



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

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2017 Benchmarking Roundtable Series XII Workshop Presenter 'Benchmarking vs Ranking'

Ms. Pauline Tang – Chief Executive Officer

THE-ICE



Pauline is the Chief Executive Officer of THE-ICE and was the Founding Director of Business Development when THE-ICE was seed-funded by the Australian Federal Government in 2004. Pauline has overseen the brand creation and development of THE-ICE Accreditation and Membership portfolio, and was the nominated rapporteur liaising with the Australian funding authority on the successfully implemented agreed milestones under the funding agreement.

In 2008 when THE-ICE became an independent, not-for-profit international accreditation organisation, Pauline became the Director of Accreditation & Benchmarking, responsible for research projects on student satisfaction, ongoing evolution of THE-ICE accreditation schema, and providing management support to THE-ICE Assessment Panel, auditors, member institutions and prospective accreditation applicant institutions.

In addition to serving as Vice President on the Board of INQAAHE (the International Network of Quality Assurance Agencies in Higher Education), Pauline is also closely involved with the UNESCAP-APETIT network (the United Nations Economic and Social Commission for the Asia and the Pacific-Asia Pacific Education and Training Institutions in Tourism), being the elected Vice-Chair of their Executive Committee in 2007 and 2008.

As well as being an active committee member of the Australia-China Business Council, and a member of the Australian Marketing Institute, Pauline is also a recipient of the Australian National Training Legends Platinum Award. Her strong background includes the promotion of international education, organisation of confidential student satisfaction benchmarking surveys, and creation of brand identities through image and value.

Fluent in English, Mandarin, Cantonese and German Pauline has lived in the USA, the Netherlands and Germany and conducted business in Hong Kong and Germany prior to making Australia home. She holds a Bachelor of Arts with Distinction in Sociology and Economics from the University of Hawaii, Masters in Marketing Management (Excellence Award) and a Graduate Certificate in Business Administration from Griffith University Australia. Pauline's vast experience and networking ability have also enabled her to facilitate Networking Skills programmes for graduates within the higher education sector.