hours in 2011) did not require increasing.

Definition of HBO-5

Percentage of teaching staff who hold a Master's degree or PhD

Source: Hotelschool The Hague's personnel information system (RAET)

Since the most recent complete measurement was performed in 2011, the school decided to re-measure first-year students' (stage 1) contact hours with their lecturers. In recent years, only very slight alterations have been made to the contact hours, with some courses having slightly increased their contact hours, with corresponding reductions in other courses. As a result, the result of the 2015 measurement was almost identical to the 2011 result. In 2011, 827 contact hours were noted, versus 829 in 2015. Students from Hotelschool The Hague are required to spend 1,680 hours on studying across 40 weeks of study, which means that they spend 49% (829/1680) of their time being taught. Considering that it takes 42 hours' study time per week to arrive at 1,680 hours in 40 weeks, this means that students actually spend 20.6 hours a week being taught (49% of 42 hours = 20.6 hours).

Definition of HBO-6

Number of hours in a week students are being taught

Contact hours are calculated on the basis of a classification used by the Dutch Education Inspectorate in its 2010-2011 study of contact hours in higher education.

1. Lectures actually attended by the lecturer
2. Seminars (or project seminars, practical exercises or training sessions) actually attended by the lecturer or instructor
3. Coaching sessions
4. Work placement supervision sessions actually attended by the lecturer
5. Study guidance sessions (e.g. questions on content, guidance, study and career counselling, graduation project supervision) actually attended by the lecturer
6. Examinations and assessments (including re-sits) actually attended by a lecturer or employee
7. Other types of activities requiring the physical presence of a lecturer (e.g. excursions, study trips)

Source: Hotelschool The Hague education planning: course set-ups, stage1 (year 1)

HBO-7: Teaching staff versus support staff ratio: The 2015 score of 1.58 exceeded the 1.54 target. This 1.58 score represents a percentage of 61.2% teaching staff versus 38.8% support staff.

Definition of HBO-7

Teaching staff / support staff ratio according to Berenschot A

Source: Hotelschool The Hague financial administration: budget information

Qualitative Performance Indicators

Hotelschool The Hague's qualitative performance targets concern market positioning and the creation of focus points. The targets are as follows:

Agreements		Target
HBO fac. 1	International student intake (percentage of students who obtained their previous degree or diploma abroad)	40.00%
HBO fac. 2	Percentage of revenue generated by valorisation of study results (expressed as a percentage of the total research budget)	25.00%
HBO fac. 3	Increase in HPM revenue	€1,000,000
HBO fac. 4	International employee intake (percentage of employees who hail from foreign countries)	22.00%

Figure 9.2 Qualitative performance indicators

In addition, Hotelschool The Hague committed in 2012 to focusing on the following things:

- (Hotelschool The Hague Performance Management) e-learning
- Developing the Research Centre into a major knowledge centre for the hospitality industry
- Offering Master's degrees
- Developing Honours programmes and/or fast-track programmes for talented students
- Developing a Professional Doctorate.

Students and teaching staff form the foundation of Hotelschool The Hague; they determine the quality of our courses and the global reputation of our school. The qualitative performance agreements we have entered into (40% international students, i.e. students whose previous degrees or diplomas were issued abroad, and 22% international staff, i.e. employees who were originally from foreign countries) are other contributors to this success, as is the introduction of specialisations (such as the Strategic Relationship Management minor).



The Hague campus

78 international students/
expats (6 students from
non-EEA countries)

79 Dutch students educated
abroad



Amsterdam campus

82 international students/
expats (6 students from
non-EEA countries)

74 Dutch students educated
abroad

Figure 9.3 September 2015
intake: students with a previous
degree or diploma issued abroad

International Student Intake

Ongoing internationalisation is one of Hotelschool The Hague's key strategic focus points. The school has taken great efforts to attract more international students and recruit more international employees. Hotelschool The Hague's international student intake target was 40% by year-end 2015, meaning that 40% of its new students hold a previous degree or diploma issued in a foreign country.

The full-time Bachelor's degree (not including the IFT programme) that commenced on 1 September 2015 attracted 160 students with a previous degree or diploma issued abroad. They made up 51.1% percent of the September 2015 intake of 313 students. See figure: 9.3

International Employees Intake

Hotelschool The Hague aims to have 22% International Employees by the end of the period covered by the performance agreements. In 2013, the school embarked on the "Faculty Hires Faculty" project, designed to attract highly qualified international lecturers. The experiences with the "Faculty Hires Faculty" project taught the school that it takes considerably longer to hire international staff than to hire local staff. In other words, a recruitment process closely guided by the HR department remains a necessity. At year-end 2015, over 26% of the teaching staff held non-Dutch citizenship. Nearly 40% of the lecturers and instructors were born outside The Netherlands and/or had a different nationality. The reason why the latter percentage is higher than the former is because several of the foreign-born lecturers obtained Dutch citizenship after being hired.

As for the employees in general (support staff as well as teaching staff), 16% of the employees held non-Dutch citizenship at year-end 2015, while nearly 24% of the employees were born outside The Netherlands and/or had a different nationality.





Master's Degree

In September 2014, a first group of eighteen students embarked on our the and accredited, non-government-funded Master's degree in International Hospitality Management on the Amsterdam campus. During the 2015-2016 academic year, all students who matriculated in September 2014 were awarded their Master's degrees. The second group of seventeen students started their Master's degree course in September 2015. For the time being, Hotelschool The Hague will focus on this full-time Master's degree. Hotelschool The Hague has considered offering a part-time degree, in view of the Minister of Education's experiments with part-time degrees. However, Hotelschool The Hague took the decision not to apply for permission to offer this degree, and to instead prioritise the full-time Master's degree.

Revenue generated by 'valorisation' of Study Results

Hotelschool The Hague has its own Hospitality Research Centre. In order for the Hospitality Research Centre to achieve its target of 25% annual revenue generated from the 'valorisation' of study results, it has to receive a minimum of €150,000 in external funding. In 2015, the Hospitality Research Centre achieved a 29.6% percentage (€163,000 of a total €550,000). The research projects included external RAAK projects, partially funded by the government and carried out at the Research Centre. The Centre was granted a positive opinion by the Validation Committee for Research Quality (VKO) in 2015. In 2015, its own ambitions, as well as the Validation Committee's recommendations, were laid down in a strategic plan for the future.

Hospitality Consultancy

Hospitality Consultancy (official name is Hotelschool The Hague Performance Management BV) provides training courses and consultancy services to the hospitality industry and other parts of the service industry in The Netherlands and beyond. Hotelschool The Hague's qualitative performance target for Hospitality Consultancy is to achieve a €1,000,000 increase in revenue and to continue developing its e-learning and



blended learning courses. To achieve the latter objective, it has entered into a partnership with Lobster Ink, which specialises in e-learning and blended learning courses for the hospitality industry. In 2015, a new strategic business plan for Hospitality Consultancy was approved. A new focus on certain types of activities, areas and clients will result in a solid foundation for the school's commercial activities, to be carried out by Hospitality Consultancy. The company's 2015 revenue amounted to €1,124,000.

Participation

The account of the school's performance agreements as presented above was discussed with the Representative Advisory Council on 24 March 2016. The Representative Advisory Council responded favourably to the fact that the school had satisfied all the requirements of its quantitative performance agreements. However, the Council did draw the school's attention to the fact that, while the school had attained all its targets, some of the results associated with certain performance indicators appeared to showing a downward trend. The Council indicated that it will continue to monitor Hotelschool The Hague's performance agreements and that it expects to be informed of the next steps to be taken.

10

Financial Affairs



10.1 Financial Policy

Hotelschool The Hague aims to have a sound financial policy with a profitability ratio of at least 3%, a solvency ratio of at least 30%, and a liquidity ratio of at least 1. Due to the way in which the school is funded by the government (T-2), it will not be able to attain these target ratios in the 2014-2017 period, due to the growth of the Amsterdam campus.

10.2 Explanation on Results and Balance Totals

At year-end 2015, the school had a negative operating income of €226,436, which was an increase of €765,000 compared to budget. This result was chiefly caused by the following balance sheet items:

- A larger-than-expected government subsidy pay-out to the sum of €250,000;
- A sum of €175,000 awarded in damages in response to a claim filed in a legal dispute (not budgeted);
- A release of other provisions worth €350,000.

Apart from the aforementioned balance sheet items, the income and expenditure were in keeping with the forecasted budget.

The school's equity fell from €5,021,000 to €4,800,000. As a result, the solvency ratio fell from 18.7% to 16.3%. It should be noted here that the current liabilities include a sum of €7,623,000 in deferred income. If this is taken into account when calculating the solvency ratio, the latter comes to 22.0%. The total balance sheet increased by more than €8 million due to the acquisition and renovation of the Skotel in Zwolsestraat, The Hague, funded with long-term liabilities which negatively affected the solvency ratio by over 6%.

The cash flow balance sheet (not including investments) is positive to the sum of €1,656,000 (up from €510,000 in 2014). Due to investments in the renovation of Skotel The Hague (among others) and other investments in tangible assets (total of €2,840,000), and due to increased working capital and funding (Rabobank at €2,600,000), the school's cash and cash equivalents increased by €412,000. Hotelschool The Hague expects to be able to report positive results at year-end 2016, for the first time since the opening of the new Amsterdam campus with its attendant increase in the number of students and growing organisation.

10.3 2015 Results and 2015 Balance Sheet

	2015 results	2015 budget	2014 results
Income			
Government funding	13,894	13,638	12,999
Ministry of Education subsidies	0	0	7
Other government subsidies	33	0	30
Tuition, course, lecture and examination fees	6,999	6,825	6,155
Income from work commissioned by third parties	1,124	1,245	828
Other income	5,566	5,207	5,117
Total income	27,616	26,915	25,136
Expenditure			
Staffing costs	16,967	16,620	15,438
Depreciation and amortisation	1,882	1,935	1,690
Property and equipment	4,567	5,004	4,898
Other expenses	4,443	4,368	4,372
Total expenditure	27,859	27,927	26,398
Income and expenditure balance	(243)	(1,012)	(1,262)
Financial income and expenditure balance	17	20	24
Taxes	0	0	58
Results	(226)	(992)	(1,180)

Figure 10.1 Consolidated statement of income and expenditure over 2015 (in thousands of Euros)

	2015	2014		2015	2014
Intangible fixed assets	343	282			
Tangible fixed assets	17,437	16,404	Equity	4,794	5,020
Inventory	45	57	Provisions	209	378
Current assets	5,564	4,532	Long-term liabilities	11,654	10,208
Cash and cash equivalents	6,012	5,600	Current liabilities	12,744	11,269
	29,401	26,875		29,401	26,875

Figure 10.2 Balance sheet on 31 December 2015 (in thousands of Euros)

10.4 Performance Indicators

An overview of the school's fluctuating profitability, liquidity and solvency ratios since 2013 is presented in this section. In order to be able to benchmark the indicators with reference indicators, Hotelschool The Hague used the report published by the Education Institutions' Asset Management Committee (Don Committee) in December 2009. The signal values included in the aforementioned report provide an insight into the financial management of the various education institutions and allow us to compare them more easily. In this context, the 2015 financial statement looks as follows:

	2015	2014	2013
Liquidity ratio	0.91	0.90	1.02

Figure 10.3 Financial position and liquidity (current ratio)

A company's liquidity is expressed in the current ratio, which is the proportion of current assets to current liabilities. The ratio provides an insight into the school's ability to settle its short-term obligations. Last year's liquidity ratio was worse than the previous year's, in line with budget. The school's liquidity ratio is above the lower limit set in the Don Committee's report. However, it should be noted that the school itself considers a ratio of 1.0 the lower limit.

	2015	2014	2013
Solvency ratio	16.3%	18.7%	28.8%

Figure 10.4 Solvency ratio

A company's solvency ratio is calculated by expressing equity as a percentage of total capital. Since the negative results in 2015 were added to the school's equity, the school's was reduced from €5,020,000 to €4,794,000. The acquisition of the building in Zwolvestraat and its renovation in 2015, as well as the way in which these were funded (i.e., with borrowed capital) resulted in the 2015 total balance sheet being €2,500,000 higher than the 2014 total balance sheet, which amounted to €4,000,000.

As a result, the solvency ratio fell from 28.8% to 16.3%, which puts Hotelschool The Hague below the lower limit recognised by the Don Committee. Both the Board of Directors and the Board of Trustees have expressed a belief that the school's solvency ratio should be between 30% and 45%. The school did not meet this requirement at year-end 2015. Hotelschool The Hague expects the solvency ratio still to be below the reference ratio of 30% in 2016, despite the slightly positive result budgeted for 2016 (T-2 funding). However, the school's equity will still be clearly positive. It should be noted that the current liabilities include a sum of €7,623,000 in deferred income. If this is taken into account in calculating our solvency ratio, the latter is 22.0%.

	2015	2014	2013
Profitability ratio	(0.8%)	(4.7%)	(3.9%)

Figure 10.5 Profitability ratio

A company's profitability ratio is its operating income in proportion to its operating revenue. The school's ratio was negative 0.8% in 2015, which was considerably better than budgeted for 2015 (the ratio was budgeted at negative 3.7%) and also better than the 2014 ratio of negative 4.7%.

	2015	2014	2013
Resilience ratio	17.4%	20.0%	25.8%

Figure 10.6 Resilience ratio

The resilience ratio expresses a company's ability to absorb financial setbacks without jeopardising the continuity of the organisation. It is determined by the proportion of equity to total income. The school's resilience ratio fell from 20.0% in 2014 to 17.4% in 2015, in line with the 2015 budget.

10.5 Investment Policy

In 2012, large investments were made in the renovation and opening of the school's Amsterdam campus. This investment was incorporated into the long-range budget, and the minimum and maximum risks were discussed. In 2013, the school invested nearly €1,200,000, largely due to the new Amsterdam campus, and partly due to regular replacements.

In 2014, the school invested over €6,083,000, over €5,000,000 of which concerned the acquisition of the Skotel in Zwolsestraat, The Hague, while over €300,000 was provisioned for the development of the school's Master's programme.

In 2015, the sum invested was nearly €3,000,000, the greater part of which concerned the renovation of Skotel The Hague. The school will have to be conservative in its investments over the next few years. Accommodation plans for our buildings in The Hague were mapped in 2013. A renovation plan for the building in Brusselselaan will be drawn up in 2016, and will be executed starting in the 2017–2018 academic year.

The school's investment policy distinguishes between investments in regular replacements and investments in new acquisitions. We have an annual investment budget for the various parts of the organisation, which is drawn up on the basis of the annual budget.

2015 investments	in thousands of Euros
Intangible fixed assets	€ 137
Fixed assets	€ 2,840
Total	€ 2,977

10.6 Treasury Policy

The treasury statute, approved in 2010, outlines the basic principles, objectives and organisational and financial frameworks of Hotelschool The Hague's policies. The general purpose of the school's treasury policy is to safeguard financial continuity and minimise financial risks and financing expenditure. It is also a treasury policy that cash and cash equivalents which are not earmarked for the settlement of debts or for investments are to be deposited in the school's business bank account, in accordance with the regulations laid down in the statute.

Consolidated 2015 statement of cash flows

	2015	2014
Cash flows from operating activities		
Results	(226)	(1,180)
Adjustments for:		
Debits and additions to provisions	1,713	1,623
Movement in current assets:		
Inventory	12	32
Accounts receivable	(1,032)	(661)
Debts	1,476	2,208
Cash flow from business operation	1,943	2,022
Cash flow from investment activities:		
Investments in tangible fixed assets	(2,977)	(6,083)
Cash flow from funding activities:		
Repayment of long-term liabilities	1,446	4,408
Movement in cash and cash equivalents	412	347

Figure 10.7 Consolidated 2015 statement of cash flows

10.7 Transparency

This section outlines the manner in which Hotelschool The Hague deals with the nine subjects discussed in the “Transparency in the Funding of Higher Education” memo.

Subject No. 1: Outsourcing

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

Subject No. 2: Investing Public Funds in Private Activities

Hotelschool The Hague does not invest public funds in private activities which do not help the school to improve the quality of education or research, and/or which do not help the school make education more efficient or easier to access.

Subject No. 3: Granting Exemptions

Hotelschool The Hague grants exemptions in accordance with the Transparency memo, which stipulates that education institutions have the right to grant exemptions. In order to allow certain target groups to get their degrees quickly, Hotelschool The Hague will grant International Fast Track students exemptions for certain parts of both Stage 1 and Stage 2 of the full-time degree. These exemptions are granted subject to the suspensive condition that the students concerned must successfully complete an intensive summer course first. Only if students successfully complete this course can Hotelschool The Hague rely on their being able to complete their degree within two years.

Subject No. 4: Funding International Students

Hotelschool The Hague has international students who are taking a degree in The Netherlands. All students studying at Hotelschool The Hague will enrol as students. Students who come from non-EU member states pay institution-imposed tuition fees rather than government-imposed tuition fees. Hotelschool The Hague does not have any exchange students, nor any participants in courses.

Subject No. 5: Students' failure to pay Tuition Fees

Hotelschool The Hague's enrolment procedures are in accordance with national legislation in this respect. Tuition fees are nearly always paid by students or their parents. The school also offers students the possibility of applying for financial support.

Subject No. 6: Modules

Hotelschool The Hague's students do not follow modules. All students who enrol in our school follow the entire degree course. Hotelschool The Hague does not offer students the option of following individual modules. The school does not award certificates within the meaning of Subject No. 6 of the memo.

Subject No. 7: Students who are taking another Degree

Students are free to indicate for which degree they wish to apply and in which degree they are enrolling, without any intervention from Hotelschool The Hague.

Subject No. 8: Personalised Courses

Hotelschool The Hague does not offer any personalised courses.

Subject No. 9: Government funding for Art Schools

Not applicable.

10.8 Remuneration

Board of Directors

The remuneration paid to the members of the Board of Directors of Hotelschool The Hague are based on the Hay system for governors of higher education institutions, and are in line with the provisions of the Standardisation of remuneration for Top Managers in the Public Sector Act.

Board of Trustees

The members of the Board of Trustees are compensated for the duties they perform on the basis of the Standardisation of remuneration for Top Managers in the Public Sector Act. In 2009, Hay requested a discussion on a proposal regarding the performance of Hotelschool The Hague's Board of Trustees. The Board of Trustees accepted Hay's proposal, and the members of the Board of Trustees have received a remuneration package from 1 January 2010.

Hotelschool The Hague feels that members of the Board of Trustees have a great many responsibilities. In addition, the school seeks to attract high-quality board members. The amount of the remuneration is inextricably bound up with the position. The Board of Trustees Regulations, which were approved in the Board of Trustees's meeting of 7 December 2009, can be viewed on Hotelschool The Hague's website.

For the correct amounts of the remuneration received by Hotelschool The Hague's Board of Directors and Board of Trustees, please refer to the tax return we are required to file pursuant to the Standardisation of remuneration for Top Managers in the Public Sector Act, which is appended to this document. This Appendix includes the expense claim forms submitted by the Board of Directors.

10.9 Continuity Section

	2015	2016	2017	2018
Income				
Ministry of Education funding	13,894	15,400	16,160	17,000
Other government funding	33	0	0	0
Tuition fees and other course income	6,999	7,300	7,800	8,000
Income from work commissioned by third parties	1,124	1,590	1,700	1,750
Other income	5,566	5,645	5,743	5,810
Total income	27,616	29,935	31,403	32,560
Expenditure				
Staffing costs	16,967	17,914	18,180	18,526
Property and equipment	4,567	4,905	4,942	5,019
Depreciation and amortisation	1,882	2,186	2,200	2,200
Other expenses	4,443	4,888	5,072	5,202
Interest	(17)	0	0	0
Taxes		0	0	0
Total expenditure	27,842	29,893	30,394	30,947
Operating revenue	(226)	42	1,009	1,613
Number of students at year-end	2,247	2,343	2,405	2,427

Figure 10.8 2016-2018 long-range budget (in thousands of Euros)

The number of students studying will settle from 2017 onwards, by which time the increase in student numbers due to the expansion of the Amsterdam Campus will have been fully achieved. Due to the manner in which the government funds the school, i.e. based on two-year-old figures, the funding Hotelschool The Hague receives will not reflect the current number of students for another two years. From 2019 onwards, the funding will be based on our full capacity in relation to student numbers.

Risk management

Hotelschool The Hague has drawn up a Risk Heat Map as well as a Risk Appetite Overview. Each of these will be discussed once a year with the Board of Trustees and the Board of Directors. Please find below a list of KPIs that are monitored and reported to the Board of Directors and Board of Trustees on a monthly basis.

The key risks that have been recognised:

- Insufficient earnings, thus causing the continuity of the school to be jeopardised in the long term;
- Reduced student intake;
- Reduced level of government funding, thus causing the school's revenue to be put under pressure;
- Students wrongfully being asked to contribute to acquisitions which should be paid for by means of government funding and/or tuition fees;

- Damage to the school's reputation: Hotelschool The Hague's image may sustain some damage, which may make the school less attractive to new students, new employees and the business community;
- Key persons may leave, and new key persons may be hard to recruit, thus causing the school to have insufficient levels of qualified staff, which may reduce the effectiveness of the organisation.

In addition, all processes were described and the Procurement department was fully equipped for work. Its annual purchasing calendar has already been drawn up (European tenders).

Long-range perspective

From 2016 onwards, the budget will feature positive operating revenue, after having shown negative operating revenue for the years between 2012 and 2015 (inclusive). For 2016, the positive revenue will amount to €42,000. The previous negative operating revenue was incorporated into the long-range budget and the business case for the school's Amsterdam expansion. However, due to the manner in which government funding is granted, the effect of the increase in student numbers in Amsterdam will not be reflected in the school's financial results for another two years.

In the years following 2016, the revenue will increase significantly, due to increased student intake and increased government funding (T2). The long-range budget shows that the school will then be able to report sound profitability figures.

The increase in FTEs for the teaching staff due to increased student intake in Amsterdam was included in the "Staffing costs" debit item and will continue to affect our financial position until year-end 2016. The third portion of the school's government funding became available in January 2014, and was used to cover this negative result, as a result of which the school is guaranteed sufficient levels of cash.

Planning and Control

In 2016, Hotelschool The Hague has to maximise its income (maximum student intake, getting all our students to graduate on time, minimal drop-out rates) on the one hand and continue to be guarded in our expenditure on the other. Hotelschool The Hague has drawn up several KPIs, which are recorded every month in a dashboard, which makes it easier to guide and monitor our financial affairs.

	2015	2016	2017	2018
Staffing				
Management – Managing directors	3,0	3,0	3,0	3,0
Teaching staff	105,8	108,0	108,0	108,0
Scientific staff	4,0	4,0	4,0	4,0
Other staff	71,0	71,0	71,0	71,0
Student number at year-end	2,247	2,343	2,405	2,427

Figure 10.9 Key figures in Hotelschool The Hague's long-range budget for the 2016-2018 period (in thousands of Euros)

In 2015, Hotelschool The Hague assumed that the teaching staff vacancies would be filled by permanent staff. However, at year-end 2015, Hotelschool The Hague had quite a few positions that were held by freelance workers. The increased number of lecturers and instructors in 2015 and 2016 is due to the aforementioned increased student intake on the Amsterdam campus and to the having filled vacancies that were open in 2014 and 2015.

	2015	2016	2017	2018
ASSETS				
FIXED ASSETS				
Intangible fixed assets	343	550	400	250
Tangible fixed assets	17,437	17,350	16,850	16,850
Financial fixed assets	0	0	0	0
Total Fixed Assets	17,780	17,900	17,250	17,100
Current Assets	11,621	11,000	10,000	10,000
Total Assets	29,401	28,900	27,250	27,100
LIABILITIES				
EQUITY				
General reserve	1,097	1,279	2,276	3,793
Earmarked public funds	381	381	381	381
Earmarked private funds	3,316	3,176	3,188	3,284
Total Equity	4,794	4,836	5,845	7,458
Provisions	209	100	100	100
Long-Term Liabilities	11,654	10,500	9,500	8,500
Current Liabilities	12,744	13,464	11,805	11,042
Total Liabilities	29,401	28,900	27,250	27,100

Figure 10.10 2016-2018 long-range budget balance sheet (in thousands of Euros)

The earnings of the Internaat Foundation [Stichting Internaat] and of Hotelschool The Hague's Leadership Development BV will be moved to the Earmarked Private Funds, whereas the earnings of the Hotelschool The Hague Foundation [Stichting Hotelschool Den Haag] will be moved to the General Reserve.

The long-term liabilities consist of a ten-year loan from Stichting Beheer, a twenty-year loan from the Ministry of Financial Affairs, a mortgage with a twenty-year term issued by Rabobank to enable us to buy the building in Zwolsestraat, The Hague, and a Rabobank construction deposit loan with a term of ten years. The loan from Stichting Beheer has a fixed interest rate of 2.18% for its ten-year term. The loan from the Ministry of Financial Affairs has a fixed interest rate of 2.18% for its twenty-year term. The mortgage issued by Rabobank has a fixed interest rate of 2.9% for its five-year term. The construction deposit loan has a variable interest rate. Hotelschool The Hague expects to be able to complete the renovation of the building in Brusselselaan, The Hague, in 2017 and 2018.

Appendix 1

Legal structure of the Hotelschool The Hague Foundation (at the end of 2015)

A. Hotelschool The Hague Foundation

The Board of Directors is responsible for day-to-day management of the Hotelschool The Hague Foundation. The Board of Directors reports to the Board of Trustees. The Representative Advisory Council (RAC) fulfils an advisory role at Hotelschool The Hague. The Hotelschool The Hague Foundation is financed for the most part through government funding. The Board of Trustees is required to approve the budget and the annual accounts every year.

B. Hotelschool The Hague Leadership Development B.V.

The Hotelschool The Hague Foundation is 100% shareholder of Hotelschool The Hague Leadership Development B.V. (HDH LD), a holding company. Day-to-day management is assigned a single-member board, the chair of the Board of Directors of the Hotelschool The Hague Foundation. The budget and annual report are approved at the shareholders meeting. Hotelschool The Hague Leadership Development LD is financed by the proceeds of commercial activities conducted by the holding company. The costs for staff members (10) are charged to the Hotelschool or Hotelschool The Hague Performance Management BV.

C. Hotelschool The Hague Performance Management B.V.

Hotelschool The Hague Performance Management B.V. (HTH PM), also known as Consultancy & Training or Hospitality Consultancy, provides courses, training and e-learning programmes for the global hospitality industry and other service sectors, both nationally and internationally. Hotelschool The Hague Leadership Development is 100% shareholder of Hotelschool The Hague Performance Management. The executive board consists of a chair (chair of the Board of Directors of the Hotelschool The Hague Foundation). Day-to-day operations are led by the director, Mr Marco ten Hoor. The budget and annual report are approved at the shareholders meeting. Hotelschool The Hague Performance Management is financed by the proceeds of the company's commercial activities and employs five staff members.

D. Hotelschool The Hague Masters B.V.

The Hotelschool's non-funded Master's programme is developed by this BV. In September 2014, the first class of students commenced the Master's programme accredited in 2013. Hotelschool The Hague Leadership Development is 100% shareholder of Hotelschool The Hague Masters. The executive board consists of the chair of the Board of Directors of the Hotelschool The Hague Foundation. The budget and annual report are approved at the shareholders meeting.

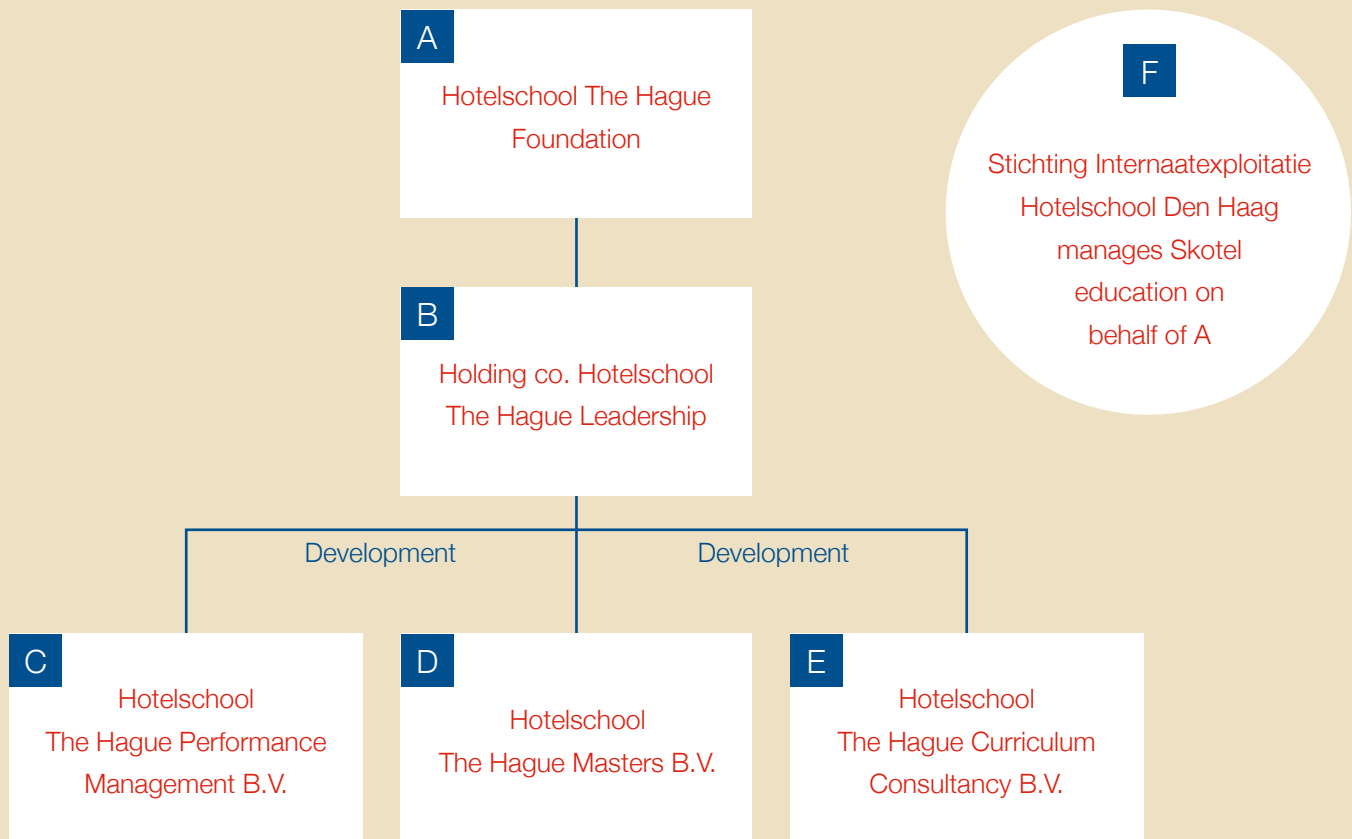
Hotelschool The Hague Masters BV is financed by proceeds of the company's commercial activities. Hotelschool The Hague Masters BV employs two staff members.

E. Hotelschool The Hague Curriculum Consultancy B.V.

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

F. Stichting Internaat Exploitatie Hotelschool Den Haag

The Stichting Internaat Exploitatie Hotelschool Den Haag was established for the two Skotels: in Amsterdam and The Hague. The Board of Trustees of Hotelschool The Hague is the supervisory body responsible for approval of the budget and the annual report of the Stichting Internaat exploitatie Hotelschool Den Haag. The Board of Directors of the Hotelschool The Hague Foundation (A) is responsible for day-to-day management. The foundation is financed by private funds. First-year students are accommodated in the Skotels, where practical training takes place under the supervision of instructors and practical supervisors, and where hotel rooms are offered. The instructors are employed by Hotelschool The Hague. 80% of the Skotel's costs are building related. The remaining costs are related to employees, organisation, administration and overnight accommodation costs for guests. Hotelschool The Hague deducts no costs for support staff and overhead costs. The costs of the Skotel are financed by student contributions, proceeds generated by the hotel rooms, and from renting out classrooms.



Appendix 2

2015 Composition and ancillary duties of the Board of Trustees

It is a statutory requirement for the Board of Trustees to consist of at least 5 members. Members are appointed for a period of 4 years, after which, according to the Universities of Applied Sciences Good Governance Code, they may be reappointed once. The qualification requirements and competencies for individual members of the Board of Trustees, as well as for 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 is based on the more general profile characteristics as described in the Universities of Applied Sciences Good Governance Code, as well as more specific profile characteristics based on the Hotelschool The Hague Foundation Statutes and the Board of Trustees Regulations. Every member of the Board of Trustees must be capable of evaluating the key elements of the policy, but has his/her own specific area of expertise in addition. The Board of Trustees is composed in such a way that members are able to operate critically and independently of one another, the Board of Directors, and other stakeholders. This appendix includes an overview of members of Board of Trustees members, including primary and ancillary duties. The 2015 Board of Trustees comprised the following members:

Guido van Woerkom

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

Name: Mr G.H.N.L. van Woerkom (1955)

Date of first appointment: 15 December 2005

Current appointment until: 15 December 2017

Eligible for reappointment: no

Ancillary duties:

- Chair of the Board of Trustees of Ymere Housing Association;
- Chair of the Board of Trustees of the General Employers' Association (AWVN);
- Member of the Executive Board of the Confederation of Netherlands Industry and Employers (VNO-NCW);
- Deputy Member of the Social and Economic Council of The Netherlands (SER);
- Chair of the East Netherlands Development Agency;
- Board Member of Fonds Slachtofferhulp;
- Vice chair of the Board of Trustees of Badhotel Domburg;
- Chair of the Dutch Retail Association.

Paul Bringmann

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

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

Position: Owner of Paul Bringmann (product development company in the hotel, restaurant and catering sector)

Date of first appointment: 9 December 2009

Current appointment until: 9 December 2017

Eligible for reappointment: no

Ancillary duties:

- Jury member for Hamburger Foodservices Preis.

Karin Kersten

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

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

Position: Managing Director of Transaction Banking ABN AMRO Bank

Date of first appointment: 7 December 2010

Current appointment until: 7 December 2018

Eligible for reappointment: no

Ancillary duties:

- Member of the ABN AMRO Bank N.V. Innovation Board;
- Member of the ORMIT B.V. Advisory Board;
- Mentorship of young female professionals and multicultural talent;
- Member of the Equens SE Board of Trustees.

Pim Breebaart

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

Name: W.J. Breebaart MSc. (1947)

Position: Interim Director

Date of first appointment: 1 January 2012

Current appointment until: 1 January 2016

Eligible for reappointment: yes

Ancillary duties:

- Chair of the Board of the Association of Universities of Applied Sciences Supervisors, VTH, The Hague;
- Chair of the Board of De Noordwijkse School, primary education, Noordwijk;
- Member of the Advisory Board of the Accreditation Organisation of The Netherlands and Flanders (NVAO), The Hague;
- Chair of the Board of the Ambulante Educatieve Dienst, AED, Leiden;
- Member of the Advisory Board of the Association for Supervisors in Education, (Primary education and secondary education), Utrecht.

Wolfgang M. Neumann

(member of the Board of Trustees)

Name: W.M. Neumann (1962)

Position: President & CEO, The Rezidor Hotel Group

Date of first appointment: 1 January 2014

Current appointment until: 1 January 2018

Eligible for reappointment: yes

Ancillary duties:

- Chair of the International Tourism Partnership.

Ingrid Eras

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

Name: Ingrid Eras-Magdalena (1965)

Position: Senior Vice President of Global HR, Belmond Hotels

Date of first appointment: 1 November 2014

Current appointment until: 1 November 2018

Eligible for reappointment: yes

No ancillary duties.

Anka Mulder

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

Name: J.L. Mulder MSc. (1962)

Position: Vice President of TU Delft

Date of first appointment: 1 January 2015

Current appointment until: 1 January 2019

Eligible for reappointment: yes

Ancillary duties:

- Member of the edX University Advisory Board;
- Member of the University of Sorbonne's Comité d'orientation stratégique.

Appendix 3

2015 Composition and ancillary duties of the Board of Directors

Members of the Board of Directors hold permanent positions within Hotelschool The Hague. The Board of Trustees attaches great value to continuity of the board. For that reason, it deviates from the Universities of Applied Sciences Good Governance Code, which states that members should be appointed for a period of four years in principle. Hotelschool The Hague has had a single-member Board of Directors since 2013, namely:

[Susanne Stolte \(1952\)](#)

[Chair of the Board of Directors \(since 24 August 2012\)](#)

Ancillary duties:

- Chair of the Kunst- en Cultuurcentrum Cool Board of Trustees, Heerhugowaard;
- Member of the Fundraising & Communications Committee of the Prins Bernhard Cultuur Fonds;
- Chair of the Advisory Council for Quality Lodgings;
- Board member of the German-Dutch Chamber of Commerce;
- Member of the Board of Trustees of De Boer Structures Holding BV.

Appendix 4

Remuneration and declarations for the Board of Directors

Remuneration for the Board of Directors and the Board of Trustees

[2015 Standard Remuneration Act declaration by Hotelschool The Hague Foundation](#)

The Standard Remuneration Act (WNT) in respect of the remuneration of senior officials in the public and semi-public sector came into effect on 1 January.

This declaration is compiled on the basis of the following regulation applicable to the Hotelschool The Hague Foundation: Education

In 2015, the remuneration maximum for the Hotelschool The Hague Foundation was € 178.000. The individual WNT maximum listed was calculated on a pro rata basis, according to the scope (and for senior officials, also the length) of the employment contract, in which the scope of the contract can never exceed 1.0 fte for calculation purposes. The individual WNT maximum for members of the Board of Trustees is 15% of the remuneration maximum for the chair and 10% for the other members, calculated on a pro rata basis in respect of the length of the employment contract.

Remuneration for senior officials	
Figures x € 1	S Stolte
Length of employment contract in 2015	1/1 - 31/12
Scope of employment contract (in fte)	1.0
Former senior executive	no
Direct or implied employment contract?	yes
If not, employed for more than 6 months out of 18 months?	n/a
Individual remuneration maximum	€ 178,000
Remuneration	
Salary	€ 139,709
Taxable expenses	€ 0
Remuneration payable at a future date	€ 21,006
Sub total	€ 160,715
-/- amount paid in error	
Total remuneration	€ 160,715
Reason if maximum exceeded: see	1)

2014 data	
Length of employment contract in 2014	1/1 - 31/12
Scope of employment contract in 2014 (fte)	1.0
2014 remuneration	
Salary	€ 139,709
Taxable expenses	€ 0
Remuneration payable at a future date	€ 21,787
Total remuneration for 2014	€ 161,095
Individual remuneration maximum in 2014	€ 178,000
<i>Reason for exceeding remuneration maximum</i>	
1)	

Supervisory senior officials							
Figures x € 1	G.H.N.L. van Woerkom	W.J. Breebaart	J.L. Mulder	I. Eras	W.M. Neumann	P.M.W.C. Bringmann	K.A.M. Kersten
	Chair Board of Trustees, Member Remuneration Committee	Member Board of Trustees, Member Audit Committee, Member Education Committee	Member Board of Trustees, chair Education Committee	Member Board of Trustees, Member Remuneration Committee	Member Board of Trustees	Member Board of Trustees, Member Audit Committee	Member Board of Trustees, Chair Audit Committee
Length of employment contract	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12
Individual WNT maximum	€ 26,700	€ 17,800	€ 17,800	€ 17,800	€ 17,800	€ 17,800	€ 17,800
Remuneration							
Salary	€ 8,000	€ 6,325	€ 5,300	€ 5,300	€ 4,400	€ 5,300	€ 4,800
Taxable expenses							
Remuneration payable at a future date							
Sub total	€ 8,000	€ 6,325	€ 5,300	€ 5,300	€ 4,400	€ 5,300	€ 4,800
-/- amount paid in error							
Total remuneration	€ 8,000	€ 6,325	€ 5,300	€ 5,300	€ 4,400	€ 5,300	€ 4,800
Reason if maximum exceeded: see	1)						
2014 data							

Supervisory senior officials							
Length of employment contract in 2014	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12
Scope of employment 2014 (fte)							
Remuneration in 2014							
Salary	€ 6,600	€ 4,800	€ 0	€ 1,200	€ 3,900	€ 4,800	€ 4,800
Taxable expenses							
Remuneration payable at a future date							
Total remuneration for 2014	€ 6,600	€ 4,800	€ 0	€ 1,200	€ 3,900	€ 4,800	€ 4,800
Individual remuneration maximum in 2014	€ 17,286	€ 11,524	€ 11,524	€ 11,524	€ 11,524	€ 11,524	€ 11,524
<i>Reason for exceeding remuneration maximum</i>							
1)							

Declarations for the Board of Directors

2015 Declarations for Board of Directors	Chair of Board of Directors
Costs / manager	S. Stolte
Representation (incl. F&B school)	260
National travel expenses	236
International travel expenses	1,544
Other costs	94
Telephone costs	1,337
Vehicle costs	16,728
Laptop	-
Relocation costs	-
Total	20,199

Appendix 5

Representative Advisory Council (RAC) Annual Report

“The RAC is helping to improve the performance of OUR Hotelschool where possible. If we want to deliver the BEST student, we all need to do our utmost.”

2015 was a challenging year for the Representative Advisory Council (RAC). In 2014, the Board of Directors implemented a number of changes to the structure of the Hotelschool and these were elaborated further during the course of 2015. The Representative Advisory Council was closely involved in all the changes. Short lines to the Board of Directors meant the Council was updated effectively throughout. Communications with the Board of Trustees became more structured in the last year. This made it possible for the Representative Advisory Council to have a stronger voice within the organisation.

It was evident from the employee satisfaction survey that the Representative Advisory Council needs to do more in respect of methods of communication with staff members. This is easier said than done. How do you provide your colleagues and fellow students with an insight into what the Council is working on and which interests are thus served? This remains an issue with which many advisory councils grapple. The Council has decided to organise its communications in a different way in the hope of reaching the rank and file more effectively. In addition, the RAC is fully engaged in reorganising its methodology in order to be able to fulfil its role more efficiently and transparently.

Of note is the discussion the RAC had to conduct with the Board of Directors regarding great unease across the organisation in respect of proposed changes and innovations to the curriculum. Although tensions appeared to mount during the meeting on this subject, both the Representative Advisory Council and the Board of Directors ultimately found

the consultation to be very constructive. This gave cause to again give thorough consideration as to how collaboration between the Board of Directors and the Representative Advisory Council can be optimised.

As within all other echelons within the Hotelschool, good intentions are sometimes displaced by the issues of the day. The Council and the Board of Directors must support each other to ensure long-term goals are not superseded by the issues of the day. The Council is therefore very pleased with the Board of Directors' proposal to work on an implementation plan in the short term to provide clear direction to Hotelschool The Hague's policy and strategy. Naturally, the Representative Advisory Council will be closely involved in the development of the implementation plan.

Regrettably, our chair M. Bakker was obliged to stand down from the role for personal reasons. He has proved very difficult to replace. After a great deal of consideration, the Council decided to appoint two co-chairs on a temporary basis.

M. Boeije-Appel and Q. Zeggen were willing to take this task upon themselves. The situation will be evaluated before the 2016 summer holidays, after which we expect to elect a regular chair.

Driven by politics in The Hague, there have been developments underway in higher education for some time

now in terms of governors and student and employee representatives working together more closely. Thanks to the new Student Finance Bill, there has been an important change to the Tertiary Teaching Act, which gives the Representative Advisory Council right of approval of the main points of the budget, in addition to its existing advisory rights. It took some searching, on the part of both the Council and the Board of Directors, to identify the best way to interpret this. The experiences of the last year mean the Representative Advisory Council regulations need to be modified to incorporate a framework to facilitate right of approval to the broader points of the budget.

Composition and meetings

The Representative Advisory Council comprises seven student members and seven staff members. It meets on average once a month and there is a meeting with the Board of Directors every 10 weeks. The Representative Advisory Council has three sub-committees that are responsible for different issues.

Information about the RAC

More information about RAC activities and meeting dates can be found on MyHotelschool and the intranet. In addition, the RAC regularly publishes newsletters and provides updates in Staff and Student news publications.

Appendix 6

2015 Research Centre publications

Journal papers

- **Oskam, J.** (2015). Book Review: The Tourism Education Futures Initiative. *Activating Change in Tourism Education*. Edited by Darko Prebežac, Christian Schott and Pauline J. Sheldon. *Journal of Tourism Futures* 1.3. 289-290.
- **Oskam, J.** (In Press). Book Review: *Futurevision. Scenarios for the world in 2040*. Richard Watson & Oliver Freeman. *Journal of Tourism Futures*.
- **Oskam, J.** and Zandberg, T. (In Press). Who will sell your rooms? Hotel distribution scenarios. *Journal of Vacation Marketing* (special issue on "The Future of Hotels").
- **Van Rheede, A.** & **Dekker, D. M.** (In Press). Hospitable Behavior of Managers and Employees: Helping or Hindering Sustainable development in the Hospitality Industry? *Research in Hospitality Management* 6.

Keynotes

- **Bosman, J.** (2015) Tevreden gast en weg is 'ie. Hoe ICT u helpt. HotelTech, Bunnik, 23 November.
- **Huizing, J.**, (2015) City Hospitality and strategy, Master's

Programme Erasmus University Rotterdam, October.

- **Oskam, J.** and Karijomedjo, G. (2015). Tourism Development in the Middle East: Scenarios and Wildcards 2030. Arabian Hotel Investment Conference, Dubai, 5-7 May.

Conferences

- **Bosman, J.** & **Dekker, D.M.** (2015). Unraveling the Power of Customer Delight. EuroChrie, Manchester, 15 -17 October.
- **Dekker, D. M.** & **Albers, L. W. A.** (2015). Personality and Surface Acting in the Dutch Hotel Industry: The Moderating effect of Authenticity. 3rd World Research Summit for Tourism and Hospitality, Orlando, Florida, 15-19 December.
- **Dekker, D. M.**, Groen, B. H. & Lub, X. D. (2015). How may I serve you: determinants of service behaviors in a hospitality setting. EAWOP, Oslo, Norway, 20-23 May.
- **Lub, X.D.**, Groen, B. H., **Dekker, D.M.**, & **Tromp, G.S.G.** (2015). At your Service: An interactionist Perspective on

Personality and Service Climate in Relation to Service Adaptive Behavior. 3rd World Research Summit for Tourism and Hospitality, Orlando, Florida, 15 -19 December.

- **Huizing, J.**, Wielen J, van der, 2015, Engaging stakeholders to co-create memorable city hospitality: residents' motives and personas, EuroCHRIE Manchester, 15-17 October.
- Tunçalp D and **Sayım KZ.** 2015. Diplomats' immunity to foreignness: Socialization and work in expatriate adjustment. 75th Annual Meeting of Academy of Management, Vancouver, BC, 7-11 August 2015.
- Van **Rheede, A.**, Circular Economy as an Accelerator for Sustainable Experiences in the Hospitality and Tourism Industry. EuroCHRIE Manchester, 15-17 October.

Chapters

- **Dekker, D. M.** (2015). Guest Delight and Genuinely Hospitable Employees. In W. Wade (Ed.), *Hotel Year Book 2015*.
- **Huizing, J.**, K. **Wiegerink**, 2015, Case City Hospitality – Ambassade van Den Haag, in Boer R. (Ed.): *Brand Design*, Pearson Benelux
- **Koupriouchina, L.**, Van der Rest, J.I., Schwartz, Z., & Sierag, D.D. (2015). Forecasting Accuracy Measures: can we trust them? In: Uysal, M., Schwartz, Z., & Turk, E. (Eds.). *Management Science in Hospitality and Tourism: Theory, Practice and Applications* (pp. xx-xx), Oakville: Apple Academic Press Inc.

Work under submission

- Boswijk, A. and **Oskam, J.** (under review). Airbnb: the future of networked hospitality businesses. *Journal of Tourism Futures*.
- **Korte, A. de** and **De Visser-Amundson, A.** (under review). Trend paper: The Polarity Paradox. *Journal of Tourism Futures*.
- **Koupriouchina, L.**, Van der Rest, J.I. (in progress). Effective forecasting and judgmental adjustments:

an empirical evaluation of overriding decisions in hotel revenue management. REMAPS conference, Paris, 17-18 December 2015. Schwartz, Z., Van der Rest, J.I., Webb, T., **Koupriouchina, L.** (in progress). The impact of Learning on the Efficacy of Forecast Combinations. *International Journal of Forecasting*, XX, xx-xx.

- **Dekker, D.M.**, **Oskam, J.** and **Wiegerink, K.** (under review). *Innovation in Hospitality Education. Anticipating the needs of a changing profession.* Springer.
- **Sok, J.**, De Ruiter, M., Blomme, R.J., Lub, X.D. and **D. Tromp** (under review). The relationship between positive and negative home-work interference and turnover intentions: The mediating role of perceptions concerning training and development practices. *European Management Review*.
- **De Visser-Amundson, A.** (under review). Influence of the end of the Customer Journey on the visitor experience – a study of the City The Hague, NL. The Global Tourism & Hospitality Conference, Hong Kong 16-18 May 2016.
- **Wiegerink, K.** (under review). Return on City Hospitality! Cities are to be judged by their welcome. ITB Berlin.

Trade Journals

- **Bosman, J.** (2015). Van tevredenheid naar delight. *Hospitality Management* 4. 30-32.
- **Dekker, D. M.** (2015). Op zoek naar gastvrij talent. Gastvrijheid en Guest Delight. *Hospitality Management* 5. 29-31.
- **De Visser-Amundson, A.** (2015). Wat wil de hotelgast nu eigenlijk? *Hospitality Management* 2. 34-37.
- **De Visser-Amundson, A.** (2015). Customized Hotel Experiences. *Hospitality Upgrade*, Fall.
- Vermeulen, T. (2015). Interview met **K. Wiegerink**: Den Haag wil toeristen een WOW meegeven. NRIT Media (online), juni. <http://www.nritmedia.nl/kennisbank/34782/>.
- **Wiegerink, K.** (2015). Een gastvrij winkelgebied loont. *Shopping Centre News*. 20-21.

Appendix 7

Online and PR activities

Website

In July 2015, an updated version of the website was launched with a redesign of the homepage and improvements to a number of functionalities.

For the first time, the number of international visitors to the website exceeded the number of Dutch visitors. This was thanks to the increased international reach achieved by the campaigns for the Bachelor and Master Programmes.

There were 55.35% international visitors to the website from April to July 2016, compared to 44.65% Dutch visitors (49,282 international sessions in 3 months compared to 39,752 NL sessions).

Facebook

Facebook remains the most important social media channel with the highest level of user engagement. On 1 January 2015, the Hotelschool Facebook page had 4,000 followers

and 2,400 new followers joined during the course of the year, bringing the total to over 6,400 at the end of 2015.

Instagram

In 2015, Hotelschool The Hague retained its focus on portraits of students with inspiring quotes, which generated in excess of 1,600 followers by the end of 2015 with positive feedback from students and prospective students.

LinkedIn

In addition to Facebook and Instagram, Hotelschool The Hague is also active on LinkedIn, with over 11,000 followers.

Social Media Ranking

The rankingz.nl website compares the social media presence of Dutch universities and universities of applied sciences.

It looks at the so-called 'Kloutscore' (a site that evaluates online presence with a score from 0 to 100) and engagement on Facebook and Twitter, amongst others. This year, we rose from a ranking at the bottom of the list to a position within the top 15 of all Universities and Universities of Applied Sciences in The Netherlands.

Blog

This year, Hotelschool The Hague launched a new blog focusing on the faculty's Hospitality expertise, our Hospitality Research Centre, and our students and alumni. The blog is divided into three segments. 'Our community' highlights the successes of Hotelschool The Hague and of the community, 'Alumni' presents interviews with alumni and articles written by alumni, and 'Industry' shares articles written by the faculty and the Research Centre; articles with insights into hospitality trends and innovations.

Public Relations

Fourteen press releases were issued during the year, including:

- Partnership with Oaky for the provision of an app for course evaluation/ student feedback;
- New 'Strategic Relationship Management' course in collaboration with the Protocol Bureau;
- Ambassador's Lunch on campus in The Hague;
- Students win IHIF Challenge in Berlin;
- Jeroen Oskam new Director of the Research Centre;
- Launch of House of Hospitality in The Hague;
- NSE Results;
- Hotelschool The Hague students at work during SAIL;
- RAAK 'Gastvrijheid Verdient' conference;
- First MBA graduates;
- Hotelschool The Hague ranked amongst TOP educational institutions by Keuzegids HBO 2016;
- 2015 Hospitality Innovation Summit;
- Students from 10 International hotel schools working with top CEOs;
- New Le Début in Amsterdam;
- Total Press Value of €1,170,000.

Colofon

Text: Hotelschool The Hague

Design: Haagsblauw - concept + design

Photography: Giampiero Maietti,

Brand The Hague

Special thanks to: Starwood Hotels &

Resorts Worldwide, Hilton Worldwide,

InterContinental Hotels Group, FRHI

Hotels & Resorts and Marriott

International, for sharing their property photography with us.





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