

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

Annual Report 2008–2009



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Chair's Statement



International Focus

THE-ICE is a vital conduit for collaboration between quality providers of tourism, hospitality and events education. It has brought together strong institutions from the vocational education and training sector, from the private sector and from the Universities. Collaboration between the sectors has become increasingly important as issues of quality have become

prominent within public debate within Australia, particularly for their impact on international students.

As THE-ICE has extended its energies into the accreditation area, it has been pursuing a strong international agenda. Critical to this agenda is maintaining a network of high quality providers within Australia which will maintain and develop Australia's reputation as a top quality destination for international students. I believe that THE-ICE has made good progress during 2008-09 and that we are ready to extend our overseas reach as well as attend to the interest of our Australian members.

I would like to thank all of our members for their support over the past year and look forward to a range of worthwhile collaborations through 2009-2010.

Professor Brian King
Chair, THE-ICE
Victoria University

CEO's Statement



A year of Transition

It was at the Joint APacCHRIE Conference/THE-ICE Panel of Experts Forum in Perth in May 2008, that the members of the Advisory Board backed a proposal to support THE-ICE and its activities beyond the Australian Federal Government seed-funding period. On 1st July 2008 THE-ICE became a not-for-profit organisation.

THE-ICE wanted to build on its many past achievements, yet also focus on a new direction. Our analysis of three important trends informed the direction that has been taken. First, has been the continuing rapid growth of international students in the global education marketplace. This means that institutions, departments and programmes offering tourism, hospitality and events are all becoming more aware of the importance of this market. Second, has been the increasing importance of having an internationally recognised programme accreditation to validate an institution's internal quality assurance processes. Third, is that potential students and their parents want to be better informed about their tourism, hospitality and events study options. They want to be assured about the quality, reputation and excellence of the available choices, and are looking for help to find the 'best-fit'.

After a period of extensive internal review and external consultation, the strategic decision was made to focus THE-ICE on moving beyond our Australia membership base, and to become an international accreditation body for tourism, hospitality and events programmes. We revised our original Standards of Excellence assessment, and developed an entirely new international accreditation and membership schema. We have also embedded an independent benchmarking process as part of our accreditation. During this process we also created our **AccreditationPLUS** proposition. In other words, what THE-ICE is offering is a credible external accreditation process, plus a range of supportive marketing activities aimed at potential students. This not only builds on the founding vision of THE-ICE, but also means we present quite a different proposition to other more traditional accreditation bodies.

As outlined later in this report, the initial response to our new international accreditation offering has been positive. Our aim is that the accredited membership base will continue to become more international, particularly and as we seek to maintain a diverse range of institutions covering universities, private hotel schools and vocational colleges.

Finally, I would like to thank our Foundation Members and our Board of Directors for their support during this period of change.

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



THE-ICE Board of Directors

Chair and Director of the Board – Professor Brian King



Brian King is Professor of Tourism Management at Victoria University, Australia. He was Head of Hospitality, Tourism and Marketing from 1998 to 2007 and is currently seconded as Director of Victoria University's major strategic initiative within the Office of the Pro Vice-Chancellor (Institutional Services). He is a Visiting Professor at AILUN University in

Sardinia, Italy.

Brian has extensive tourism industry experience having occupied management roles in the tour operations, resorts, cruise-ship and airline sectors and maintains his industry involvements at board level and as a judge in the Australian Tourism Awards (2006-7). He has consulted extensively to international development agencies principally in the areas of tourism marketing and human resource development.

From 1999 to 2006 he served as a Board Member (Non-Executive) of the listed company Macro Corporation, operator of Ocean Spirit Cruises. This provided him with experience of the compliance and other governance requirements associated with the operations of listed companies, specifically operating in the tourism sector. His principal inputs focused on marketing and communications and also developed a knowledge of finance, government and legal issues. He has completed training on governance and compliance conducted by the Australian Institute of Company Directors.. He has published widely in the fields of tourism planning in developing countries and island microstates, resort operations and marketing, tourism education and human resource development, tourism in emerging Asian markets and tourism/migration linkages. He has authored several books including *Creating Island Resorts*, *Tourism Marketing in Australia* and *Asia-Pacific Tourism. Regional Planning, Co-operation and Development*. He has been an active participant in the THE-ICE since its inception.

He is Founding and Current Joint Editor-in-Chief of *Tourism, Culture and Communication* and holds editorial board positions with a range of leading refereed journals.

Professor John Jenkins – Board Director



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

John's expertise includes: Ecotourism, Tourism Planning & Policy, Tourism & Protected areas/National Parks, Outdoor recreation management, Leisure Studies and Leisure and recreation in urban communities.

A/Professor Perry Hobson – Board Director



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) - where he was the Head of School from 2000-2005. He holds a BSc. (Hons) Hotel & Catering Management from Oxford Brookes University (UK), a Masters in Hotel, Restaurant & Travel Administration, University of Massachusetts at Amherst (USA), and a PhD in Tourism from Southern Cross University (Australia).

He is the Editor-in Chief of the *Journal of Vacation Marketing* which is published in London (UK), and serves on the editorial boards of another seven international journals. He is also the co-Editor of the *Journal of Hospitality & Tourism Education* which is published in Washington DC (USA). 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.

While he was the Head of the School of Tourism and Hospitality Management at SCU the School received the New South Wales (NSW) State Award for Excellence twice, and went onto win the National Australian Tourism Award for Education and Training. Perry has also been a personal recipient of the Platinum Award for Tourism from the peak industry organization Tourism Training Australia (TTA) for his contribution to education. He has also twice been elected the Chair of the Council of Australian Universities for Tourism and Hospitality Education (CAUTHE) which is the national association of educators in Australia. Active in many international associations, Perry is the current President of APacCHRIE and serves on the board of APTA, the two leading Asia-Pacific regional educators associations.

Mr Nicholas Hunt – Board Director



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.

Nicholas 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, Nicholas 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.

Mr Alan Williams – Board Director



Mr Alan Williams is the Managing Director of the Australian School of Tourism and Hotel Management, 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 member on a number of peak industry education bodies in Australia all of which have an interest in ensuring long term viability, sustainability and quality of the Australian Education and training industry. These include; Company Director Perth Hospitality Professionals Pty Ltd; Company Director Resort and Hotel Management Pty Ltd; Director, Board Member and immediate Past Chair Australian Council of Independent Vocational Colleges (ACIVC), National Peak Industry Body operating on Approved Tertiary Assurance Scheme; Executive Committee Member and Treasurer Western Australian Private Education and Training Industry Association (WAPETIA), WA based peak industry body; Industry Advisory Board Member, Industry Education Advisory Board for Southern Cross University WA and Board Member, Australian Association of Hotel Schools (AAHS), National Industry Association Board.

Mr Williams is passionate about Vocational Education and Training and this can be 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 students and industry.

Mr Guy Bentley – Board Director



Mr Guy Bentley is the CEO of the Blue Mountains International Hotel Management School and oversees the running of the Australian International Hotel School Canberra and Blue Mountains Hotel School, Leura, as well as the Blue Mountains Hotel School, Tianjin China and Suzhou China. Mr

Bentley has worked in a variety of management and consultancy positions in England, Scotland and Australia in the hospitality and tourism industry.

He is an Adjunct Associate Professor at the University of New England and teaches in the areas of tourism and hospitality management, HR management and ethics. He has publications in the area of Intellectual property, pricing and distribution strategy and compliance in the hospitality and hotel industries. He has presented at the 2006 National Tourism Leaders Conference and presented on innovation at the 2007 Orion Congress in Suzhou.

Mr Bentley is a NSW committee member for Australian Colleges of Private Education & Training and received the 2006 Tourism Platinum Award for National Training Legend Award.

Mr Kevin Harris – Board Director

Kevin is the Director of TAFE NSW – Northern Sydney Institute, one of the largest Registered Training Organisations in Australia, which conducts its business at the regional, national and international levels. Kevin is particularly active at the state and national level as a senior adviser to the ICT and Electronics Manufacturing Industry sectors.



He is a member of numerous industry association advisory and management committees including the Australian Information Industries Association of NSW and the Australian Electrical and Electronics Manufacturers' Association. Kevin's other commitments include board membership of TAFE Directors Australia and WorldSkills Australia. Kevin's tertiary qualifications are centred around electronics, industrial control and data acquisition systems and includes a degree in Mathematics and Physics from Macquarie University.



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



Accredited to meet THE-ICE Standards of Excellence

Background

The International Centre of Excellence in Tourism and Hospitality Education (THE-ICE) incorporated in July 2008 as a not for profit organisation reporting to a Board of Directors with the core focus to provide accreditation for training, education and research programmes in the field of Tourism, Hospitality and Event (TH&E). The Centre was originally funded by the Australian Federal Government from as part of the internationalisation initiative, with the core charter to promote Australian institutional and educational prowess from 2004 to 2008.

During the seed-funding period, a series of extensive consultations were conducted with the industry, universities and vocational education institutions. The process revealed that there was concern about the quality and relevance of some programmes, and the appropriateness of their graduate outcomes. The institutions recognised there was an increasing need for some form of independent assessment of their tourism, hospitality and event programmes, and the credibility benefit that would come from having the right to use an endorsement logo when promoting their programmes to potential students.

The consultation also identified the need to ensure that in the delivery of TH&E education, the prospective members could meet a set of standards commensurate to the descriptor 'Excellence'. The Foundation Director of THE-ICE, Professor Beverly Sparks, in consultation with Emeritus Professor

Professor Andrew Lister, who had been an auditor and panel chairperson of the Australian University Quality Agency (AUQA), and former President of the Academic Board at the University of Queensland, developed the initial ten criteria of the "Standards of Excellence" (SoE) in 2005 for THE-ICE.

The 2005 SoE covered a range of aspects related to the programme quality and student experience including student support, teaching capacity, infrastructure and programme relevance. THE-ICE offered membership status to Australian vocational and higher education institutions upon their meeting its SoE.

In 2007, following the initial round of programme assessments and endorsements, there was a further period of consultation, review and reflection about the standards as a number of private institutions applied for THE-ICE membership. THE-ICE then engaged the service of Professor Mervyn Hyde (an Auditor for AUQA and former Chair of the Academic Committee at Griffith University), who has extensive experience in auditing and evaluating both private and higher education institutions in Australia and overseas. He revised and expanded the criteria of THE-ICE Standards of Excellence to cover twelve categories.

The Year of Transition

At the end of the Australian Government start-up phase in 2008, THE-ICE was able to respond to the considerable international interest in its activities and the SoE. The Board of THE-ICE agreed that THE-ICE should focus on becoming a specialised accreditation body that could also service the international education community.

In 2009, THE-ICE further revised its existing Standards of Excellence and adopted a new accreditation and membership schema. Under the leadership of the Director of THE-ICE, Associate Professor Perry Hobson and Associate Professor Steven Craig-Smith, from the School of Tourism at the University of Queensland, the details of the schema and the existing Standards of Excellence were further re-developed and refined. This was then shared with an international reference group of academics based in Asia, Europe and North America for feedback and input. The expanded Standards of Excellence now includes 14 categories.

1. **Status of the institution**
2. **Governance and administration**
3. **Vision, mission, objectives**
4. **Graduate outcomes/attributes**
5. **Teaching and learning**
6. **Internal planning and QA**
7. **Internationalisation**
8. **Physical resources and facilities**
9. **Student support services**
10. **Industry advisory board**
11. **Staffing resources**
12. **Financial resources**
13. **External relationship**
14. **'Areas of Excellence'**

New Accreditation Schema

As part of the development process, THE-ICE has been sensitive to the fact that there was considerable diversity of education offerings in the international education arena, and that any accreditation process should also be broad enough to recognise the diversity of mission statements, programme structures, industry sectors served etc.

The revised accreditation schema, based on THE-ICE latest Standards of Excellence is outlined below. Once granted, THE-ICE accreditation is valid for a period of five years:

1. Self-review
2. Peer review
3. Site visit
4. Evaluation
5. On-going benchmarking and monitoring

New Membership Categories

As demonstrated in the **Accreditation and New Membership Flow Chart**, institutions interested in obtaining programme accreditation from THE-ICE initially apply to undertake a Pre-Accreditation Assessment. A brief overview of each category and its status within THE-ICE is as follows:

A. Pre-Accreditation/Associate

Institutions seeking accreditation of their programmes by THE-ICE must initially undertake a pro-forma self-assessment process and verification visit by THE-ICE. Upon acceptance, an institution may become an Associate for up to 3-years.

B. Accredited Member

complete THE FULL accreditation process involving a rigorous self-assessment and review as well as a visit by a team of assessors from THE-ICE. Full members can select to be:

- i) **Accreditation** - primary interest is in accreditation and quality assurance for their programmes. Not participate in the full range of service options.
- ii) **AccreditationPLUS** THE-ICE Accreditation PLUS additional activities that the member may choose to participate in for the added benefits.

C. Affiliate

Affiliate is relevant to the offshore partner institutions of Accreditation-PLUS Members. Typically these institutions offer one (or more) of the programmes that have already met THE-ICE Standards of Excellence (SoE) at the member institution. THE-ICE is prepared to extend the existing accreditation to the programme/s offered at these partner institutions providing they meet the SoE guidelines. THE-ICE Affiliate status will only be granted to specific programmes following nomination by the relevant member, and after an inspection by THE-ICE.

Membership Growth

I. New Associates and Affiliate

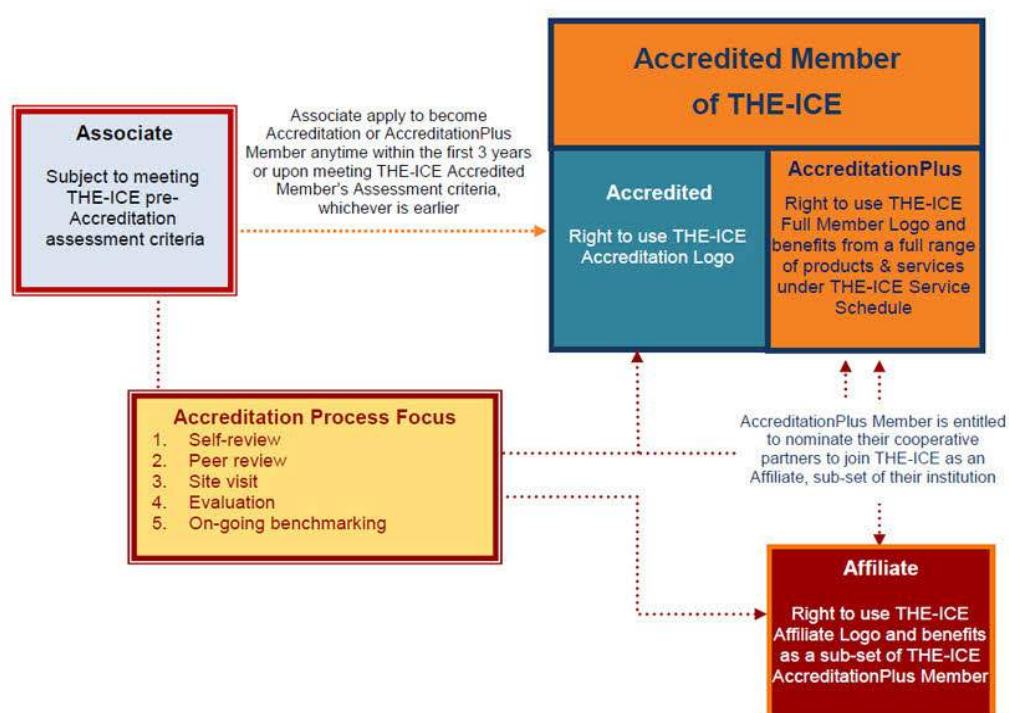
THE-ICE is pleased to report for 2008-2009 six international institutions were in the process of committing to joining THE-ICE as Associates /Affiliate. They include:

1. University of Applied Sciences, Switzerland (HTW-Chur)
2. Management Centre Innsbruck, Austria
3. Naresuan University Bangkok Campus, Thailand
4. International Management Center (IMC), Austria
5. University of Bozen-Bolzano, Italy
6. Cornell-Nanyang Institute of Hospitality Management, Singapore

II. Prospective new Associate

Currently THE-ICE is in discussion with >35 institutions from over 17 countries. About 12~15 of them expressed keen interest to join the Group as new Associates, subject to final confirmation.

THE-ICE Accreditation/New Membership Flow Chart



2008 –2009 Key Activities

As a new not-for-profit organisation, in addition to developing THE-ICE to becoming an international accreditation peak body, implementing value-added services to the Members, the Executive Team also explored and developed a couple of e-business concepts, focusing on servicing the tourism, hospitality and event sectors. Some key activities in the past twelve months included:

I. The International Student Barometer (ISB) Survey 2009

This is the third year that THE-ICE, in partnership with I-graduate International Insight conducted the ISB Survey. This benchmarking survey findings provided invaluable analysis on international student satisfaction levels in four key areas: Arrival, Learning, Living and Support.

This year all members participated, with the exception of The University of Queensland and Victoria University, who conducted their whole of institution survey independently. It was encouraging to have four of our members expanded their survey to cover domestic students as well.

The survey findings report will be ready in early October 2009 and will be distributed as Commercial In Confidence document to all THE-ICE members.

II. Management of Members' Scholarships

After the Government funding came to an end, THE-ICE was not in the position to offer match-fund scholarships with its member institutions. However it remained active in promoting/managing the administrative process of members' scholarship offerings such as:

- Northern Sydney Institute of TAFE
- Southern Cross University
- Australian International Hotel School
- The Hotel School Sydney

III. SpotMeOnline™

SpotMeOnline™, www.spotmeonline.com is a careers website designed and developed by THE-ICE, supported by dotRED Digital Media. It aims to serve the recruitment needs of TH&E graduates, jobseekers and employers, offer additional profiling and promotional channel for THE-ICE members, at the same time providing value-added benefits to complement their graduate outcome, internship and/or work placement activities.

It went live in the second quarter of 2009 after numerous rounds of User-Acquisition testing and is now Edge-Enabled (there is a collapsible EdgePanel located on the right edge of the monitor with a mini-website and pages of interactive advertising material).

In April, 2009 SpotMeOnline™ participated in the Griffith University-Southern Cross University Careers Fair with very positive reception from the TH&E students as well as representatives from the industry, particularly with the website's functions /available tools such as: YouTube upload, Blog etc. to profile jobseekers and employers alike.

IV. THE Big List

www.the-biglist.com is another innovative online e-concept designed and developed with the support of dotRED Digital Media, to facilitate prospective students to search and find available TH&E education, training or research programmes from all over the world.

This website is currently undergoing final user acceptance testing and will be market ready shortly.

SpotMeOnline™ careers website with Edgelets, i.e. Mini-websites that maximise unused online space for publishing or advertising

Project Completion

Education consultancy and project management services remained potential revenue generators for THE-ICE. And allowed cooperation between members. THE-ICE has taken a leadership role in establishing a group of TH&E experts across vocational and higher education institutions. This provided access to an unsurpassed pool of quality capacity building expert trainers, allowed us to canvass for international project opportunities and/or for inclusion in the submission of competitive bids.

As competitive contender and supplier of TH&E consultancy services THE-ICE has converted some opportunities with very positive outcomes:

I. DEEWR Thailand Project for the Tsunami-affected Regions



An 18-month project joint-funded by DEEWR (AUD170,000) and the Office of Vocational Education Commission (OVEC) with the aim to establish a tourism and hospitality professional development centre to be located in Krabi Province and to train Thai VET directors and TH& academics from the tsunami-affected regions in Thailand. Under the project management of THE-ICE in cooperation with The University of Queensland, Northern Sydney Institute, William Angliss Institute and Victoria University-Vocational the Team delivered outstanding milestones to the complete satisfaction of

both funding authorities, including the signing of a “Framework of Cooperation” with OVEC for future professional training activities.

Currently a Thai-Australian Tourism & Hospitality Professional Development Centre, to the value of THB25 million is under construction, to be completed by early 2010. It is anticipated that THE-ICE Group will be actively engaged in their future training programs.

II. National Park Singapore, NPark



THE-ICE in cooperation with William Angliss Institute has successfully designed, developed and delivered the eco-tourism interpretative gaps training program (Certificate IV) for 20 park rangers/staff of the Underwater Federation and

the Centre of Urban Greenery Ecology, CUGE – units within the National Park Board of Singapore (NParks). The Project also included the skills audit of the 20 NParks staff and mapping of NParks’ Nature-based tour guiding modules in accordance to Australian Qualification Framework for recognition of prior learning (RPL) purposes.

- TH&E professional development Project for tsunami-affected regions, Ministry of Vocational Education Commission, Thailand
- Eco-tour guiding gaps training, National Park Board, Singapore



Transition of Online Communication

I. THE-ICE Website: www.the-ice.org

In order to reflect the changes to THE-ICE, the website has had to undergo a number of transitional changes, which have culminated in a more substantial refresh in 2009-10. The changes have included:

- The removal of the Australian Federal Government symbols, and the addition of non-Australian specific images and content
- The addition of Student Forums for discussion about study options in tourism, hospitality and events
- The development of relevant information for the website on international Accreditation by THE-ICE, and the uploading of additional content
- The development of an online **Get-THE-Scholarship** application system for launch in 2009-10
- The development of a **Find-THE-Supervisor** search function, to help potential research students identify suitable supervisors. To be launched in 2009-10
- The creation of a new site architecture that will enable our

- The development of new look that has a less corporate/government feel, for a full re-fresh and re-launch of the site in 2009-10
- The addition of Edgvertise on the refreshed site to allow increased exposure for **AccreditationPLUS** members of THE-ICE

II. E-Communication

Furthermore, during 2008-09 THE-ICE has continued to actively communicate with a range of stakeholders through its other forms of e-communication. These include:

- *THE-ICE Member Insights Bulletin*, which is now distributed weekly to some 300+ recipients. It contains some 2-3 news items of relevance to international TH&E education.
- *THE-ICE Global Newsletter* is distributed monthly to some 25,000+ recipients. It carries information about member institutions, industry trends, and other related and relevant stories. The vast majority of the recipients are potential students who have given their email address when they access information from THE-ICE website.



Financial Report

Following the end of the Australian government seed-funding period, THE-ICE became dependent on its Australian-based Foundation Members for its revenue stream in 2008-2009. As anticipated in the business plan, THE-ICE had to use some of its cash reserves to maintain its current level of operation. Furthermore, two institutions (Murdoch University and the University of Canberra) discontinued their membership with THE-ICE.

Looking ahead, the high-level of dependency on the Foundation Members will start to change in the 2009-10 financial year, as revenue from the new Associates/Affiliates starts to flow in. In the interim, THE-ICE has also sought to reduced a number of its operating expenses.

**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 2009**

	<u>2008-2009</u>
Cash Transfer from STCRC*	346,486.33
Income	
Consultancy fees	19,761.29
Memberships	359,480.53
Other Income	<u>16,245.80</u>
Total Income	395,487.52
Expense	
Professional fees & insurance	31,923.72
Office administration	34,764.51
Staff	314,567.55
Scholarship**	25,000.00
Website & online activities	52,569.23
Marketing & promotions	41,536.21
Travel - domestic & international	<u>20,878.68</u>
Total Expense	521,240.01
Ordinary Income	-125,752.39
Closing balance	<u>220,733.94</u>

*Revenue generated during government seed-funded period, 2004-2008

**Scholarship commitment incurred during Government seed-funded period



THE-ICE Foundation Members



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

School of Tourism



NORTHERN
SYDNEY
INSTITUTE
skilling for a global future
TAFE
NSW



William
Angliss
Institute of TAFE



WILLIAM BLUE
COLLEGE OF HOSPITALITY
AND TOURISM



BlueMountains
INTERNATIONAL HOTEL MANAGEMENT SCHOOL
AUSTRALIA



**VICTORIA
UNIVERSITY**

**A NEW
SCHOOL OF
THOUGHT**

AUSTRALIAN
INTERNATIONAL
HOTEL SCHOOL

THE-ICE Associates



HTW Chur

Hochschule für Technik und Wirtschaft
University of Applied Sciences



FH KREMS
UNIVERSITY OF APPLIED
SCIENCES / AUSTRIA



FREIE UNIVERSITÄT BOZEN
LIBERA UNIVERSITÀ DI BOLZANO
FREE UNIVERSITY OF BOZEN · BOLZANO

MCI
MANAGEMENT CENTER
INNSBRUCK

THE-ICE Affiliate

