



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

THE-ICE annual Report 2011-2012



accreditation expertise for a global market



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Chair's Statement



This has been a year of change and growth. Dr Perry Hobson stepped down from his leadership role with THE-ICE to take up the exciting position of Pro-Vice Chancellor with Taylor's University in Malaysia. Ms Pauline Tang, in recognition of her years of dedicated service and exceptional business acumen, was appointed as the new General Manager of THE-ICE, which was unanimously supported by all Board Members.

We have welcomed two new Directors: Associate Professor Stephen Craig-Smith, Head of School of Tourism, The University of Queensland and Mr Ron Hilvert, Managing Director of Emirates Academy of Hospitality Management, Dubai. Also, Professor Eva Werner, Rector, IMC University of Applied Sciences, Krems, Austria, was appointed Deputy Chair.

The Board continues to focus on International Membership growth and provide new services for Members such as the launch of our first eMagazine, THE-ICE Supplement to i-HT – released in September 2011, and our global family has now grown to 32 Members from 15 countries.

I would like to acknowledge the work of my fellow Board Members, particularly Mr Nicholas Hunt, CEO, William Angliss Institute and Mr Alan Williams, Managing Director, Australian School of Management, who have assisted me in the Finance Audit Committee and acted as Company Secretary and Treasurer respectively. Their advice, along with Pauline's leadership, has seen THE-ICE's financial position significantly improved. Furthermore, the effort of Professor Hobson, Director in charge of New Membership, in promoting THE-ICE brand in the global arena.

Last but not least, under the new leadership of Professor Brian King, Chair of THE-ICE Assessment Panel, our team of Auditors continued to provide valuable services in maintaining the integrity and quality standards required.

The future of THE-ICE is positive and I applaud the willingness of our Members to share expertise at Benchmarking Series, through collaborative research and conference participation, as well as their tremendous support in hosting THE-ICE International Panel of Experts Forum (IPoE) as witnessed at our first international venue - Taylor's University, Malaysia in 2011. We look forward to a successful 6th IPoE Forum to be hosted by another international member, the Emirates Academy of Hospitality Management in Dubai from 18th to 20th November 2012!

A handwritten signature in black ink that reads "Guy Bentley". The signature is written in a cursive, flowing style.

Guy Bentley

Chair, THE-ICE Board

CEO, Blue Mountains International Hotel Management School

General Manager's Statement



First of all my sincere thanks to Mr Guy Bentley, Chair of THE-ICE Board for this great opportunity, not forgetting my predecessor, Professor J. S. Perry Hobson for his assistance in the smooth transition to my new role as General Manager and his ongoing international marketing effort in his capacity as director of our Board.

2011 - 2012 has been an exciting year. We have further strengthened our international position as a highly visible and well-respected accreditation agency specialising in tourism, hospitality, events and culinary arts (TH&E) education, training and research.

I am pleased to report that we are now a global network with some 32 member institutions from 15 countries and growing.

For the first time, our International Panel of Experts Forum was held outside of Australia, proudly hosted by one of our Associates, Taylor's University in Malaysia.

We continued to develop our strategic partnership with complementary organisations. With **i-studentgroup** we are now at the final stages of re-designing our website - to be released in mid-July 2012. We have visually upgraded our *iStudent News* and *eBulletin*, and have also launched our first *eMagazine*, a supplement to their i-HT (international hospitality & tourism publication) specifically designed & developed for future TH&E students, parents and some 10,000 student counsellors around the world.

Our long-standing strategic relationship with **i-graduate** continues to deliver important confidential insights to all members about student experience. Uniquely, our International Student Barometer (ISB-SB®) report permits our members to benchmark confidentially with global institutions as well as their peers within our global family.

Initiated by Prof Hobson, we are now a proud sponsor of three social responsibility organisations, KOTO (Know One Teach One) in Vietnam, Sala Bai Hotel School and École Paul Dubrule in Cambodia. With the support of THE-ICE Members we will continue our pledge to contribute towards shaping positive futures for young people from less fortunate circumstances!

All the best for 2012-2013, and I look forward to continuing our close cooperation - onward and upward!

A handwritten signature in black ink that reads "Pauline Tang".

Pauline Tang
General Manager



THE-ICE Board of Directors



Mr Guy Bentley
Chair & Director



Prof (FH) Eva Werner
Deputy Chair &
Director



Mr Nicholas Hunt
Company Secretary
& Director



Mr Alan Williams
Treasurer & Director



Prof J. S. Perry Hobson
Director



A/Prof Laura Lawton
Director



A/Prof Russell Arthur-Smith, Director



Prof Barry O'Mahony
Director



A/Prof Stephen Craig-Smith, Director



Mr Ron Hilvert
Director

2011-2012 Key Activities

1. Accreditation of Excellence

1.1 THE-ICE Assessment Panel

THE-ICE Assessment Panel continued to operate as an independent unit underpinning the core business of THE-ICE. Registered Auditors of THE-ICE play a vital role in the sustainable achievement of the Centre's commitment to recognise, develop, promote and support excellence in TH&E education, as well as the maintenance of transparency, quality benchmarking, integrity and confidentiality in THE-ICE accreditation and membership schema.

In December 2011, A/Professor Stephen Craig-Smith resigned as Chair of the Assessment Panel to take a seat on THE-ICE Board. In January 2012, Professor Brian King accepted the invitation of THE-ICE Board as the new Chair.

With increasing interest from international institutions wishing to join our network, additional auditors were invited to the Assessment Panel, which now comprises of the following experts:



Prof Brian King
Chair



A/Prof Sephen Carig-Smith
Past Chair & Auditor



Auditor
Dr Thomas Bauer



Auditor
Prof David Harrison



Auditor
A/Prof Laura Lawton



Auditor
Prof Merv Hyde



Auditor
Prof Eva Werner



Auditor
Dr Andy Nazarechuk



Auditor
Dr Stuart Jauncey



Auditor
Prof Felix Kolbeck



Auditor
A/Prof Dianne Dredge



Auditor
A/Prof Russell
Arthur-Smith



Auditor
Prof Philip Pearce



Auditor
Dr Rajka Presbury

1.2 INQAAHE Engagement

THE-ICE, as a full member, continued to benefit from the knowledge-sharing forum of the International Network of Quality Assurance Agencies in Higher Education (INQAAHE). In addition to expanding our network, further promoting THE-ICE brand amongst international peer organisations, information on quality assurance best practice & quality assurance (QA) model is also shared with our internal stakeholders, providing value-added benefits and relevant frame of reference for their respective review process and the development of QA mechanism.





1.3 THE-ICE Membership

2011-2012 has been a successful year for global network expansion, notwithstanding the attrition of 3 member institutions due to changing circumstances. The new membership category, Observer of THE-ICE, was positively received since its introduction in early 2011.

With the dedication of THE-ICE Auditors, THE-ICE Board as well as the international marketing support of Professor Perry Hobson, as of 30th June 2012 THE-ICE has a total of some 32 members from 15 countries.

Newcomers or progression from Associate of THE-ICE to Accredited Member status institutions include:

Accredited Member:

- The University of the South Pacific, Fiji (progressed from Associate status)



Associate of THE-ICE:

- KDU University College, Malaysia
- Taylor's University, Malaysia
- Dusit Thani College, Thailand
- Republic Polytechnic, Singapore
- Stenden University of Applied Sciences, the Netherlands

Observer of THE-ICE:

1. CQUniversity, Australia
2. Haaga-Helia University of Applied Sciences, Finland
3. INTI International University, Malaysia
4. NMIT Northern Melbourne Institute of TAFE, Australia
5. Swinburne University of Technology, Australia
6. University of New Hampshire, USA
7. University of Waikato, New Zealand



1.4 THE-ICE Membership Satisfaction Survey

An online satisfaction survey was conducted in March 2012 with our members (Foundation, Full Members & Associates) as part of our ongoing commitment in providing value-added benefits and quality customer services. The survey aimed to find out what are important to our members how they evaluate the range of activities we implemented - what worked and/or what could be improved?

265 individual from our member institutions were invited, 25 complete responses received. The findings provided us insightful information and useful frame of reference for the design and development of our future strategic initiatives.



2. Benchmarking of Excellence

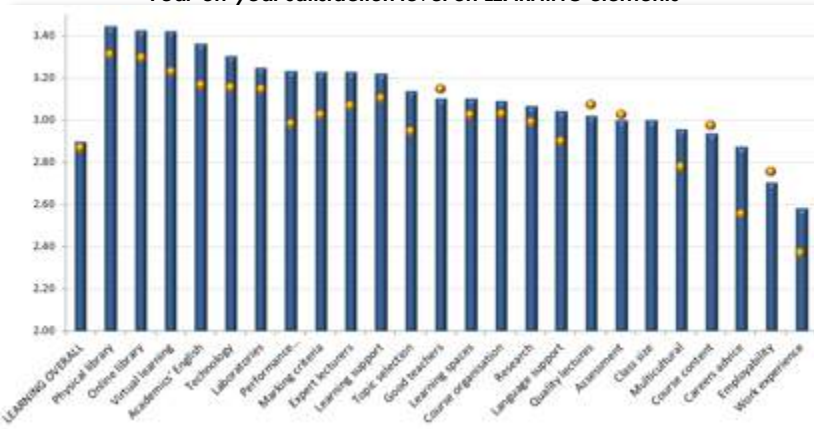
2.1 THE-ICE International & Domestic Student Barometer Survey (ISB-SB®)

An annual benchmarking survey conducted by THE-ICE in partnership with the International Graduate Insight group (**i-graduate**). The survey aimed to provide anonymous insightful student feedback for the benefit of our member institutions since 2007. To-date, THE-ICE ISB-SB Barometer remains the world's only satisfaction survey that focuses on TH&E student with findings benchmarking against peer institutions within THE-ICE network as well as those from the Global Index. In 2010, due to the high response numbers, our findings became and were recognised as the Global Tourism Index for TH&E education!

2012 survey wave went live during the month of April 2012 with enthusiastic participation of students from all Foundation, AccreditationPLUS, Accredited Members and Associates of THE-ICE. Some 16,500 international and domestic students were invited with over 5,000 responses received.

Topline Report of the survey (findings of THE-ICE as a group) will be released and disseminated sometime in August 2012. In appreciation for the support of our Foundation & AccreditationPLUS members, the Topline Report will be upgraded to a comprehensive Director's Cut containing institution-specific analysis & comparative tables/graphs.

Year-on-year satisfaction level on LEARNING elements



Countries breakdown



Anonymous benchmarking comparative table

Australian											THE-ICE	ISB - LEARNING Satisfaction	Average Satisfaction	International											
5	7	8	9	10	11	12	13	14	15	21	Indonesia	Global Avg	Aus Avg	THE-ICE	1	2	3	4	5	6	14	17	18	19	20
2.93	2.84	3.10	3.06	2.90	2.86	3.00	3.15	2.84	3.25			LEARNING OVERALL	3.01	2.96	2.96	3.04	2.89	2.86	2.96	3.18	2.81	2.73	3.19	3.16	3.31
3.35	3.21	3.18	3.23	3.36	3.41	3.33	3.24	3.57	3.05		21%	Academics' English	3.27	3.23	3.29	3.29	3.13	3.05	3.01	3.28	2.68	2.91	3.11	3.41	3.42
3.03	3.01	3.04	3.06	3.23	3.05	3.23	3.07	3.00	3.16		23%	Marking criteria	3.00	2.98	2.95	3.15	2.94	2.69	2.91	3.24	2.77	2.28	3.13	3.09	2.82
2.94	3.02	3.08	3.04	3.00	3.14	3.14	3.12	3.04	3.15		27%	Assessment	3.08	3.03	2.95	3.03	2.96	3.07	3.01	3.14	2.90	2.64	3.25	3.07	2.95
2.76	2.85	3.01	3.13	2.88	3.10	2.79	3.07	3.43	3.00		36%	Careers advice	2.80	2.74	2.88	3.10	2.82	2.69	2.99	3.27	2.50	2.64	3.21	3.13	3.00
3.08	2.92	3.13	3.14	2.94	3.19	3.07	3.07	3.04	3.00		40%	Course content	3.14	3.10	3.06	3.09	3.04	3.00	3.04	3.18	3.00	2.57	3.25	3.26	3.36
3.08	3.15	3.15	3.08	3.00	3.27	3.27	2.94	3.43	3.08		21%	Class size	3.08	3.08	3.17	3.18	N/A	N/A	2.86	3.28	3.48	2.86	3.44	3.36	3.48
3.10	3.03	3.09	3.22	3.23	3.18	2.94	3.18	3.25	3.21		32%	Expert lecturers	3.26	3.19	3.08	3.22	3.10	3.05	2.92	3.18	2.94	2.93	3.44	3.37	3.48
2.84	2.98	3.13	3.09	2.71	3.00	2.86	3.13	3.25	3.00		37%	Employability	2.90	2.85	3.00	3.22	2.96	2.81	3.03	3.45	2.68	2.69	3.13	3.21	3.36
2.99	2.96	3.06	3.23	3.10	3.18	3.00	3.17	3.17	3.10		36%	Good teachers	3.12	3.08	3.00	3.20	3.02	2.71	3.04	3.36	2.81	2.64	3.13	3.31	3.28
3.00	2.89	NSV	3.08	3.14	NSV	N/A	3.00	NSV	2.91		37%	Topic selection	3.14	3.14	3.01	3.08	N/A	NSV	3.00	N/A	N/A	N/A	N/A	NSV	NSV
3.26	2.92	3.22	3.05	3.43	3.27	3.06	2.90	3.33	3.11		22%	Online library	3.24	3.23	3.29	3.26	3.02	3.03	2.90	3.18	3.07	2.93	N/A	3.40	3.15
3.13	3.08	3.09	2.88	3.45	2.95	2.87	2.77	3.25	3.00		27%	Physical library	3.20	3.14	3.05	3.44	3.16	3.02	2.96	3.42	2.32	2.85	3.25	3.38	3.29
3.26	3.08	3.15	3.11	3.22	3.30	3.20	3.22	3.43	3.16		27%	Learning support	3.15	3.12	3.12	3.16	3.02	3.03	3.09	3.22	3.10	2.86	3.23	3.19	3.17
3.02	3.07	3.16	3.08	3.10	3.05	2.87	3.06	3.21	3.15		29%	Learning spaces	3.10	3.11	3.13	3.37	2.98	3.13	3.00	3.25	3.00	3.00	3.63	3.47	3.60
2.96	3.02	3.29	2.95	3.25	3.07	N/A	2.98	3.17	3.17		27%	Laboratories	3.18	3.11	3.09	3.30	3.09	3.02	2.90	3.14	N/A	N/A	N/A	3.32	NSV
3.17	3.13	3.31	3.32	3.05	3.35	3.00	3.18	3.14	3.10		25%	Language support	3.13	3.08	3.15	3.22	3.13	3.10	2.99	3.29	2.81	2.93	3.67	3.44	3.21
3.12	3.28	3.35	3.14	2.96	2.86	3.33	3.13	3.21	2.80		21%	Multicultural	3.21	3.13	3.21	3.29	3.18	3.20	3.10	3.34	3.13	3.17	3.50	3.46	3.29
3.10	2.78	2.91	3.06	3.09	3.00	2.73	3.00	3.17	3.32		39%	Course organisation	3.03	2.99	2.87	3.08	2.95	2.58	2.97	3.23	2.56	2.93	3.06	3.09	3.30
2.97	2.99	3.03	3.08	3.23	2.95	3.07	3.04	3.25	2.95		26%	Performance feedback	3.02	2.99	2.91	3.08	2.93	2.60	2.96	3.20	2.66	2.54	3.00	2.98	2.75
2.87	2.97	3.07	3.18	3.02	3.14	2.82	3.00	3.00	2.83		39%	Quality lectures	3.08	3.02	2.94	3.18	3.01	2.60	3.08	3.37	2.66	2.71	3.13	3.31	3.50
3.06	2.95	3.11	3.07	3.07	3.10	3.07	3.00	3.08	3.10		27%	Research	3.09	3.05	3.02	3.20	2.94	2.94	2.99	3.08	2.72	2.67	3.20	3.21	3.18
3.11	2.90	3.00	3.00	3.30	3.32	3.06	2.58	3.21	3.00		25%	Technology	3.17	3.11	2.97	3.21	3.04	2.81	2.99	3.14	2.81	3.00	3.31	3.03	3.13
3.19	2.92	3.30	3.01	3.42	3.38	2.94	2.85	3.25	2.89		28%	Virtual learning	3.15	3.13	3.04	3.25	3.01	3.00	2.88	3.26	2.67	2.83	3.18	3.12	2.68
2.75	2.84	3.17	3.21	2.59	3.00	2.71	3.06	3.35	2.75		24%	Work experience	2.75	2.67	2.97	3.14	2.96	2.86	3.00	3.08	2.53	2.50	3.27	3.16	2.84



2.2 THE-ICE Benchmarking Roundtable Series

Following on the successful launch in 2011, two further benchmarking workshops Series III & Series IV were organised for the calendar year of 2012 with key focus on **Curriculum Design**. These series aim to engage and encourage member institutions sharing knowledge pertinent to the development of best practice models. In addition to networking opportunity, the Series offer participating academics and administrators from member institutions to gain insights into the practices of peer organisations, and, collectively develop solutions to common issues and challenges.

Series III was held on 13th June 2012, proudly hosted by The School of Tourism Management, The University of Queensland at their City Campus. The workshop, organised in cooperation with Dr Pierre Benckendorff, Chair of Learning, was facilitated by Ms Aliisa Mylonas with the following panellists:

- Ms Morag McGrath, Charles Darwin University
- A/Professor Dianne Dredge, Southern Cross University, and
- Mr Kristian Boehringer, Blue Mountains International Hotel Management School

The new format - 'in action' group discussion after the panellists presented their views on the topic and a best practice group discussion, was well received by the participants. Best practice models and insightful ideas will be collated in THE-ICE Best Practice Guide Book, first edition to be released towards the end of 2012.

The second workshop for the year, Benchmarking Roundtable Series IV will be held in early September 2012, to be hosted by the Blue Mountains International Hotel Management School at their Sydney City Campus.



Dr Pierre Benckendorff & Ms Aliisa Mylonas



The Presenters



Engaging group discussion





3. Development of Excellence

3.1 THE-ICE 5th International Panel of Experts Forum 2011 (IPoE Forum)

While this was the 5th Panel of Experts Forum, it was the first Forum to be held outside of Australia. The Forum, held from 23rd to 25th November 2011, was proudly hosted by Taylor's University, Lakeside Campus in Malaysia, and the sponsorship support from William Angliss Institute (Australia), the Dusit Thani College (Thailand), Blue Mountains International Hotel Management School (Australia) and IMC University of Applied Sciences Krems (Austria).

The Forum theme, "*Innovation in Tourism & Hospitality Education*", was particularly relevant and of interest to both educators and industry professionals. 24 invited experts from over 12 countries shared their insights on the following panel sessions:

1. *Changing Times - The need to innovate*
 2. *Innovations in Tourism, Hospitality & Events education*
 3. *Innovation in internationalisation*
 4. *Industry led education innovations - Hotel Schools owned by Hotel Companies*
 5. *Innovations in developing and using on-campus training facilities*
 6. *Innovation in Masters Degrees*
- First annual meeting of THE-ICE Assessment Panel - an opportunity for THE-ICE auditors to meet face-to-face, to share insights on the challenges confronting accreditation /evaluation of international TH&E education programmes.



Panel Session 1: Mr Pradeep Nair & Prof Brian King



Benchmarking workshop - Mr Alan Williams



THE-ICE Assessment Panel inaugural meeting

In addition to our invited panel sessions, it was also the first time we had the following value-added activities:

- a series of reviewed paper presentations. Two awards: 'Highly Commended Award' was presented to Mr James Richards (William Angliss Institute) for his paper on "*Which Master do we Serve*", and a 'Best Paper Award' went to Dr Scott Richardson (CQUniversity) on "*The importance of work-based learning in tourism and hospitality programs: A case study of Taylor's University Malaysia*"
- workshops with representation from our strategic partners: benchmarking with **i-graduate** and global marketing with **i-studentgroup** (marketing)
- the launch of our 'Social Responsibility Initiative' (SR) - fund-raising for one of our SR partners, KOTO (Know One, Teach One).

From an organisational perspective, it was also the first time:

- THE-ICE held its Annual General Meeting outside of Australia

4. Promotion of Excellence

4.1 THE-ICE New Website

In partnership with our strategic partner *i-studentgroup*, we are in the final stages of designing a state-of-the-art new website, ready for soft launch in mid-July 2012.



The new website aims to serve:

1. Future THE-ICE member institutions
2. Future TH&E students
3. Student advisors
4. Parents

It will be multi-functional, interactive and engaging with two separate 'zones':

Educators Zone:

- 24/7 profiling of current member institutions, promotion of their TH&E quality programmes & research prowess

- for prospective members to access information about THE-ICE as well as other TH&E resources

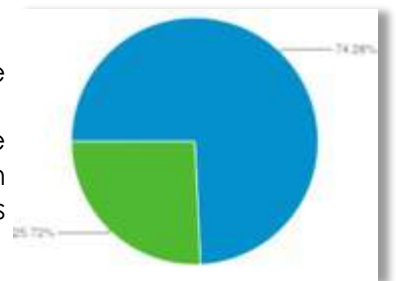
Student Zone:

- for future TH&E students who are looking for help to identify their study options through the 'Best-Fit'
- for MPhil or PhD candidates to identify appropriate academics for their researches through the Find-THE-Supervisor function.

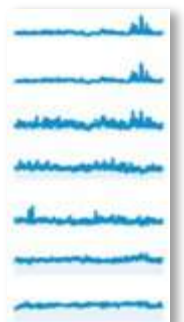
4.2 THE-ICE Existing Website Performance

From 1st July 2011 to 30th June 2012 some 27,180 unique visitors from 190 countries visited www.the-ice.org 36,951 times, 95,366 pageviews were recorded with an average 2.48 page/visit and an average of 2:39 minutes spent on site, over 74% of them were new visitors. Top visitor sources countries:

1. Australia:	9,007
2. United States:	2,567
3. Singapore:	1,796
4. Thailand:	1,649
5. Malaysia:	1,631
6. India:	1,538
7. United Kingdom:	1,405
8. Austria:	1,117
9. Philippines:	746



Visit:	36,051
Unique Visitors:	27,180
Pageviews:	95,366
Pages / Visit:	2.65
Avg Visit Duration:	00:02:39
Bounce Rate:	63.2%
% New Visits:	74.14%





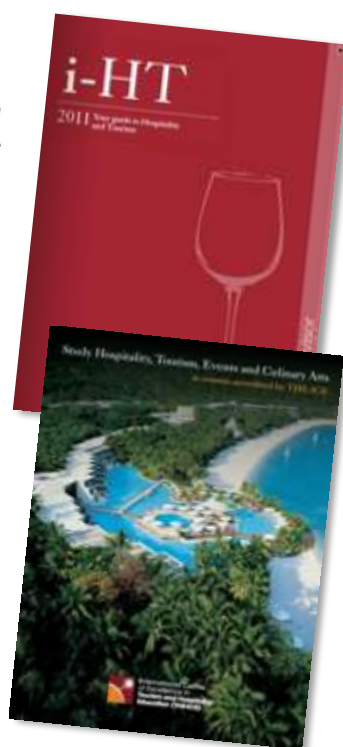
4.3 THE-ICE eMagazine

Designed in partnership with **i-studentgroup**, THE-ICE first e-Magazine, a supplement to the i-HT publication (international tourism & hospitality), went online on 16th September 2011. An easy-to-read format with hyperlinks and video uploads, it was primarily designed to appeal to international student counsellors and parents. Foundation and Accredited members were profiled featuring their individual points of difference and their TH&E education prowess. The eMagazine offers numerous TH&E articles of interest on which were contributed by individuals from member institutions.

Since its release some 14,632 copies have been downloaded and is available at <http://www.i-studentadvisor.com/2011/iht-ice/>.

4.4 THE-ICE eNewsletters

The format and look of our **iStudent News** and **eBulletin** have been modified to fit into the new look of the website and e-Magazine.



4.5 Conference, Exhibition & Sponsorship

With the complementary support of THE-ICE Board and Auditors, we were well-represented in numerous high-profile TH&E global events by experts such as Prof Perry Hobson, Prof Brian King, Mr Ron Hilvert etc, either as invited speakers, sponsors or participants:

- Korea: APTA Conference as presenter & sponsor, 4th to 6th July 2011 & TOSOK Conference as Panellist, 5th July 2011
- Denver, USA: I-CHRIE Conference
- Lapland, Finland: 20th Nordic Symposium in tourism & hospitality, 21st to 24th Sep 2011
- Tallin, Estonia: EUHOFA Conference, 26th to 29th Sep 2011
- Croatia: Euro-CHRIE, 19th to 22nd Oct 2011
- The Philippines: COHREP Conference as presenter, 2nd to 4th Feb 2012
- Melbourne, Australia: CAUTHE Conference, 6th to 9th Feb 2012
- India: WelcomGroup Graduate School of Hotel Administration-Ethic Forum as invited speaker, 1st to 2nd March 2012
- Melbourne, Australia: INQAAHE Forum, 16th to 20th Apr 2012
- Coolum, Australia: Emerging Markets on Chinese Outbound Tourism, 1st May 2012
- Manila, The Philippines: APac-CHRIE Conference, 4th to 7th Jun 2012

Financial Report

As decided at the November 2011 Board meeting, THE-ICE underwent restructuring as from January 2012. A financial Audit Committee, comprising of Mr Guy Bentley (Chair), Mr Alan Williams (Treasurer) and Mr Nicholas Hunt (Company Secretary), was established, providing overall support and guidance to the new General Manager. As a result of improved control over budgeting and expenditure, the financial status has significantly improved as at the end of the financial year 2012.

With the continual effort in cash flow management and global membership growth, it is anticipated that the financial status will further improve with a reasonable reserve to be accumulated.

THE-ICE Global Network

Foundation & Full Members of THE-ICE



Associates of THE-ICE



Observers of THE-ICE

- BERJAYA University College of Hospitality, Malaysia
- CQUniversity, Australia
- Haaga-Helia University of Applied Sciences, Finland
- Heilbronn University, Germany
- INTI International University, Malaysia
- NMIT Northern Melbourne Institute of TAFE, Australia
- Swinburne University of Technology, Australia
- University of New Hampshire, USA







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