



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

THE-ICE Annual Report 2012–2013



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Chair's Statement



Firstly I would like to sincerely thank the members for entrusting me with the leadership of the Board for the last two years. I believe we can all be proud of the results that THE-ICE has achieved through its benchmarking for excellence and the implementation of the strategic plan to serve on the Board of the International Network for Quality Assurance Agencies in Higher Education ("INQAAHE"), the leading global network for accreditation agencies. THE-ICE is also receiving growing recognition by its peers as one of the preferred QA contenders and strategic partners for accreditation projects in the specialisation fields of TH&E.

With THE-ICE operating in such a collegiate environment, a new facet of recognition that has been introduced is the conferral of the 'Fellow of THE-ICE' awards. These awards pay tribute to individuals, through nomination by their peers, for their ambassadorial role and significant contributions in the field of TH&E under categories that include academics, industry professionals, and individual support of THE-ICE. The inaugural Fellow of THE-ICE awards were proudly launched in 2012 at the 6th THE-ICE International Panel of Experts ("IPoE") Forum, hosted by the Emirates Academy of Hospitality Management in Dubai, United Arab Emirates.

In line with THE-ICE's commitment to growth and development, a key policy change implemented over the last year is the decision to accept applications from institutions who provide TH&E programmes in languages other than English, while still meeting THE-ICE's Standards of Excellence. Such inclusive progress truly aids in the cultivation of the network as a whole and increases benefit to all involved. Although we were sad to see some existing member institutions depart due to budget constraints over the last year, energy and focus has continued on the expansion of THE-ICE network, with a growing number of international institutions currently undergoing the accreditation process and others showing great interest in joining the network .

Finally thanks is owed to THE-ICE's existing member institutions for such support that truly demonstrates commitment towards the furtherance of THE-ICE's objectives, with these continuing advances serving to enhance both the global nature of THE-ICE as well as the overall standing of TH&E education, training and research.

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



My sincere thanks to the Board, and in particular the Finance Audit Committee (Mr Guy Bentley, Mr Alan William and Mr Nicholas Hunt). Their guidance and support over the past year has led to the financial viability of THE-ICE going from strength to strength.

Since April 2013 I have been serving as a Director on the Board of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). This has further consolidated our position as a highly visible and well-respected international accreditation agency, as well as positively enhanced our brand profile with increased credibility and opportunities to collaborate with our global peers.

2012-2013 was a year of reflection and consolidation whereby we conducted a thorough review of THE-ICE Standards of Excellence as well as introduced the new policy of assessment of non-English programmes. The year was not without challenges, however we are thrilled that individual academics from institutions which were unable to continue their membership have continued to engage with THE-ICE strategic and operational activities, either on the Board or as valued members of the independent THE-ICE Assessment Panel.

The 6th IPoE Forum 2012 hosted by the Emirates Academy of Hospitality Management was declared a great success, with participants being particularly thrilled with the on-site visit of various signature hotels of the Jumeirah Group which enabled further insight on the operations of those world-class properties!

Our strategic partnership with complementary organisations has continued to thrive - ***i-studentgroup*** develops and maintains our website and eCommunications, while ***i-graduate*** coordinates our International Student Barometer (ISB-SB[®]) annual benchmarking survey. The subsequent ISB-SB reports enable our members to benchmark confidentially with global institutions as well as their peers within THE-ICE global network.

Our existing social responsibility partners are KOTO (Know One Teach One) in Vietnam, Sala Bai Hotel School, and École Paul Dubrule in Cambodia. We proudly now also support the worthy cause of OzHarvest, an Australian charity committed to eliminating hunger and food waste through the redistribution of excess food. With the support of THE-ICE members we continue our pledge to contribute towards shaping positive futures for those in less fortunate circumstances.

All the best for 2013-2014 as we look forward to ongoing collaboration - onward and upward!

A handwritten signature in black ink, appearing to read 'Pauline Tang'.

Pauline Tang
General Manager
THE-ICE

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



Dr Paul Whitelaw
Director



Prof Barry O'Mahony
Director



**A/Prof Stephen Craig-
Smith, Director**



Mr Ron Hilvert
Director

2012–2013 Key Activities

1. Accreditation of Excellence

1.1 THE-ICE Assessment Panel

THE-ICE Assessment Panel, chaired by Professor Brian King, continued to operate as an independent unit underpinning the core business of THE-ICE. Registered Auditors play a vital role in the sustainable achievement of THE-ICE'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.

Special thanks to Professor King and the Auditors for their contribution in the review of THE-ICE Standards of Excellence, as well as the development of new corporate policies in relation to the assessment of non-English TH&E programmes and the re-accreditation of existing Full Members of THE-ICE.



Prof Brian King
Chair



Dr Thomas Bauer



Prof Merv Hyde



A/Prof Sephen
Carig-Smith



A/Prof Laura Lawton



Prof David Harrison



Dr Rajka Presbury



Dr Stuart Jauncey



Dr Andy Nazarechuk



Prof Eva Werner



Prof Felix Kolbeck



A/Prof Dianne Dredge



Prof Philip Pearce



A/Prof Russell
Arthur-Smith

1.2 INQAAHE Engagement

As a full member, THE-ICE continued to benefit from the knowledge-sharing events and good practice database of the International Network of Quality Assurance Agencies in Higher Education (INQAAHE). In April 2013 the General Manager of THE-ICE, Ms Pauline Tang, was elected as one of seven directors to serve on the INQAAHE Board. The appointment has significantly enhanced THE-ICE's brand profile and recognition in the global arena with THE-ICE becoming a well-recognised resource organisation for the assessment and accreditation of TH&E programmes. Expressions of interest have been received to develop collaborative relationships with international peer accreditation agencies such as the Commission for Academic Accreditation (CAA) in the United Arab Emirates, the Philippines Association of Colleges and Universities Commission on Accreditation (PACUCOA) in the Philippines and others. Particular interest has also been shown in the mutual recognition of quality assurance best practice, QA models, and the out-sourcing of THE-ICE auditors as external examiners for the respective organisations.





1.3 THE-ICE Membership

2012-2013 has been a challenging year. Due to departmental re-structuring and changes in the operational environment three Full Members with Foundation Status have reluctantly withdrawn their long-term commitment to THE-ICE: The University of Queensland, Southern Cross University and Victoria University.

On a more positive note, we welcomed Lyceum of the Philippines University, our first Full Member from the Philippines to the family and seven new Observers. We also have the commitment of Swiss Education Group (Cesar Ritz College) to join as Full Member within the next 12 months and are currently mentoring two Associates of THE-ICE (Stenden University of Applied Sciences, the Netherlands and Dusit Thani College, Thailand) in progressing onto Stage II of the accreditation schema for full membership. Our global network remained robust with 33 institutions - 19 Members and 14 Observers from 17 countries:

Full Members (12):

1. Australian School of Management
2. Blue Mountains International Hotel Management School, Australia
3. Charles Darwin University, Australia
4. Emirates Academy of Hospitality Management, Dubai, UAE
5. Griffith University, Australia
6. IMC University of Applied Sciences, Krems, Austria
7. Lyceum of the Philippines University, Philippines (*New*)
8. MCI Management Center Innsbruck, Austria
9. The Hotel School Sydney, Australia
10. The University of the South Pacific, Fiji

11. William Angliss Institute, Australia
12. William Blue College of Hospitality Management, Australia

Associates of THE-ICE (7)

1. Dusit Thani College, Thailand
2. Free University of Bozen, Bolzano, Italy
3. KDU University College, Malaysia
4. Republic Polytechnic, Singapore
5. Stenden University of Applied Sciences, the Netherlands
6. Taylor's University, Malaysia
7. The University of Applied Sciences HTW Chur, Switzerland



1.4 THE-ICE Membership Satisfaction Survey

As part of our ongoing commitment to providing value-added benefits and quality customer services THE-ICE Membership satisfaction survey was launched in 2012. The survey aimed to find out what is important to our members, how they evaluate the range of activities we implemented, what worked and/or what could be improved? The findings provided us with insightful information and a useful frame of reference for the design and development of our future strategic initiatives.

This year separate online survey templates were developed with questions tailored for each Membership category (existing members, new members and Observers of THE-ICE). The survey will be launched in June 2013, with evaluation report ready for circulation on/about September 2013.

2. Benchmarking of Excellence

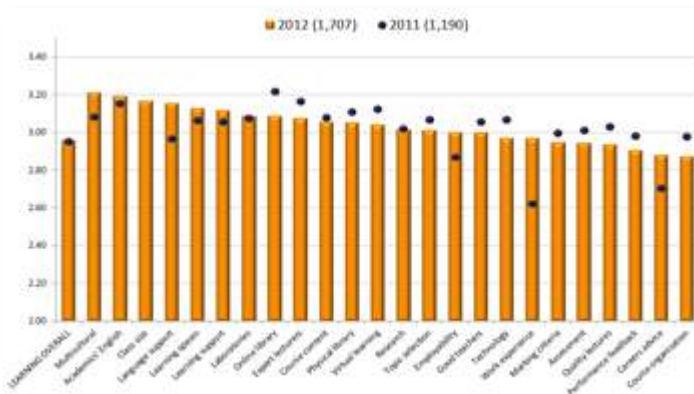
2.1 THE-ICE International & Domestic Student Barometer Survey (ISB-SB®)

THE-ICE ISB-SB Survey 2012 Topline Report, produced in partnership with the International Graduate Insight group (*i-graduate*), was released and distributed to THE-ICE members in August 2012. As part of their entitlements, Full Members with Foundation and/or AccreditationPLUS Status also received a copy of the comprehensive Director's Cut Report, which contains institution-specific analysis & comparative tables/graphs.

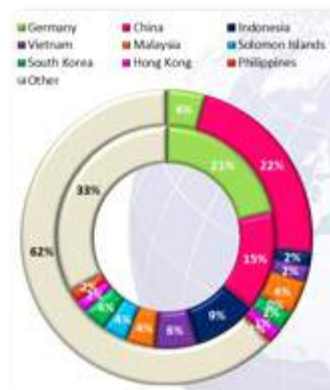
The Director's Cut reports were presented to the Full Members either in person or via virtual platform, and it was encouraging to see a high level of engagement, and our Members' keen interest to improve identified areas for potential improvement. Some Members, such as Blue Mountains International Hotel Management School (BMIHMS), took a proactive and share-ownership approach, involving all units within the institution to work collectively in further analysing the data, formulating creative strategies for areas where performance could be improved as well as to further strengthen their success.

The 2013 survey wave went live during the month of April 2013 with enthusiastic participation of students from all Full Members and Associates of THE-ICE. 34,458 international and domestic students were invited with over 7,000 responses received. The final report will be available in early September 2013.

Year-on-year satisfaction level on LEARNING elements



Countries breakdown



Anonymous benchmarking comparative table

Australian											THE-ICE	International											
1	7	8	9	10	11	12	15	16	21	22	ISB - LEARNING Satisfaction	Average Satisfaction	1	2	3	4	5	14	17	18	19	20	
2.93	2.84	3.05	3.06	2.90	3.06	3.05	3.15	2.84	3.25		Learning elements	Global ISB	THE-ICE	1	2	3	4	5	14	17	18	19	20
3.35	3.23	3.34	3.23	3.34	3.41	3.33	3.34	3.37	3.05	21%	LEARNING OVERALL	3.01	2.96	3.04	2.89	2.86	2.96	3.18	2.83	2.73	3.19	3.10	3.21
3.03	3.01	3.04	3.06	3.23	3.03	3.21	3.07	3.00	3.16	23%	Academics' English	3.27	3.19	3.29	3.13	3.05	3.03	3.28	3.68	2.91	3.33	3.41	3.43
2.94	3.02	3.08	3.04	3.00	3.14	3.14	3.12	3.04	3.15	27%	Marking criteria	3.00	2.95	3.15	2.94	2.69	2.91	3.24	2.77	2.28	3.13	3.09	2.82
2.76	2.85	3.05	3.13	2.88	3.10	2.78	3.07	3.41	3.00	36%	Assessment	3.08	2.95	3.03	2.96	2.67	3.01	3.14	2.90	2.64	3.25	3.07	2.93
3.08	2.92	3.13	3.14	2.94	3.19	3.07	3.07	3.04	3.00	40%	Career advice	2.80	2.88	3.10	2.82	2.60	2.99	3.27	3.36	2.64	3.23	3.13	3.00
3.09	3.15	3.13	3.09	3.00	3.27	3.27	2.94	3.43	3.08	21%	Course content	3.14	3.06	3.09	3.04	3.00	3.04	3.08	3.00	2.57	3.25	3.26	3.36
3.10	3.03	3.08	3.22	3.23	3.16	3.04	3.18	3.25	3.21	31%	Class size	3.08	3.17	3.28	N/A	N/A	2.86	3.28	3.48	2.86	3.44	3.36	3.68
2.84	2.98	3.13	3.09	2.71	3.00	2.86	3.13	3.25	3.00	37%	Expert lecturers	3.26	3.08	3.22	3.10	2.83	3.32	3.38	2.94	2.91	3.44	3.37	3.48
2.99	2.96	3.06	3.23	3.10	3.18	3.05	3.17	3.17	3.10	36%	Employment	2.90	3.00	3.22	2.96	2.85	3.03	3.45	2.88	2.69	3.13	3.21	3.36
3.00	2.89	N/A	3.08	3.14	N/A	3.00	N/A	2.91	3.7%	Good teachers	3.13	3.00	3.20	3.02	2.71	3.04	3.36	2.83	2.64	3.13	3.31	3.28	
3.26	2.92	3.22	3.05	3.43	3.27	3.06	2.90	3.33	3.11	22%	Topic selection	3.14	3.01	3.08	N/A	N/A	3.00	N/A	N/A	N/A	N/A	N/A	N/A
3.13	3.08	3.04	2.89	3.45	2.95	2.87	2.77	3.25	3.00	27%	Online library	3.24	3.09	3.26	3.02	3.03	2.90	3.18	3.07	2.93	N/A	3.40	3.13
3.16	3.08	3.15	3.11	3.22	3.30	3.20	3.22	3.43	3.14	27%	Physical library	3.20	3.05	3.44	3.14	2.92	3.36	3.42	2.92	2.83	3.25	3.38	3.29
3.02	3.07	3.38	3.08	3.10	3.05	2.87	3.06	3.23	3.15	29%	Learning support	3.15	3.12	3.16	3.02	3.01	3.09	3.22	3.10	2.86	3.23	3.09	3.17
2.96	3.02	3.28	2.95	3.25	3.07	N/A	2.98	3.27	3.17	27%	Learning resources	3.16	3.13	3.17	2.98	3.12	3.00	3.25	3.00	3.00	3.43	3.47	3.40
3.17	3.13	3.11	3.12	3.05	3.35	3.00	3.14	3.14	3.10	23%	Laboratories	3.18	3.09	3.30	3.09	3.02	3.00	3.14	N/A	N/A	N/A	3.52	N/A
3.12	3.24	3.35	3.14	2.96	2.86	3.33	3.13	3.21	2.90	21%	Language support	3.13	3.15	3.22	3.13	3.10	2.99	3.29	2.93	2.93	3.67	3.44	3.21
3.10	2.78	2.93	3.06	3.09	3.00	2.73	3.08	3.17	2.92	39%	Multicultural	2.21	3.21	3.29	3.04	3.20	3.10	3.34	3.13	3.17	3.30	3.49	3.29
2.97	2.99	3.01	3.08	3.23	2.95	3.07	3.04	3.23	2.95	26%	Course organization	3.03	2.87	3.08	2.95	2.54	2.97	3.15	2.54	2.91	3.08	3.09	3.30
2.87	2.97	3.07	3.19	3.02	3.14	2.82	3.00	2.83	3.00	39%	Performance feedback	3.02	2.91	3.08	2.93	2.60	2.96	3.20	2.86	2.54	3.00	2.98	2.71
3.06	2.95	3.11	3.07	3.10	3.07	3.00	3.08	3.10	3.10	27%	Quality lectures	3.08	2.94	3.18	3.01	2.80	3.08	3.37	2.86	2.71	3.13	3.31	3.30
3.11	2.90	3.00	3.03	3.30	3.32	3.06	2.94	3.21	3.00	35%	Research	3.09	3.02	3.20	2.94	2.96	2.99	3.08	2.72	2.67	3.20	3.21	3.16
3.19	3.32	3.33	3.41	3.36	2.94	2.85	3.25	2.89	2.85	28%	Technology	3.17	2.97	3.21	3.04	2.81	2.99	3.14	2.81	3.00	3.31	3.03	3.13
2.75	2.84	3.17	3.21	2.59	3.00	2.71	3.08	3.33	2.75	24%	Virtual learning	3.15	3.04	3.25	3.01	3.00	2.88	3.16	2.97	2.81	3.18	3.12	3.44
											Work experience	2.75	2.97	3.14	2.96	2.96	3.00	3.08	2.53	2.58	3.27	3.16	2.84



2.2 THE-ICE Benchmarking Roundtable Series

Following on from the successful launch in 2011, two further Benchmarking Roundtable Series (BRS) IV and V were organised over the past 12 months:

- BRS IV - with a focus on *“Assessment and Learning Outcomes/Graduate Attributes”* was proudly hosted by Blue Mountains International Hotel Management School (BMHIMS) Sydney city campus on 7th September 2012. The participants were enthused to share information on how different institutions approach assessment regimes and learning outcomes together with graduate attributes, what stakeholders are involved and how standards are determined and benchmarked.

The workshop was facilitated by Mr Guy Bentley (CEO, BMIHMS) and invited presenters: Dr Paul Whitelaw (Victoria University Australia), Mr Ron Hilvert, Managing Director (Emirates Academy of Hospitality Management, UAE) and Ms Lynn Richardson (William Angliss Institute, Australia).

- BRS V: *“Ethics and values within tourism and hospitality education curriculum”* was proudly hosted by North Melbourne Institute of TAFE on 5th April 2013. BRS V raised the issue of how educators can integrate a global code of ethics into the curriculum that is relevant to the industry as well as to engage students at a philosophical, conceptual and practical level?

Facilitated by Jeffrey Kidd, Head of Programme Hospitality Management, invited presenters were Mr Paul Reynolds (University of South Australia), Mr Steve Noakes (CQUniversity) and A/Professor Simone Fullagar (Griffith University).

At each BRS event, after the delivery of the presenters participants are broken into small groups and use brainstorming techniques to identify key issues for grouping under key headings for further discussions. In addition to networking opportunities, the BRS events offer participating academics and administrators from member institutions the opportunity to gain insights into the practices of peer organisations, and to collectively develop solutions and best practice models for common issues and challenges.

Presenter - Mr Ron Hilvert



Presenter - A/Prof Simone Fullagar



The Participants



Engaging group discussions



3. Development of Excellence

3.1 THE-ICE 6th International Panel of Experts Forum 2012 (IPoE Forum)

The 6th International Panel of Experts Forum 2012, with the theme on “*Changing Times in Tourism and Hospitality Education*”, was held from 18th to 20th November 2012 at the Emirates Academy of Hospitality Management in Dubai. The Forum was a great success and Mr Ron Hilvert, Managing Director, and the IPoE Forum Coordination Team from EAHM are commended for their outstanding efforts - In particular for incorporating a technical visit to a collection of premium hotels and resorts of the Jumeirah Group as part of the Forum programme.

Twenty-three leading tourism and hospitality educators and industry experts from over fourteen countries were invited. They shared their insights on the changing needs of student expectations and profiles; industry perceptions of how students meet their expectations; technology in education; and curriculum and the need for changing teaching methods on the following panel sessions:

- **Opening & Keynote Panel Session:** *Accreditation - International Issues, Trends and Future Directions*
- **Panel Session 1:** *Tourism & Hospitality Education - Regional Needs, Global Aspirations*
- **Panel Session 2:** *Exceeding the Expectations of our External Stakeholders*
- **Panel Session 3:** *Connecting in the Classroom and Beyond*
- **Panel Session 4:** *Refining our Curricula – Evolution or Revolution*

Official Welcome - Mr Guy Bentley, Chair of THE-ICE Board



IPoE Expert - Mr Ronan Fitzgerald



Technical Visit - Jumeirah Properties



There were also two workshops:

- **Workshop 1:** *Giving Back to the Community – Window Dressing or a Serious Endeavour?*
- **Workshop 2:** *Student Satisfaction Survey – What’s our Commitment to Improving Quality Service?*

A select number of selected papers were presented and the 'Best Paper 2012' was awarded to Dr Ceridwyn King (Temple University - USA) on "Using online discussion forums to create learning communities amongst international Tourism and Hospitality masters students".

THE-ICE would also like to acknowledge and thank our sponsors Blue Mountains International Hotel Management School (Australia), IMC University of Applied Sciences, Krems (Austria), Griffith University (Australia) and the University of Queensland (Australia) for their support and contribution.

4. Promotion of Excellence

4.1 THE-ICE New Website



The new website, with the support of our UK strategic partner *i-studentgroup*, was successfully launched on 17th July 2012. Overall there are marked improvements on the visual, functionality and navigation.

The new website aims to serve future THE-ICE member institutions; future TH&E students, student advisors as well as parents with two separate multi-functional, interactive and engaging 'zones':

Educators Zone:

- 24/7 profiling of current member institutions, promotion of their TH&E quality programmes & research prowess
- giving prospective members 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 research through the Find-THE-Supervisor function.

4.2 THE-ICE Website Performance

From 1st July 2012 to 30th June 2013 some 24,058 unique visitors from 186 (190) countries visited www.the-ice.org 30,253 times, 65,789 pageviews were recorded with an average 2.17 page/visit and an average of 2:07 minutes spent on site, over 79.27% of them were new visitors.

Top visitor sources countries:

1.	Australia	6,021	19.95%
2.	Philippines	4,662	15.41%
3.	United States	2,289	7.57%
4.	Singapore	1,819	6.01%
5.	United Kingdom	1,113	3.68%
6.	Thailand	939	3.10%
7.	India	919	3.04%
8.	Malaysia	817	2.70%
9.	United Arab Emirates	686	2.27%
10.	Austria	621	2.05%



4.3 THE-ICE Interactive Brochure 2012

Designed in partnership with *i-studentgroup*, THE-ICE second e-Magazine, Supplement to the i-HT publication (international hospitality & tourism), went online on 1st November 2012. The publication has a total of 54 pages, featuring: 18 articles of interest focusing on generic tourism and/or hospitality topics; 1-page profile for each Full Member with Foundation and AccreditationPLUS status; ½-page profile for Accredited Member and logo display for all Associates of THE-ICE

Since its release over 14,500 copies have been downloaded - a copy of the publication is available [HERE](#).

4.4 THE-ICE eNewsletters

THE-ICE eNews now includes a statistical functionality whereby database members are able to subscribe and unsubscribe. The new functionality also allows blocked and bounced email addresses to be removed from the system, keeping the database clean and up to date.

At June 2013 the eBulletin database has a total of 1,581 subscribers. The iStudent News database at June 2013 is sending to 13,255 email addresses.

4.5 Conference & Exhibition

With the complementary support of Board and Auditors, THE-ICE was well-represented in numerous high-profile TH&E global events, either as invited speakers, sponsors or participants. Such events included APacCHRIE, EUHOFA, CAUTHE, ICHRIE, INQAAHE etc.

4.6 Social Responsibility (SR)

THE-ICE continued to support the well-being of students at our three SR institutions: KOTO in Vietnam, Sala Bai Hotel School and Ecole Paul Dubrule in Siem Reap, Cambodia.

At the 6th International Paenl of Experts Forum and with the support of the students from our host, the Emirates Academy of Hospitality Management, a special dinner was held in honour of the Sala Bai Hotel School. Members of THE-ICE pledged an additional US\$2,000 sponsorship to the institution. Furthermore, special thanks also to those THE-ICE Members, who have contributed a further AU\$2,000.00 in donations in support of the Sala Bai's cause. They were: CQUniversity, Queensland Australia; Southern Cross University, Gold Coast Australia; Charles Darwin University Northern Territory, Australia; Lyceum of the Philippines University and KDU University College, Malaysia. The amount raised will support at least one Sala Bai Student for a full-years tuition.



Financial Report

The change in membership numbers has without doubt affected the revenue for the year. Fortunately with the support of the Finance Auditor Committee (the Chair, the Treasurer and the Company Secretary) and a stringent budget control system in place, THE-ICE was able to retain a net profit of \$72,805 at the end 2012-2013 financial year, a reserve that is about \$30,000 more than the \$43,367 we achieved for the same period last year.

THE-ICE
A not-for-Profit Company Limited by Guarantee
ABN 86 131 628 370

STATEMENT OF CASH FLOWS
For the year ending 30th June 2013

Ordinary Income/Expense		
INCOME		
Sales Adjustment for 2013	-147,282	0
Income 2013	3,747	22,273
Uncategorised Income	500	0
Memberships	507,992	336,137
Ancillary Income	64,880	41,792
Total Income	429,837	400,202
Gross Profit	429,836	400,202
EXPENSE		
Office Admin, Operational Costs & Equipment	28,730	22,247
Sponsorship	10,487	5,730
IPoE Forum	3,250	21,408
i-graduate survey	35,000	17,500
Conference Registration	1,437	3,562
Contracting/Consultant Costs	73,092	172,555
Dues & Subscription	1,413	1,765
Internet & Web Hosting Charges	24,567	30,236
Payroll Expenses	147,676	62,885
Professional Fees	15,696	5,770
Travel	20,681	18,353
Total Expense	362,029	362,008
Net Ordinary Income	67,807	38,191
Other Income/Expense		
Interest Income	4,618	5,174
Other Income	380	0
Total Other Income	4,998	5,174
Net Other Income	4,998	5,174
Net Income	72,805	43,365

THE-ICE Global Network

Full Members



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 College, Malaysia
- Lao National Institute of Tourism and Hospitality LANITH, Laos
- NHTV Breda University of Applied Sciences, Netherlands
- NMIT Northern Melbourne Institute of TAFE, Australia
- Oman Tourism College, Oman
- Phuket Vocational College, Thailand
- Stamford International University Thailand, Thailand
- Swinburne University of Technology, Australia
- University of New Hampshire, USA
- University of Waikato, New Zealand

