



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

Annual Report 2010-2011



Accreditation | Benchmarking | Promotion of Excellence

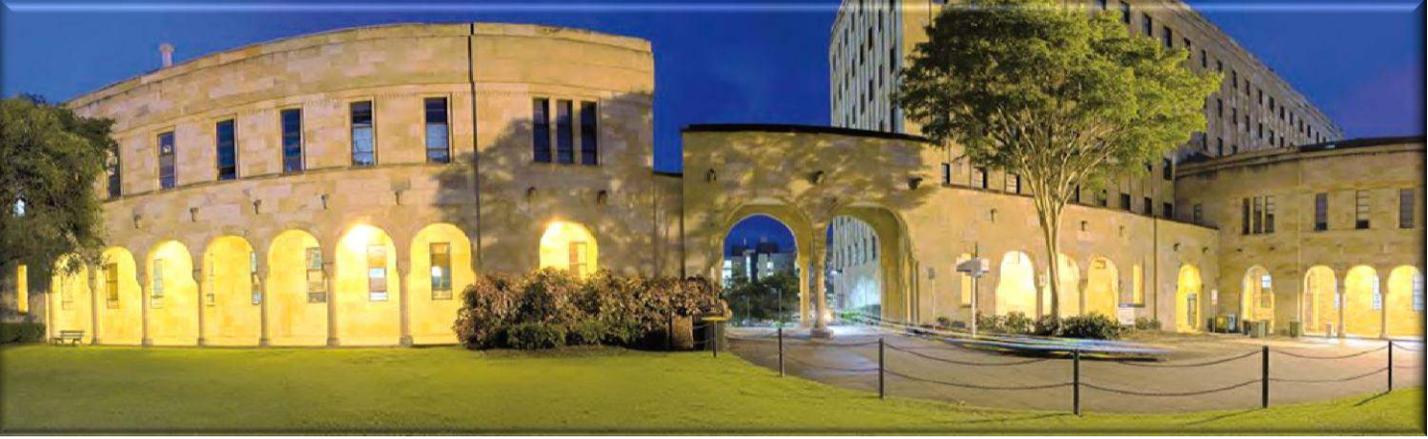
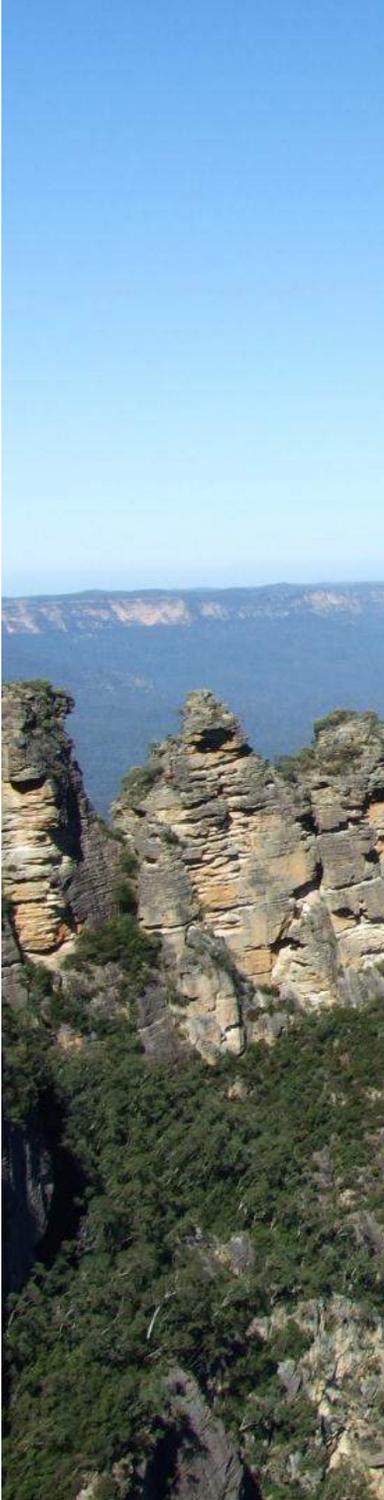


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Chair's Statement



I firstly wish to thank Professor Brian King, Pro-Vice Chancellor of Victoria University and former Chair of THE-ICE, who assisted me with the smooth transition to becoming the Chair.

THE-ICE continues to provide strong leadership in the areas accreditation and benchmarking. It also provide an important unified platform for active engagement of both public and private sectors in the provision of excellence in tourism, hospitality and event education.

This year, I am pleased to report on two significant changes to THE-ICE.

Firstly, our International Membership is now equal in number to our Australian Membership and is continuing to grow. The Board wishes to acknowledge the significant leadership role of Dr Perry Hobson, as well as Ms Pauline Tang and Associate Professor Stephen Craig-Smith for their work in supporting the new Members through the rigorous accreditation processes.

Secondly, THE-ICE has secured its financial sustainability, and this past year has also received a development grant for its innovative activities.

During the past year, we welcomed our second International Board Member, Professor Eva Werner (IMC University of Applied Sciences, Krems, Austria), and two other new Board Members – Associate Professor Dr Laura Lawton (Griffith University, Gold Coast, Australia) and Associate Professor Barry O'Mahony (Victoria University, Melbourne, Australia). I would also like to acknowledge the contribution of Professor John Jenkins (Southern Cross University, Australia) who has taken leave of the Board.

Guy Bentley
Chair, THE-ICE
CEO of Blue Mountains
International Hotel Management School

Director's Statement



It has been another busy year for THE-ICE as we strategically position ourselves to become the leading international accreditation body for tourism, culinary arts and events. To begin with, it is pleasing to be able to report that THE-ICE has now been accepted as a 'Full Member' of the International Network of Quality Assurance Agencies in Higher Education (INQAAHE). This organisation includes all the major national accreditation agencies, as well as well-established professional accreditation bodies - such as the US-Based AACSB and the German-based FIBAA.



It was also pleasing to see that a number of our 'Associates of THE-ICE' have already proceeded with stage two of our accreditation system, and they have now completed all the requirements for full accreditation.

Given the growing interest and awareness of THE-ICE, the Board accepted a proposal to create a new "**Observer of THE-ICE**" category for institutions expressing an initial level of interest in accreditation. We now have institutions with this status in Germany, Malaysia, Switzerland and France - which means we now have over ten countries represented in our globally expanding network.

Interest from both students and educators remains strong, and we now distribute our two newsletters on an alternative weekly publication schedule. Our *iStudent News* currently has a subscriber base of some 24,000 prospective students, and our *eBulletin* now reaches out to nearly 2,000 educators.

Our long-standing strategic relationship with **i-graduate** means that our customised International Student Barometer (ISB-SB) continues to deliver important confidential insights to all members about the student experience. Uniquely, it permits our members to benchmark confidentially with other leading institutions that offer tourism, hospitality, events and culinary arts courses. This past year, we surveyed over 10,000 students with some 3,100 taking the time to complete our survey.

Over the last year we extended our concept of having 'strategic partnerships' with other complementary specialised organisation. Consequently, we have signed agreements with **i-studentgroup** and **ImpressionEvents**. The link with **i-studentgroup** will see us re-develop THE-ICE website, create a new e-Magazine (which will be aimed at parents and counsellors) and to re-design our *iStudent News* and *eBulletin* newsletters. THE-ICE will also gain access to their network of some 10,000 school counsellors, and also gain access to the content of various e-marketing tools such as i-studentlife that we simply do not have the time or resources to create.

The link with **ImpressionEvents** will see us establish a revised format for our International Panel of Experts Forum, and this will make it easier for member institutions to host in other parts of the world. In looking ahead, the forthcoming International Panel of Experts Forum will be hosted by Taylor's University (Malaysia), and we then hope to move this event to the Middle East and Europe in future years.

While THE-ICE will continue to concentrate on its three core activities of accreditation, benchmarking and the promotion of excellence - we also need to be mindful of the fact that many potential students do not have the resources to access any sort of hospitality and tourism education. Consequently, in the near future I look forward to us also identifying a range of social responsibility initiatives that our members can also participate in supporting.



A/Prof Dr J. S. Perry Hobson
Director, THE-ICE

Board of Directors



Chair: Mr Guy Bentley
Chief Executive Officer of the
Blue Mountains International
Hotel Management School
(BMIHMS), Australia



Dr J. S. Perry Hobson, Director
of THE-ICE and Associate
Professor in the School of
Tourism and Hospitality
Management, Southern
Cross University (SCU)



Professor Eva Werner
Rector of the IMC University
of Applied Sciences Krems
Austria



Dr Laura Lawton,
Associate Professor and
Deputy Head of the
Department of Tourism,
Leisure, Hotel and Sport
Management, Griffith
University (GU), Australia



Dr George Brown
appointed Group Academic
Director at Think: Education
Group, Australia



Mr Alan Williams
Managing Director of the
Australian School of Tourism
and Hotel Management
(ASTHM), Australia



Mr Nicholas Hunt
Chief Executive Office of
William Angliss Institute (WAI),
Australia



A/Professor Russell Arthur
Smith of Nanyang
Technological University
(NTU), Singapore



Barry O'Mahony
Associate Professor in the
School of International
Business at Victoria
University(VU), Australia

Executive Team & Strategic Partners



Dr J. S. Perry Hobson
Managing Director



Ms Pauline Tang
Director of
Accreditation &
Benchmarking



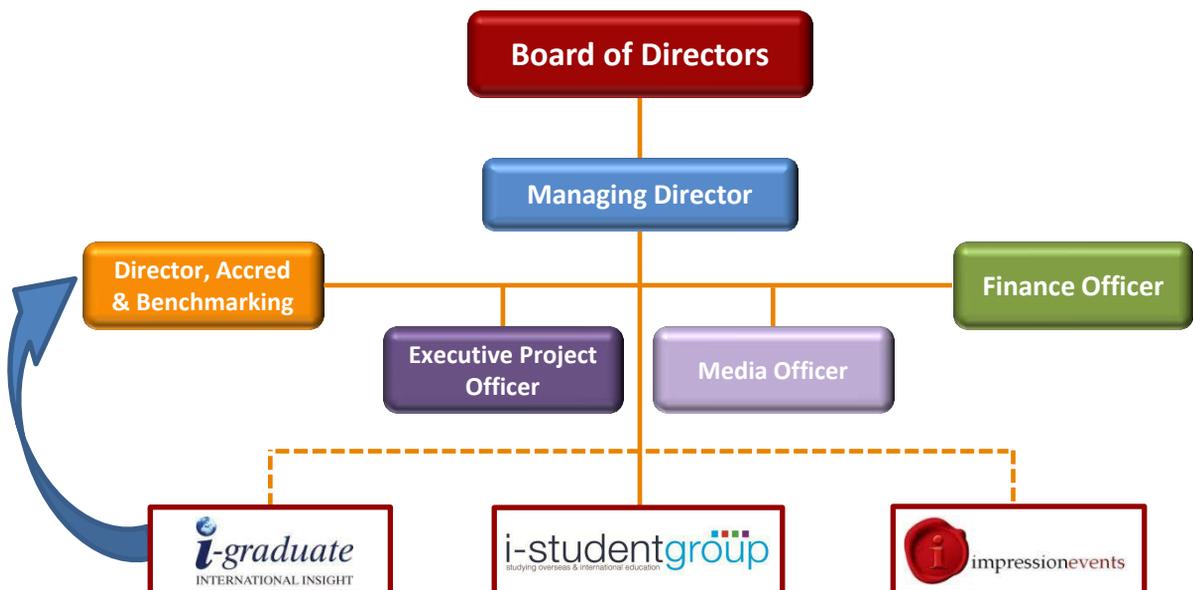
Ms Julie Glass
Executive Project
Officer



Ms Marian
Edmunds
Media Officer



Ms Jenny Smith
Finance Officer



2010 – 2011 Key Activities

1. Accreditation

THE-ICE Assessment Panel

It continue to operate as an independent unit underpinning the core business of THE-ICE Accreditation and Membership. In 2010-2011 institution' under

With the support and approval of THE-ICE Board of Directors additional appropriately qualified academics were invited to join the panel auditors. Over the last year THE-ICE saw the significant growth of the panel, which comprised of the following experts:

CHAIR



A/Professor Stephen Craig-Smith, Head of School of The University of Queensland, Australia



A/Professor Thomas Bauer, Assistant Professor of the Hong Kong Polytechnic University

Auditors



Professor Brian King, Pro-Vice Chancellor (Knowledge Transfer and Exchange – Community) of Victoria University, Australia



A/Professor Laura Lawton, Deputy Head of School of Griffith University, Australia



Professor Emeritus Merv Hyde, AO, Professor and Academic Director of the International Project Group, University of the Sunshine Coast, Australia



Professor David Harrison, Head of School of The University of the South Pacific



Professor (FH) Eva Werner, Rector of IMC, University of Applied Sciences, Krems Austria



Professor Philip Pearce, Professor of Tourism, James Cook University, Australia



Professor Felix Kolbeck, Department of Tourism, Munich University of Applied Science, Munich, Germany

For detail profiles of THE-ICE Assessment Panel Chair and Auditors please visit:

<http://www.the-ice.org>

International Quality Assurance Network

In April 2011 THE-ICE became a full member of the International Network of Quality Assurance Agencies for Higher Education (INQAAHE). This is an organisation comprising of all the major national accreditation agencies/councils/commissions (such as ministries of education), as well as well-established professional accreditation bodies. The Centre is in the process of joining the INQAAHE regional partner, Asia Pacific Quality Network (APQN).

2010 – 2011 Key Activities

2. Membership

THE-ICE continued to focus on expanding its global network by identifying quality institutions. We have also mentored existing Associates of THE-ICE towards full accreditation. In 2010-2011 auditors from THE-ICE Assessment Panel have assisted in the assessment of the following institutions, which have obtained their respective status:

Accredited Members:

- IMC University of Applied Sciences, Krems, Austria



- MCI Management Center Innsbruck, Austria



- Emirates Academy of Hospitality Management, Dubai



Associate of THE-ICE (application near completion or in progress:

- KDU University College, Malaysia



- Taylor's University, Malaysia



- Dusit Thai College, Thailand



- Republic Polytechnic, Singapore



With the support and approval of THE-ICE Board, a new category, Observer of THE-ICE was introduced.

This new category was created to accommodate the growing demand of institutions interested in quality assurance and that are considering accreditation from THE-ICE. While this category is opened to all interested parties, THE-ICE reserves the right to invite and/or accept the interested organisation's application to join.

Observers will be entitled to receive e-communication from the network, invited to attend events of THE-ICE such as the International Panel of Experts Forum, benchmarking workshops, as well as the Annual General (however without the right to vote).

The following institutions were approved to join as Observers in 2011:

- Berjaya University College of Hospitality, Malaysia
- Cesar Ritz Colleges, Switzerland
- Heilbronn University, Germany
- Institut Paul Bocuse, France



2010 – 2011 Key Activities

3. Benchmarking

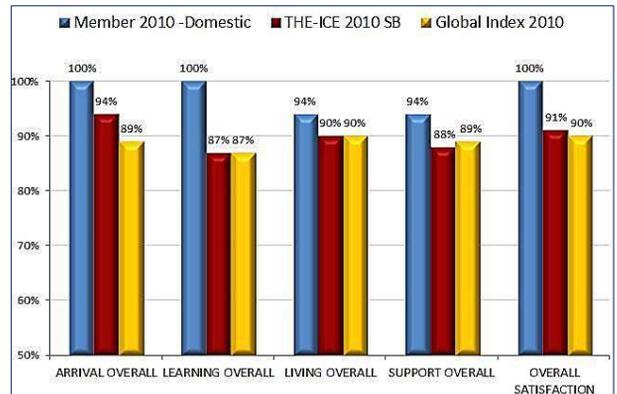
International and Domestic Student Barometer 2010

In partnership with the International Graduate Insight Group (i-graduate, UK) we conduct an annual International Student Barometer survey (ISB) to:

- Understand students' education preference during the decision making process (eg. country vs institution vs course) and expectation
- Monitor international students' importance /satisfaction in relation to their education experiences (arrival, living, learning & support)
- Benchmarking student satisfaction levels amongst other THE-ICE members and a wider ISB Global Index
- Allow for benchmarking student satisfaction against other institutions and institution categories
- Permit comparison of domestic students vs international students

The only benchmarking survey for T&H schools/departments

- 23 member institutions with some 9,600 T&H students were invited to participate and over 3,000 of them responded
- Comprehensive institution-specific "Premium" reports are also available as add-on options for members from i-graduate



Institution								Global ISB	International	Average Satisfaction			Institution/Higher Education																	
1	3	6	9	11	13	20	Importance	Living Elements	Global ISB	Aust ISB	THE-ICE	Australian						International												
1	3	6	9	11	13	20						1	2	4	5	12	16	17	7	8	10	14	15	18						
2.92	3.13	2.92	3.17	3.10	3.24	3.10	20%	Safety	3.19	3.07	3.18	2.92	3.08	3.07	3.38	3.09	3.40	3.04	2.83	3.46	3.49	3.59	3.67	3.58						
3.09	3.25	3.10	3.21	3.25	3.29	3.31	21%	Other friends	3.13	3.03	3.18	3.09	3.02	2.79	3.36	2.85	3.25	3.09	3.35	3.52	3.34	3.50	3.00	2.83						
3.10	3.13	2.98	3.17	3.26	3.35	3.21	16%	Home friends	3.11	3.10	3.15	3.10	3.01	3.06	3.30	3.03	3.21	3.09	3.42	2.77	3.48	3.18	2.60	3.36						
3.00	3.11	3.06	3.15	3.03	3.27	3.28	26%	Host culture	3.02	2.95	3.11	3.00	2.98	2.79	3.23	3.09	3.13	2.91	3.23	3.40	3.44	3.23	3.09	3.17						
3.00	3.16	2.97	3.06	3.00	3.19	3.18	24%	Eco-friendly attitude	3.12	3.06	3.10	3.00	3.02	3.20	3.10	2.90	3.06	2.76	3.19	3.32	3.19	3.19	3.09	2.64						
3.00	3.07	3.13	3.15	2.85	3.14	3.16	23%	Accommodation access	2.98	2.98	3.07	3.00	3.02	3.06	3.05	3.09	3.13	2.87	2.94	3.21	3.23	3.40	3.10	1.75						
2.72	3.16	2.93	3.09	3.36	3.09	3.17	27%	Good place to be	3.12	3.06	3.05	2.72	2.78	3.04	2.85	3.06	3.10	2.95	3.16	3.36	3.40	3.39	2.58	2.83						
2.93	3.05	3.07	3.14	2.75	3.14	3.15	20%	Accommodation quality	3.04	3.00	3.03	2.93	3.03	2.97	2.98	2.94	3.20	2.91	2.61	3.08	3.26	3.21	3.50	2.58						
2.85	2.99	3.08	3.01	3.00	3.24	3.11	31%	Good contacts	2.92	2.85	2.98	2.85	2.90	2.61	3.09	3.00	2.98	2.91	3.03	3.18	3.16	3.31	2.91	2.10						
2.76	2.96	2.94	3.10	NSV	NSV	3.16	20%	Worship facilities	2.97	2.98	2.96	2.76	2.75	3.06	2.67	NSV	2.94	NSV	3.06	NSV	3.38	3.23	N/A	N/A						
2.95	3.09	2.92	2.91	2.86	3.00	3.18	29%	Social facilities	2.97	2.89	2.96	2.95	2.87	2.80	2.84	2.85	3.00	2.61	3.08	2.96	3.29	3.05	2.92	2.55						
2.71	2.92	2.95	3.07	2.83	3.20	3.37	24%	Host friends	2.82	2.75	2.95	2.71	2.71	2.32	3.21	3.06	3.00	2.83	3.24	3.33	3.35	3.15	2.92	3.27						
2.77	3.14	3.05	3.23	2.54	2.95	3.07	22%	Transport links uni	2.98	2.93	2.94	2.77	2.67	3.02	2.70	2.37	2.88	2.95	3.18	NSV	2.82	3.00	2.91	3.00						
2.89	3.04	2.88	2.93	2.97	3.10	3.07	29%	Social activities	2.95	2.87	2.92	2.89	2.79	2.81	3.00	2.66	2.98	2.52	3.03	2.91	3.04	3.00	2.83	2.33						
2.84	3.15	2.92	3.14	2.83	2.90	3.00	21%	Transport links	3.03	2.90	2.89	2.84	2.46	2.91	2.36	2.39	2.96	2.87	3.24	3.17	3.14	2.83	3.64	2.45						
2.91	2.86	3.08	3.09	2.50	3.27	3.13	16%	Internet access	3.02	2.85	2.87	2.91	2.70	2.83	2.61	2.66	2.90	2.39	2.65	3.04	3.32	2.94	3.70	2.40						
2.68	2.91	2.77	2.89	2.29	3.18	3.07	29%	Visa advice	2.87	2.78	2.83	2.68	2.71	2.65	2.83	2.75	2.88	2.75	3.03	NSV	NSV	3.16	2.70	N/A						
2.97	2.79	2.82	2.94	2.67	NSV	3.08	23%	Sport facilities	2.96	2.83	2.83	2.97	2.61	2.81	2.53	2.66	2.80	2.30	3.26	2.95	3.29	3.05	3.17	2.27						
2.79	2.83	2.75	2.93	2.88	3.00	2.80	22%	Earning money	2.47	2.56	2.74	2.79	2.43	2.35	2.79	2.58	2.55	3.04	2.52	2.32	2.89	3.35	2.18	2.36						
2.58	2.70	2.75	2.82	2.83	NSV	2.88	26%	Financial support	2.55	2.60	2.68	2.58	2.58	2.45	2.78	2.59	2.68	2.48	3.09	NSV	2.80	2.61	N/A	2.50						
2.37	2.50	2.70	2.88	2.07	2.76	2.70	18%	Accommodation cost	2.54	2.42	2.55	2.37	2.67	2.47	2.46	2.53	2.73	2.57	2.29	2.75	2.57	2.63	2.91	1.75						
2.24	2.51	2.44	2.89	2.21	2.57	2.55	20%	Living cost	2.59	2.40	2.53	2.24	2.47	2.39	2.37	2.59	2.65	2.18	2.86	2.79	2.71	3.04	2.45	2.58						
3.10	2.97	2.95	3.07	3.82	2.96	3.03		Living Overall	3.01	2.98	3.01	3.10	3.04	2.94	2.97	2.91	3.08	2.91	3.05	3.19	3.16	3.21	3.07	2.25						

2010 – 2011 Key Activities

4. Events

a. International Panel of Experts Forum (IPoE) 2010

The IPoE 2010 with the theme of "Accreditation, Benchmarking and Innovation" was scheduled to be held from 2nd to 3rd June at the Naresuan University Centre in Bangkok, Thailand. Due to civil unrest in central Bangkok in late-May 2010, and in the interests of safety and security the event was cancelled. The next IPoE is scheduled to be held in Malaysia.



b. Roundtable Series

Members were invited to attend two roundtable workshops focused on **Internships** and **Industry Advisory Boards**. The first one was hosted by Northern Sydney Institute of TAFE in Sydney and the second one was hosted by William Angliss Institute in Melbourne.



2010 – 2011 Key Activities

5. Marketing & Communication

Given the fast paced changes in online marketing to prospective students, THE-ICE recognised that the best way to stay ahead was to enter into a relationship with a specialist education marketing organisation. Following an extensive international search, THE-ICE has entered into a strategic partnership with the well-established UK-based i-studentgroup.

The i-studentgroup offers a variety of online services to help international students in their search for the right course at the right university or college. They produce a range of online marketing solutions for institutions to help increase their intake of international students, as well as offer services directly to prospective students. Currently i-studentgroup works with a wide-variety of institutions and network organisations in the USA, UK, Australia, New Zealand and Ireland. By working closely with university and college admissions staff as well as with guidance counsellors and prospective students in high schools, they are able to tailor their communication tools to suit the needs of both the students and the institutions.

The strategic partnership enables THE-ICE to gain access to i-studentgroup's communication services, which fall under four broad categories:

- i-studentadvisor - interactive subject guides and country profiles, along with information on visa and scholarships
- i-studentenquiry - online matching service to help students, parents and counsellors to find the right course and institution
- i-studentlife - a social community for international students to share their experience
- i-studentbrochure - interactive e-brochures for individual institutions and organisations

The strategic partnership with THE-ICE means that in 2011/12 i-studentgroup will develop a new bespoke e-Magazine for the members, completely re-develop our website and re-design our newsletters. A new 'Marketing Benefits' for Associate, Accredited and AccreditationPLUS members has been developed, and a range of Premium optional service will also be made available to members of THE-ICE by i-studentgroup

a. The e-Magazine

It will be developed specifically for THE-ICE in tandem with the existing i-HT magazine that i-studentgroup already produces. It will exclusively feature the members of THE-ICE and be aimed at counsellors and parents.

b. The New Website

It will be re-designed so that it is clear there are two separate 'zones'. One will be for 'future students' who are looking for help to identify their 'Best-Fit' study options. The other is for prospective and current members of THE-ICE, and this will carry more information about what THE-ICE does and provide access to more resources.



2010 – 2011 Key Activities

5. Marketing & Communication

c. Our two Newsletters

The iStudent News and eBulletin will be re-designed to give them a quite different look and feel. We will also enhance our back-of-house functionality which will allow us to manage and expand our database, and also provide a range of social networking opportunities.

The **iStudent News** will remain aimed at prospective students. Its focus will be on student relevant news and stories about ICE member institutions, courses, scholarships, the industry, and other issues relating to international education. We will also be looking to find ways to better profile our members through our newsletter, and to further grow its distribution beyond our current ceiling of some 24,000 names.

The **eBulletin** is designed to deliver targeted and relevant global news to educators as it specifically relates to TH&E education, international student demand patterns, institutional initiatives, new course developments, partnerships, government policy and also the activities of THE-ICE.

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

iStudent News

THE iStudent News

The latest news for future students interested in studying tourism, hospitality and events. Drawing on our accredited membership and a wide range of international news sources, iStudent News keep you up to date with study options, scholarship offerings, industry trends and careers.

Keynote Speakers Announced for 5th THE-ICE Int'l Panel of Experts Forum in Malaysia
THE-ICE - 09/02/2011, 06:24
 The 5th International Panel of Experts Forum is being hosted by Taylor's University, in KL at their new lakeside campus from November 23 - 25, 2011. The theme this year is on "Innovation in Tourism & Hospitality Education". In addition to the Forum's usual format of invited panel presenters, this year's Forum will also have a select number of "cutting edge" (working) and "innovation" (retired) papers. The purpose of this event is to share the latest thinking in terms of tourism and hospitality education and is open to all. For more information [click here](#)

Accreditation, Benchmarking and the Promotion of Excellence
AUSTRALIAN INTERNATIONAL HOTEL SCHOOL

ASTHM
 AUSTRALIAN ASSOCIATION OF HOTEL SCHOOLS

BlueMountains
 INTERNATIONAL HOSPITALITY MANAGEMENT SCHOOLS

CHARLES DARWIN UNIVERSITY
 AUSTRALIAN ASSOCIATION OF HOTEL SCHOOLS

THE EMIRATS ACADEMY
 INTERNATIONAL HOSPITALITY MANAGEMENT SCHOOLS

Griffith UNIVERSITY
 AUSTRALIAN ASSOCIATION OF HOTEL SCHOOLS

Most UK Students 'Satisfied with University Course'
BBC - 09/02/2011, 06:22
 The majority of UK students are happy with the quality of their university course, an annual survey suggests. The National Student Survey (NSS) of 265,000 final-year students found 63% were satisfied, up from 62% in 2010. But 9% of undergraduates were unsatisfied, the same percentage as last year, while a further 6% were neither satisfied nor dissatisfied. The survey comes as students in England starting degree courses in 2012 face tuition fees of up to £9,000 a year. For more information [click here](#)

UK Student Places to be Cut at Top Universities, Claims Labour
The Telegraph - 09/02/2011, 06:21
 Top universities face losing thousands of students under Government plans to drive down tuition fees, figures show. Institutions such as Oxford, Cambridge

Unsubscribe here

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

THE eBULLETIN

THE educatorBulletin
 International news for T&H educators. Keeping you up to date with institutional initiatives, curriculum innovations, partnerships with the industry, the impacts of government policy and the activities of THE-ICE. Share with a colleague.

iStudent News offers news about the members of THE-ICE to prospective students. Subscribe here

Keynote Speakers Announced for 5th THE-ICE Int'l Panel of Experts Forum in Malaysia
THE-ICE - 09/02/2011, 06:24
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THE EMIRATS ACADEMY
 INTERNATIONAL HOSPITALITY MANAGEMENT SCHOOLS

Griffith UNIVERSITY
 AUSTRALIAN ASSOCIATION OF HOTEL SCHOOLS

THE-ICE: Students flocking to 10th AAHS National Hospitality Careers Expo
AAHS - 09/02/2011, 06:23
 Hundreds of college students' from AAHS, the Australian Association of Hotel Schools that are also members of THE-ICE, including the Blue Mountains International Hospitality Management School, William Blue College of Hospitality Management, International College of Management, Sydney, Australian International Hotel School, and The Hotel School Sydney, Australian School of Tourism & Hotel Management etc) are booked in to attend the AAHS Hospitality Expo. The 10th expo will be held at the Australian Technology Park to on Monday 24 October 2011. For more information [click here](#)

Most UK Students 'Satisfied with University Course'
BBC - 09/02/2011, 06:22
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UK Student Places to be Cut at Top Universities, Claims Labour
The Telegraph - 09/02/2011, 06:21

Unsubscribe here

i-studentgroup
 studying overseas & international education

i-studentadvisor
 interactive international higher education guides

i-studentenquiry
 finding courses for international students

i-studentlife
 studying overseas: education & beyond

i-studentbrochure
 environmentally friendly online publishing solutions

2010 – 2011 Key Activities

5. Marketing & Communication

d. Edgelets

On 22nd July 2010 www.the-ice.org became one of the first 'Edge-Enabled' websites in the world using an Online Advertising System created by Edgevertise, a Queensland-based company. An EdgePanel was embedded on the white space of our website to host a series of Edgelets (interactive mini-websites). Institution-specific Edgelets were created and ad campaigns were organised for our Foundation and AccreditationPLUS Members.

For 2010-2011 this innovative Edgevertise system tool enabled us to deliver an additional 732,120 exposures, 25,204 engagement units (ie interactions from website visitors) for our members.

The image shows two Edgelets. The top one is for the Blue Mountains International Hotel Management School (BMHMS), Australia, featuring a video player and text describing the school's history and offerings. The bottom one is for Griffith University, Queensland, Australia, featuring a video player and text describing the university's history and strengths.

e. Conference, Exhibition & Sponsorship

In order to continue to raise the importance of accreditation and the profile of the Centre internationally, THE-ICE has been active in attending, and/or exhibiting/sponsoring conferences in a number of countries.

In 2010/11 such activities included:

- ❖ TOSOK Conference 2010 - Jeonbuk, South Korea
- ❖ APacCHRIE Conference 2010 - Phuket, Thailand
- ❖ EuroCHRIE Conference 2010 - Amsterdam, The Netherlands
- ❖ AIEC Conference 2010 - Sydney, Australia
- ❖ CAUTHE Conference 2010 - Adelaide, Australia
- ❖ INQAAHE Conference 2011 - Madrid, Spain
- ❖ CHME Conference 2011 - Leeds, UK
- ❖ APacCHRIE Conference 2011 - Hong Kong, SAR-China

Tosok

aiec
2011
australian international
education conference

ASIA PACIFIC
CHRIE
Council on Hotel, Restaurant,
and Institutional Education
The Hospitality &
Tourism Educators



CAUTHE
COUNCIL FOR AUSTRALIAN UNIVERSITY TOURISM
AND HOSPITALITY EDUCATION

EURO
CHRIE
The Hospitality &
Tourism Educators

Council for Hospitality Management Education



INQAAHE
International Network for Quality Assurance Agencies in Higher Education

2010 – 2011 Key Activities

6. Financial Report

An increase revenue, comprising of membership dues, grants and interest received, was generated in 2010-2011 as compared to the previous financial year. The sum had brought all debit carried forward up-to-date. It had also facilitated the implementation of new strategic activities such as the one-off production/distribution of pull-up display banners to all members, the re-build of our website and the design and development of promotional collaterals.

With the continual effort in growing our global membership numbers, it is anticipated that the financial status will further improve for the financial year 2011-2012.

Global Network

Accredited Members, Affiliate & Associates of THE-ICE include:





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