



International Centre
of Excellence in
**Tourism and Hospitality
Education (THE-ICE)**

Annual Report 2009-2010



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» Chairman's Statement



I am pleased to report that we have significantly expanded our network overseas over the past year, building upon the strong base of our Australian 'Foundation Members'.

Internationally, issues of educational programme quality have been growing in importance across the university, vocational and private college sectors. THE-ICE has taken a strong leadership role in demonstrating the importance of high quality educational provision in tourism, hospitality and events.

Over the past year we have also welcomed two new members to the Board of Directors - Dr George Brown and Dr Russell Arthur Smith. Both have added a new dimension to our activities. Dr Brown (who is associated with THE-ICE member William Blue College of Hospitality Management) is a leading proponent and researcher of educational accreditation, and last year he was invited by the Australian Federal Minister of Education to be on the Board of the Australian Learning and Teaching Centre (ALTC). His insights have been very valuable to THE-ICE as we have progressed into the international accreditation. Dr Smith (who is with THE-ICE member Cornell-Nanyang Institute of Hospitality Management) is based in Singapore, and he brings an international dimension to the Board as well as supporting the engagement of THE-ICE with the Asia-Pacific Region.

Professor Brian King
Chair & Director



» Managing Director's Statement



THE-ICE has now been operating for just two years as an independent not-for-profit organisation. It is perhaps worth reflecting on what has been achieved during this relatively short time. In 2008, THE-ICE had just 12 Foundation Members who were all based in Australia. Whereas we now have some 22+ Associates, Affiliates and Accredited members

from some eight countries that include Switzerland, Fiji, Austria, Singapore, Italy and Thailand. Furthermore, we have an increasing number of institutions in a variety of countries (such as New Zealand, Malaysia, The Netherlands etc.) who have all expressed interest in being accredited by THE-ICE in the near future.

This last year has been a year of continued evolution. To begin with, we have continued to review our accreditation system and processes, and appointed Associate Professor Stephan Craig-Smith from the University of Queensland as Chair of our Panel of Auditors. Furthermore, Cornell-Nanyang Institute of Hospitality Management (CNI) in Singapore became our first new fully Accredited Member.

Our 2009 International Panel of Experts Forum was hosted at The Hotel School Sydney, with the focus on "Developing Excellence in Tourism, Hospitality & Events Education". This was such a successful event that we then planned to hold our first International Panel of Experts (IPoE) Forum outside of Australia at Naresuan University in Thailand in June-2010. Unfortunately, street protest in central Bangkok close to our proposed venue meant that we had to cancel the event. Despite this setback, we are looking forward to hosting the IPoE Forum in other locations in the forthcoming year.

In early-2010 we further expanded on our research relationship with **i-graduate**, and for the first time included both international and domestic students in our confidential benchmarking survey of the student experience. This is providing members with an enhanced set of data, and enables better comparisons of student cohorts.

We have re-launched THE-ICE website, adding new features such as **Find-THE-Supervisor**, which enables potential research students to search for relevant supervisors. Our website has also become 'edge-enabled', as THE-ICE became the launch customer for **Edgevertise**. This is a new online marketing tool that allows us to feature Accredited Members more prominently. This software allows us to create 'Edgelets' (or mini interactive websites) on the right hand side of our website. Looking ahead, we aim to be launching our new on-line **Get-THE Scholarship** application system in 2011.

Given the diversity and growing size of our database receiving our *Global Newsletter*, we strategically decided to replace this newsletter with two more focused communication tools that can both draw on the global media resources of the Meltwater News. We have now created the **iStudent News** (for prospective students) and the **eBulletin** (for educators and administrators). But given all these changes and the focus on expanding our global base of Associate and Accredited members, we have put our SpotMeOnline and THE-Big-List web developments on hold for the time being.

Looking ahead to 2010-11, THE-ICE will have another busy year. There will be an increasing number of institutions going through our Pre-accreditation and Accreditation processes. We will also continue to represent our Members at a range of international conferences, and in supporting developments that help to develop excellence in tourism, hospitality and events education.

Finally, THE-ICE would like to thank Southern Cross University for again hosting our offices at its Gold Coast campus throughout 2009-10. However, space constraints at this campus does mean that THE-ICE will be re-locating during 2010-11.

Associate Professor J. S. Perry Hobson, PhD
Managing Director, THE-ICE

» Accreditation, benchmarking and the promotion of excellence in tourism, hospitality and events education «

» Board of Directors

Chair & Director

Professor Brian King



Professor Brian King is responsible for Victoria University's industry and community partnerships and engagement. Prior to taking on his current role as Acting Pro Vice Chancellor, he was Director of the Making VU Program, a strategic initiative to strengthen the positioning of the University through several major project initiatives.

He spent nine years as Head of the School of Hospitality, Tourism and Marketing in the Faculty of Business and Law (1998-2007). As well as being Professor of Tourism Management at VU, he is a Visiting Professor at AILUN University in Sardinia, Italy.

Professor King has extensive tourism management experience and maintains his industry involvements at board level (Western Melbourne Tourism). He is Deputy Chair of the Business Mentoring Panel in the Victorian Tourism Awards. He has consulted extensively to international development agencies in the areas of tourism marketing and human resource development. He has published widely in the fields of tourism marketing, planning and human resource development and has authored or co-authored several books.

In addition to chairing THE-ICE Board, Professor King is also the Founding and Joint Editor-in-Chief of the international journal *Tourism, Culture and Communication*. He is an elected fellow of the International Academy for the Study of Tourism, as well as the coordinator of the ABC Radio's *Tourism in the Asia-Pacific Region* series.

Director

Professor John Jenkins



Professor John Jenkins is the Professor of Tourism, Head of School Tourism & Hospitality Management and a member of the Australian Regional Tourism Research Centre at Southern Cross University. He has authored several books and approximately 60 book chapters and refereed journal articles.

Professor Jenkins is the Managing Editor, *Annals of Leisure Research*, Reviews Editor for *Current Issues in Tourism* and *Annals of Leisure Research*, the Chair of the Scientific Committee for the 6th Asia-Pacific (APacCHRIE) Conference and THE-ICE International Panel of Experts Forum 2008.

His expertise includes Eco-tourism, Tourism Planning & Policy, Tourism & Protected areas/National Parks, Out-door Recreation management, Leisure Studies and Leisure and Recreation in Urban Communities.

Director

A/Professor Dr. J. S. Perry Hobson



A/Professor Dr. Perry Hobson is the Director of the International Centre for Excellence in Tourism and Hospitality Education (THE-ICE). He is also an Associate Professor in the School of Tourism and Hospitality Management at Southern Cross University (SCU).

Dr Hobson is the Editor-in Chief of the *Journal of Vacation Marketing*, the co-Editor of the *Journal of Hospitality and Tourism Education*. In 2005, Perry was recognised in the journal *Tourism Management* as being amongst the top 50 researchers in tourism and hospitality management over the previous two decades. He has been the recipient of awards of excellence for his research from the MCB University Press/Emerald in the UK, and from I-CHRIE (the International Association of Hospitality & Tourism Educators) in the USA.

Director

Dr Russell Arthur Smith



Dr. Smith is a hospitality and tourism development expert who has extensive academic & professional experience in Asia, as well as North America and the Middle East. He is the Interim Dean, Cornell-Nanyang Institute of Hospitality Management (CNI), at the Nanyang Technological University, Singapore.

Dr. Smith has headed large multi-disciplinary teams for the preparation of major hospitality and tourism development plans. In addition, he has served on many private and public boards and committees throughout Asia Pacific as well as held appointments in universities in Australia, Malaysia, Singapore and the United States of America.

He holds a doctorate from Harvard University and a degree in architecture with first class honours from the University of Queensland. He is a Certified Practising Planner.

» Board of Directors

Director

Dr George Brown



Dr George Brown was appointed Group Academic Director at Think: Education Group in 2007. Prior to this he held senior academic positions with the Navitas Group, Le Cordon Bleu Australia, International College of Hotel Management and TAFESA.

In 2010, the Prime Minister of Australian (the Hon. Julia Gillard) appointed Dr Brown as a Board Director of the Australian Learning and Teaching Council (ALTC). He plays an important role in the Council's Steering Committee of Learning and Teaching Academic Standards Project as well as the Fellowship Scheme Standing Committee.

Dr Brown is also an appointed member of the New South Wales Register of Higher Education Assessors and sits on the ACPET National Higher Education Committee. His research interests surround higher education accreditation, quality improvement and the burgeoning problem of non-official higher education provision.

Director

Mr Nicholas Hunt



Mr Nicholas Hunt was appointed Chief Executive Office of William Angliss Institute in August 2007. Prior to this appointment he held positions as a Board Director for the Institute from 2004 and Chief Executive Officer of Tourism Alliance Victoria (the merged entity of Country Victorian Tourism Council and Victorian Tourism Operators Association) from 2000.

Mr Hunt has gained broad experience in the tourism sector especially, having been Executive Director for Tourism Training Victoria where he directed research, standards implementation, assessment and promotional activities. As well as his professional interests, Mr Hunt is involved in a number of prominent industry groups including Chair of Victorian Tourism Awards Industry Reference Group and is a Member of the Melbourne Hospitality Advisory Group for the City of Melbourne.

Director

Mr Guy Bentley



Mr Guy Bentley is the CEO of the Blue Mountains International Hotel Management School, the Australian International Hotel School and e-Hotelier, which are part of the Laureate International University Network. Mr Bentley is committed to the growing of a trusted quality higher education business that is customer-focused and mentoring his executive

team to operate effectively within a complex regulatory and corporate global environment.

In addition to serving THE-ICE Board as an elected Director, Mr Bentley is an invited member of the National Committee of the Colleges of Private Higher Education (COPHE), the International Association of Hotel Schools (EUHOFA) and a Member and past Chair of the Australian Association of Hotel Schools (AAHS).

Mr Bentley is a published academic & industry professional. His research interests include Intellectual Property; Online Marketing and Distribution Strategy in the Hospitality Industry; Compliance and its impact on Strategic Business Improvement; Innovation in the Hospitality Sector; Crisis planning perception, attitudes and behaviour of Australian Hotel Managers etc. He is highly recognised for his outstanding contributions to the tourism/training industry in Australia and has received the National Training Legend Award in 2006, the National Tourism Platinum Award in 2004 and 2009.

Director

Mr Alan Williams



Mr Alan Williams is the Managing Director of the Australian School of Tourism and Hotel Management (ASTHM), a privately owned and Registered Training Organisation in Western Australia. The School is also registered by the Minister of Education as a Higher Education Provider offering University Bachelor Degrees and Post Graduate Master Degrees in

association with Southern Cross University.

Mr Williams is an active board member on a number of peak industry education bodies in Australia. He is passionate about Vocational Education and Training evidenced within his own organisation where a number of innovative delivery and assessment strategies have been incorporated, ensuring the very best possible education outcomes are achieved for the students and the industry.

» 2009-2010 Key Activities

1. International Panel of Experts Forum, 2009

The 2009 Panel of Experts Forum that took place at The Hotel School Sydney from the 12th – 13th October 2009, Sydney, Australia. This year's Panel of Experts Forum included some 75 delegates and panellists from Canada, Italy, New Zealand, Fiji, UK, Thailand, Singapore as well as Australia. Over the course of the 2-day Forum, six panel sessions focused on a number of important topics were held.

The Forum theme "Developing Excellence in Tourism, Hospitality and Events Education" was chosen to address the needs, issues and value surrounding THE Accreditation, Benchmarking and the Development of Best Practice.

DAY 1

Dr Perry Hobson, Director of THE-ICE, kicked off this year's Forum with a presentation entitled "THE-ICE: Past, Present and Future" which gave an overview of the history and development of THE-ICE and its transition over the last 18 months. Other panels on Day 1 included:

Panel Session 1

Accreditation and QA - as THE-ICE is focusing on accreditation plus marketing, Dr George Brown (Think Education, Australia) began this first panel session by trying to demystify some of the terms about accreditation. He also spoke about the growing importance of international accreditation and the problem of fake accreditation agencies.



Professor Roger March (University of New South Wales UNSW, Australia) looked at the motivations behind accreditation particularly within the context of Business Schools, and the costs vs benefits completing such accreditations. Finally, A/Prof Stephen Craig-Smith (The University of Queensland UQ, Australia) spoke about the challenges facing institutions entering the higher education market and also gave some further background to the development THE-ICE accreditation.

Panel Session 2

International Issues Facing TH&E Education - given the enormous changes in international education this panel started off with Professor Oswin Maurer (Free University of Bozen, Bolzano, Italy) identifying that the Bologna Process was still very much a work in progress for most of the education systems within Europe and pointing out that many issues still remained unresolved.

Professor Nigel Hemmington (Auckland University of Technology AUT, NZ) spoke of the challenges facing fields of study such as 'Hospitality' within a traditional university setting, while Professor Ted Wykes (Royal Roads University, Canada) reflected on the problems facing hospitality and tourism programmes within 'University College' institutions in Canada - in so much as that they were neither seen as universities or vocational colleges.

Dominic Szambowski (Blue Mountains International Hotel Management School BMIHMS, Australia) then looked at the rapid expansion of large corporate private providers (such as Laureate, Cengage and Kaplan) now entering the tourism and hospitality related education. Finally, Dr Russell Arthur Smith (CNI, Singapore) commented on the challenges facing Asian based institutions in terms of how they met the demand for TH&E education in the region particularly given the shortages of faculty.

Panel Session 3

Developing Teaching & Learning Excellence - A/Prof Dianne Dredge (Southern Cross University, Australia) spoke about her recently Australian Teaching & Learning Council, ATLC funded project, and questioned the structure and lack of flexibility seen in many tourism undergraduate programmes. Dr Pierre Bechendorff (James Cook University, Australia) reflected on their recent project on the student experience at JCU and how so many of the factors were inter-connected. Alison Owens (Central Queensland University-Sydney, Australia) discussed that their research had shown that many international students were failing not because of problems with their actual academic studies, but about adjusting to life in a foreign country. Finally, Janet Elms-Smith (Northern Sydney Institute of TAFE NSI, Australia) reflected on the many challenges facing vocational education in Australia.



» 2009-2010 Key Activities

1. International Panel of Experts Forum, 2009

Panel Session 4

Contribution of International Students to Tourism - this was the first panel session that brought both industry and educators together. It follows on from initiatives of THE-ICE to recognise the overlap, importance and connections between international students and tourism. The panel opened with John King (Chair, Australian Tourism Export Council) reflecting on the recent government reports that are looking at this topic.

Meanwhile, Professor Mike Davidson (Griffith University, Australia) spoke about the initial focus group findings of his STCRC funded project. They seemed to indicate that there were many 'barriers to travel' facing international students. Kate Payne (AUT, NZ) reported on her quantitative research findings of international student travel patterns in New Zealand, which showed considerable travel to regional areas in NZ. Finally, Euan Robertson (Tourism and Transport Forum) spoke about the inter-connected issues of local transport, housing, and access to tourism areas for international students and their visiting friends and families.

Panel Session 5

Building Stronger Links Between Education and Industry - following on from a similar panel at the previous Panel of Experts Forum held in Perth, this session was focusing on looking at what could be done to build up the linkages. This panel session drew on views from both practitioners and educators - and opened with a short presentation from Dr Asad Mohsin (University of Waikato, NZ). Following comments from Rachel Argaman (CEO, Toga Hospitality), Guy Bentley (BMIHMS, Australia), Matt Hingety (CEO, Australian Tourism Export Council), Catherine Ng, (William Angliss Institute, Australia), Peter Lewis (The Hotel School Sydney THSS, Australia) and David Bierman (University of Technology Sydney, Australia) a wide-ranging discussion involving all delegates at the Forum then occurred. John King (Chair of the SCU Industry Advisory Board) must be congratulated for his ability to Chair such a session. A number of areas for better linkages came out of the discussion, but in particular one thing was identified - that was the need for us to collectively create a professional body which can be supported by the various industry sectors and all education institutions.



» Panel Sessions

1. Accreditation and QA
2. International Issues Facing TH&E Education
3. Developing Teaching & Learning Excellence
4. Contribution of International Students to Tourism
5. Building Stronger Links Between Education and Industry



» 2009-2010 Key Activities

1. International Panel of Experts Forum, 2009

DAY 2

i-graduate Workshop

On the second day of the International Panel of Experts Forum, Mr William Archer, the Managing Director of International Graduate Insight Group, (*i-graduate*), led a workshop on the use of the THE-ICE's version of the International Student Barometer (ISB). The ISB is now a well-recognised benchmarking tool, and is used by some 300+ institutions around the world.

A tourism, hospitality and event specific ICE-ISB was developed for THE-ICE in 2007. The ISB analyses the international student experience over the four dimensions of Arrival, Learning, Living and Support. In order to enable institutions/programmes to see how they perform within THE-ICE and against a wider group of institutions, *i-graduate* has developed an ICE-Index as well as a Global THE-Index for benchmarking purposes.

THE-ICE Index is made up of responses from students who are studying at member institutions of THE-ICE, while the Global THE-ISB Index is drawn from responses of students studying hospitality, tourism and/or events programmes at non-THE-ICE member institutions.

The ICE-ISB allows for members to confidentially benchmark their institution/programme against THE-ICE Index, and also against one another. At this year's Forum, the workshop was kicked off by a number of presentations:

- Peter Lewis (THSS) spoke about how he had used it to build a business case to move to new premises.
- Dr Michael Milgate (Australian International Hotel School AIHS, Canberra) reflected on how they had changed their administration processes
- Alan Williams (Australian School of Tourism & Hotel Management, Perth) spoke about how he had used his ISB survey results to completely revisit their student services.

Following their presentations, a number of groups were formed that focused on specific issues (such as the living environment, internationalisation etc.) that had come out of the ISB. A report back session then tabled the many areas for action. Some 25 specific action-steps were identified and committed to by various delegates which included everything from:

- extending orientation to 5-weeks rather than seeing it as just a 1-week information dump
- involving community groups, and tourism activities in the student orientation-initiate activities to break-down the 'them and us' between domestic and international students
- providing students with feedback of the ISB results, increase use of non-verbal forms of communication for international students
- offering international study tours to domestic students
- view students as an 'alumnus' from Day 1 not their last day and so forth and so on.....

William Archer from *i-graduate* noted that he was really pleased to see the action orientated nature of the attendees at the Forum pointing out that "many institutions only focus on what they do well. It was very encouraging to see the focus here being on what needed to be done to improve the experience for international students, rather than just resting on their laurels".



2009-2010 Key Activities

2. International Student Barometer Survey (ISB) 2010

ISB Survey - The Tradition

One of the value-added benefits THE-ICE offers to its Member Institutions is to orchestrate the annual international student satisfaction survey (International Student Barometer, ISB) in cooperation with the International Graduate Insight group (*i-graduate*), a tradition commenced in 2007. The student satisfaction benchmarking surveys aim to provide invaluable insight for the Member Institutions to:

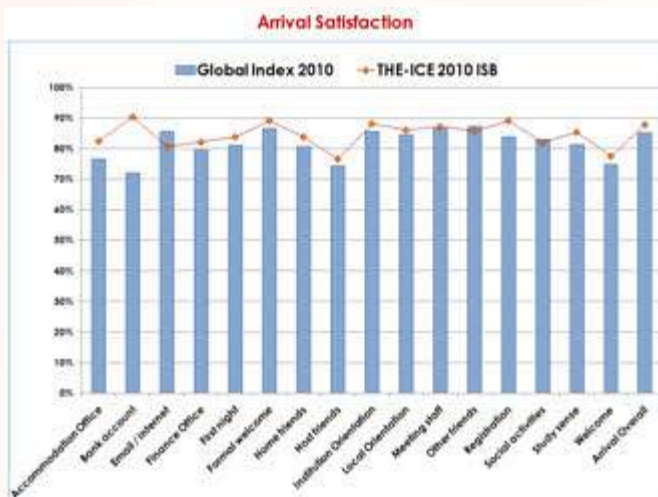
- Understand what motivates international students to study tourism and hospitality
- Evaluate why they choose to study in certain countries as opposed to other destinations for international education
- Monitor TH&E students' satisfaction levels in key times throughout their learning experience at a THE-ICE member institution
- Understand how to increase the conversion of enquirers to students studying at THE-ICE network institutions, and
- Benchmark international student satisfaction levels against those from the tourism index

SB 2010 - Breaking New Grounds

Due to the growth in international members, the 2010 Survey Wave saw THE-ICE expand its scope to include network institutions around the world as well as the feedbacks from both international and domestic students!

Some 9,638 students from 23 institutions (8 from overseas, 15 from Australia) were invited resulting in 3,085 complete responses:

- 1,599 from international students and 1,486 from domestic students at a response rate of 44% and 25% respectively
- international students' countries of origin - China (17%), Germany (10%), South Korea (9%), Vietnam (6%), Indonesia (6%)...
- Level of study
 - International students: Undergraduate 54%, Diploma 21%, Postgraduate coursework 13%
 - domestic students: Undergraduate 75%, Diploma 10%, Postgraduate coursework 6%, Certificate 5%
 - Gender - international: 63% female, 37% male and for domestic: 75% female, 25% male



Furthermore, it is worth noting that due to the high response numbers of THE-ICE Members (>3,000), it rendered the benchmarking against the Tourism Index of about 600 responses (from non-members universities in the UK with 379 international and 250 domestic student responses) relatively meaningless. Hence THE-ICE's 2010 findings were benchmarked against the Global Index of students currently enrolled in Business programmes around the world, response numbers ranging from >20,000 to >120,000.



International Centre of Excellence in Tourism and Hospitality Education, THE-ICE

LEARNING SATISFACTION - ISB																						
Learning elements	THE-ICE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Good teachers	81%	83%	80%	84%	84%	89%	82%	84%	82%	77%	84%	83%	78%	89%	72%	84%	84%	80%	93%	86%	88%	
Library	74%	67%	78%	89%	74%	81%	79%	80%	73%	71%	82%	89%	77%	80%	48%	59%	89%	76%	100%	74%	81%	81%
Employability	75%	65%	71%	62%	78%	78%	86%	67%	87%	77%	77%	91%	73%	79%	65%	66%	89%	56%	83%	78%	82%	
Technology	74%	77%	74%	89%	73%	84%	70%	77%	62%	84%	77%	89%	100%	74%	36%	78%	74%	92%	98%	74%	83%	
Course content	85%	78%	80%	88%	83%	90%	90%	91%	84%	80%	81%	94%	100%	84%	70%	83%	83%	67%	88%	84%	88%	
Academic's English	87%	72%	91%	91%	82%	84%	92%	88%	91%	84%	99%	91%	77%	10%	93%	82%	89%	63%	93%	83%	67%	
Performance feedback	80%	68%	84%	84%	74%	90%	88%	81%	74%	73%	82%	85%	89%	71%	69%	73%	87%	88%	93%	84%	74%	
Assessment	81%	83%	82%	85%	74%	82%	90%	77%	82%	74%	84%	83%	77%	78%	77%	78%	84%	67%	83%	87%	64%	
Experiencers	87%	77%	81%	91%	87%	92%	95%	90%	91%	83%	82%	94%	100%	94%	84%	79%	91%	75%	98%	83%	64%	
Work experience	71%	65%	67%	54%	71%	74%	73%	75%	82%	80%	77%	93%	33%	69%	69%	68%	93%	44%	84%	67%	67%	
Learning support	83%	83%	82%	90%	78%	82%	92%	81%	84%	84%	77%	89%	82%	80%	74%	76%	89%	91%	82%	94%	64%	
Careers advice	69%	68%	69%	54%	67%	75%	75%	68%	75%	71%	68%	89%	60%	72%	53%	51%	85%	33%	63%	79%	64%	
Language support	83%	83%	84%	74%	78%	83%	89%	80%	88%	97%	67%	91%	82%	88%	80%	74%	94%	88%	82%	72%	77%	
Flexibility	78%	78%	74%	83%	75%	82%	90%	78%	80%	77%	82%	83%	91%	71%	58%	79%	85%	67%	88%	79%	48%	
Research	83%	81%	84%	83%	78%	84%	89%	86%	75%	74%	82%	87%	77%	68%	74%	83%	89%	75%	93%	82%	72%	
Learning spaces	82%	82%	83%	79%	82%	92%	78%	81%	77%	84%	77%	92%	83%	94%	70%	79%	85%	68%	93%	75%	34%	
Multicultural	84%	84%	87%	71%	82%	82%	90%	79%	89%	87%	91%	93%	48%	73%	88%	83%	82%	100%	88%	91%	88%	



» 2009-2010 Key Activities

3. Accreditation and Membership

I. Accreditation & THE-ICE Assessment Panel

The Assessment Panel plays a critical role in the application process and procedures underpinning THE-ICE's core business of Accreditation and Membership. To ensure that the Assessment Panel is independent, that transparent and comprehensive guidelines are in place covering international benchmarking within expectations and the broader educational context of tourism, hospitality and event education (TH&E), a review was conducted in early 2010.

The review proposal was submitted to and met the approval of the Board of Directors on the following:

- Associate Professor Stephen Craig-Smith will Chair the Panel for a minimum term of two years, to be supported by the Assessment Panel's Secretariat
- Appropriately qualified academics and/or industry leaders (about 15) to join the Assessment Panel as Auditors of THE-ICE
- To recognise the Auditors for their services with a clearly defined honorarium structure, the use of THE-ICE Auditor business cards and profiling on THE-ICE website
- To design and develop a THE-ICE Assessment Panel Operational Manual containing commercial in confidence documents on THE-ICE pre-accreditation and accreditation policies and procedures





II. Membership

THE-ICE has achieved above-target membership growth in the past year. In addition to seven Pre-accreditation applications in progress (from Dubai, France, Malaysia, Singapore, Switzerland, the Netherlands, the Philippines etc) the following institutions have successfully met THE-ICE Standards of Excellence and the approval of the Board of Directors:

AccreditationPLUS Members

- a. Griffith University, Australia - re-joined the Network as a Foundation Member 
- b. Cornell Nanyang Institute of Hospitality Management, Singapore - progressed from Associate of THE-ICE to AccreditationPlus Member 
- c. IMC University of Applied Sciences, Krems Austria - (progressing from an Associate of THE-ICE status and is at the final stages of the accreditation assessment) 
- d. MCI Management Center Innsbruck, Austria (progressing from an Associate of THE-ICE status, application in progress) 

Associates of THE-ICE

- a. James Cook University, Australia & Singapore campuses 
- b. The University of the South Pacific, Fiji 

Prospective Associates of THE-ICE

Currently THE-ICE is in discussion with some 40 institutions from over 21 countries. >10-12 of them expressed keen interest in THE-ICE Pre-accreditation, subject to final confirmation.

III. Accreditation & Pre-accreditation Application Fees

As part of THE-ICE Assessment Panel Review process, THE-ICE Board has also approved the introduction of a fee structure for prospective Pre-accreditation and Accreditation applications, effective as from 2010-2011 financial year (1st July 2010). The fees, excluding site audit related travel costs will be:

- A\$3,500 for Pre-accreditation Application
- A\$5,500 for Accreditation Application
- A\$2,000 for Affiliate Application

» 2009-2010 Key Activities

4. Management of Membership Scholarships

Overview

THE-ICE continued to offer scholarship management service to its Member Institutions. They have the options to provide financial assistance to qualified scholarship applicants in the form of a grant either towards the living costs, the tuition fees for one year or the tuition fees for the duration of the entire programme.

For the 2009 and 2010 scholarship rounds, THE-ICE

1. Marketed the nominated scholarship on behalf of the Member on its website: www.the-ice.org; via its extensive distribution channels including but not limiting its international student recruitment agents network, peers institutions etc.
2. Designed and developed appropriate scholarship promotional collateral in collaboration with the member.
3. Administered the enquiry and application process in accordance to the terms of conditions of THE-ICE International Scholarship Programme.
4. Supplied the Member with details of all scholarship application database following the selection of the successful scholarship winner.
5. Supplied the Member with details of all Scholarship application download details following the selection of the successful scholarship winner.

Scholarship Promotion

Activities conducted in collaboration with the Member for promoting the Scholarships of Excellence included:

1. Development of Scholarship information, and downloadable Scholarship Application and Criteria Forms for THE-ICE website.
2. Design and development of appropriate scholarship promotional collateral such as flyers in both download and print format.
3. Promotion via our fortnightly iStudent Newsletter, disseminated to approximately 26,000 students, industry and educators.

Scholarship Reporting

THE-ICE provided the member with up to the minute reporting statistics on Scholarship Application Download interest. Comparable reports are also available to members to gauge course enquiry statistics over a non-scholarship period and scholarship period.

Scholarship Recipient 2009



Hertzel Herrera, from the Philippines is the proud recipient of the Northern Sydney Institute (NSI) and THE-ICE's International **Student Ambassador Scholarship** for 2009. Ms Herrera submitted an application that showed excellent academic achievement and won the scholarship, which covers tuition fees for the length of her studies.

Ms Herrera commenced in the Diploma of Events programme at Ryde campus in July 2009. In addition to her studies, Hertzel plans to undertake some of the short courses such as Wine Studies and Barista Training Course on offer at NSI.

New Initiative for 2011

Through collaboration with an IT consultant, dotRED, THE-ICE is in the final stage of establishing an online Scholarship Application environment. Subject to final testing, potential applicants will be able to lodge their details together with their Academic Qualifications online. The Application once submitted, will be forwarded to a nominated staff member at THE-ICE Member Institution offering the Scholarship for perusal and consideration as to the suitability of the applicant.

This new environment will streamline the process, allowing our Members to interact with the appropriate applicants, and to have control throughout the application process.

» Past Scholarship Recipients «



Deon Brown, India
Victoria University



Wang Jie, China
University of Canberra



Khang Le Huynh, Vietnam
Northern Sydney Institute



Esthel Inassee, Mauritius
Northern Sydney Institute



Bernard Tan, Singapore
The University of Queensland



Joanne Cheong, Malaysia
Griffith University

» 2009-2010 Key Activities

5. Communication & Brand Promotion

I. THE-ICE Website

As foreshadowed in last year's Annual Report, THE-ICE website has now been refreshed with a new look and feel with additional content and features being added. The changes have included:

- Completion of all transitional changes to the website, which has seen the addition of new information such as **Country Profiles**.
- Launch of **Find-THE-Supervisor**, to help potential Masters and PhD research students identify likely supervisors.

- Continued development of **Get-THE-Scholarship** for launch in late-2010. This will make it easier for students to apply for scholarships, and for the institutions offering scholarships to review the applicants online.
- **Edge-Enabled** The-ICE website with the addition of an EdgePanel containing interactive Edgelets or mini website on the unused space of the web page (right hand side). These Edgelets will enable us to increase the profile of **AccreditationPLUS** Members of THE-ICE.
- Launch of three newsfeeds directly onto the website, so that visitors to the site can gain direct access to updated news stories

The changes identified above will continue to enhance the offerings on the website.

Innsbruck
Innsbruck, the capital of Tyrol is located in the middle of stunning mountains and presents a breathtaking panorama. Innsbruck can look back on 800 years of history. It's founding and fast development as a trade center was due to its convenient location on the way to the Brenner, the lowest pass over the Alps, Traun between Vienna and Innsbruck in the Alps, which leads to...

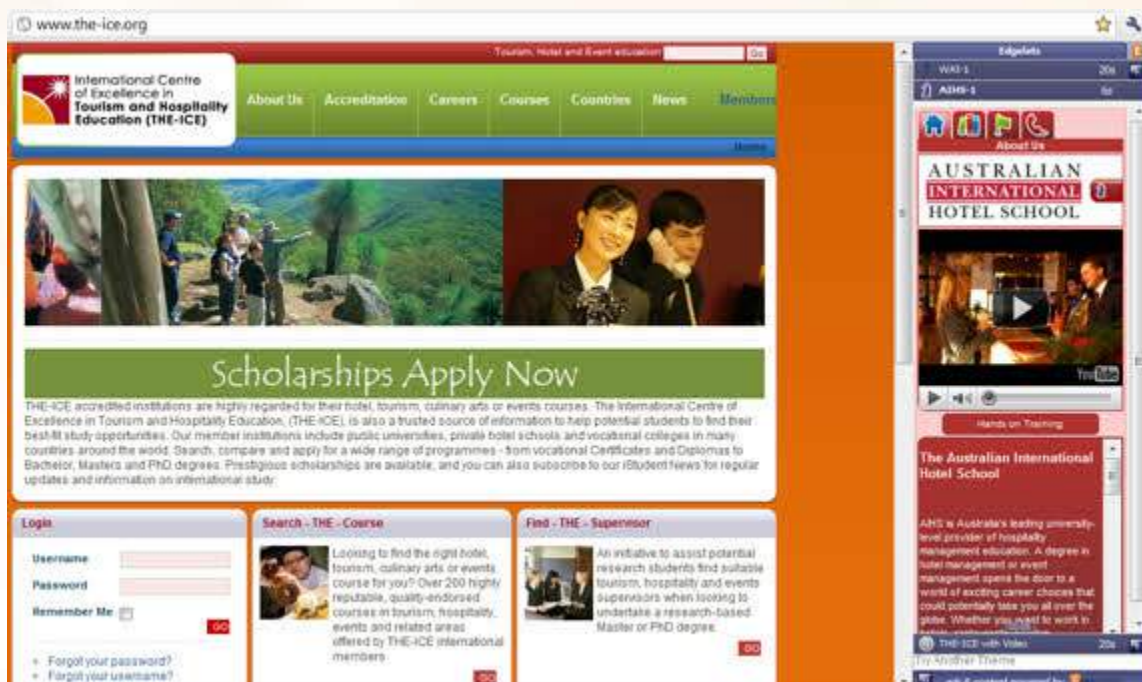


Krems
55 miles northwest of Vienna, in the eastern part of the Wachau Valley, on the left bank of the Danube River, lies the more than one-thousand-year-old city of Krems. Krems is situated at the "door" to the Wachau - Austria's most important wine growing region and UNESCO world cultural heritage - it is a neat town of courtyards, antique churches, and ancient houses in the heart of vineyard country. Krems holds an annual wine festival that is similar to GrapeFest. The sister city relationship between Grapevine (Texas, USA) and Krems dates back to 1999.





» World first Edge-Enabled website that maximises online advertising space «



» 2009-2010 Key Activities

5. Communication & Brand Promotion

II. e-Newsletters

Over the last year, THE-ICE has started to use the global resources of the Meltwater Group to access an enhanced range of international news, which in turn provided timely and relevant news to the network. Given our growing database of names receiving THE-ICE Global Newsletter (in excess of 26,000) and the growing global diversity of the audience (ranging from potential students to tourism and hospitality educators from some fifty-plus countries), it was decided that we needed two newsletters that would be more focused in terms of their content and range of news stories. In 2010 we launched:

- **iStudent News** - aimed at potential students, who are looking to receive information about hospitality, tourism and events courses, scholarships and study opportunities
- **eBulletin (educatorsBulletin)** - aimed at existing educators and course administrators, who are looking for information on education trends, changes in government policies and issues affecting the development of tourism, hospitality and events education.

Finally, "THE Member Insights" remains as an internal communication tool for all Accredited Members, Associates of THE-ICE and Affiliates.

III. Exhibition and Sponsorship

In order to continue raising the profile of THE-ICE internationally, THE-ICE has been an active sponsor and/or exhibitor and/or presenting organisation at selected international education conferences.

In 2009-2010 this included the:

- I-CHRIE 2009 Conference - San Francisco, USA
- EuroCHRIE 2009 Conference - Helsinki, Finland
- CAUTHE 2010 Annual Conference - Hobart, Australia
- CHME 2010 Conference - Guildford, UK

The Managing Director of THE-ICE has also been the:

- President APacCHRIE - which is the Asia-Pacific Federation of the International Council for Hotel & Restaurant International Education
- Board Member of the Asia Pacific Tourism Association (APTA)



» Financial Statements

As anticipated in the business plan, THE-ICE had to use some of its cash reserves to maintain its current level of operation. However, we are on track to becoming financially sustainable with increasing revenue flowing from membership subscriptions and accreditation services. We have also initiated an application for export grants, available for organisations based in Australia (the Export Market Development Grant on offer by the Australian Trade Commission, Austrade) to supplement our marketing budget.

Furthermore, the Executive Team will remain vigilant in controlling the operating expenses and it is anticipated that the financial status will improve in the 2010-11 financial year.

**International Centre of Excellence in
Tourism and Hospitality Education THE-ICE
A Not for Profit Company Limited by Guarantee
ABN 86 131 628 730**

**INCOME STATEMENT
For the financial year ending 30 June 2010**

	<u>2010</u>	<u>2009</u>
	\$	\$
Revenue	294,691	422,436*
Interest income	0	1,118
Accountancy, audit & bookkeeping	8,953	6,150
Administration expense	8,384	44,601
Consultancy costs	253,017	314,568
Conferences & member expenses	53,349	43,365
Finance costs	1,432	468
Insurance expense	8,617	10,774
Promotion & marketing expense	24,985	66,536
Travel costs	27,361	44,754
Website costs	16,110	52,569
Operating loss (-) before income tax	-107,517	-160,231
Income tax expense#	0	0
Operating loss (-) after income tax	-107,517	-160,231
Capital transferred in from another entity	0	346,486
Retained profits at the beginning of the financial year	186,255	0
Retained profits at the end of the financial year	78,738	186,255

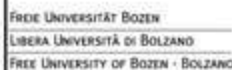
* Revenue 2009 - the amount included 18 months of membership subscription fees

THE-ICE is exempt from income tax under section 50-5 of the Income Tax Assessment Act 1997

THE-ICE Global Network



Accredited Members, Affiliate & Associates of THE-ICE include



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Designed and developed by Pauline Tang
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