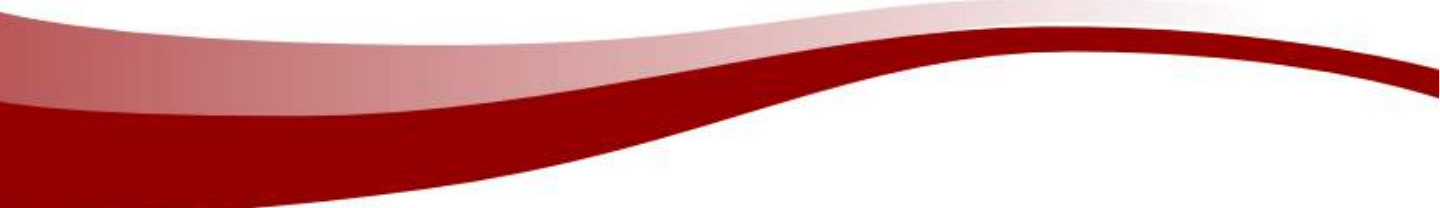




International Centre
of Excellence in
**Tourism and Hospitality
Education (THE-ICE)**

Annual Report 2013–2014

Accreditation expertise for a global market



THE-ICE

28 Orpheus Street | Robertson, QLD 4109 | Australia

T: +61-419-776 316 | E: info@the-ice.org | W: www.the-ice.org | ABN: 86 131 628 370

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Chair's Statement



Having been entrusted with leadership of THE-ICE Board of Directors since November 2013, it has been a period of celebrated achievements as we continue to look to the future. A key milestone has been the successful engagement of THE-ICE as one of seven Directors on the Board of INQAAHE (International Network for Quality Assurance Agencies in Higher Education). Through this association, high profile and reputable global peers have sought our interest in potential strategic partnerships to include mutual recognition and collaboration on accreditation activities.

Our signature event, THE-ICE International Panel of Experts (IPoE) Forum, continues to be a success with the 7th annual IPoE Forum having been hosted by the Blue Mountains International Hotel Management School in Sydney, Australia from 6th to 8th November 2013. The 'Fellow of THE-ICE' awards also continue to strengthen our global engagement and enhance our brand visibility through the annual conferral of this coveted award on notable individuals at our IPoE Forum events.

In response to the increasing international interest in our collegiate approach to accreditation and excellence, we continue our commitment to developing and enhancing THE-ICE brand, increasing our membership base, and continuing to grow as an organisation that is "more than just an accreditation agency".

With this strategic direction receiving the ongoing support of THE-ICE Board of Directors, our Member Institutions, and our independent THE-ICE Assessment Panel, the activities we undertake and the alliances we form serve to strengthen our brand culture with the vision "to be the leading and authoritative source on TH&E education and training".

Thanks is extended to the global network of THE-ICE for their ongoing support and commitment to the objectives and culture of THE-ICE which continue to enhance not only our global nature, but also the overall standing of excellence in TH&E education, training and research.

A handwritten signature in black ink, appearing to read 'E. Werner', with a stylized flourish at the end.

Prof (FH) Mag Eva Werner

Chair, THE-ICE Board

Rector, IMC University of Applied Sciences, Krems Austria

CEO's Statement



My sincere thanks go to THE-ICE Board for their trust and guidance throughout this last year of consolidation. THE-ICE continues to thrive under the new leadership of Professor (FH) Mag Eva Werner, and the encouraging and ongoing support of A/Professor Laura Lawton (Deputy Chair), Mr Nick Hunt (Company Secretary), Mr Alan Williams (Treasurer) and the wise counsel of the Directors of THE-ICE Board.

2014 saw our new policy implemented for the assessment of non-English programmes and the first full accreditation of such programmes (Dusit Thani College, Thailand!).

Further, in response to new market demands, a thorough review of our Constitution was conducted for currency, and new policies discussed and adopted. Our new Fast Track Policy allows a waiver of Pre-accreditation for suitably qualified incoming institutions who may proceed directly with Stage II of Full-accreditation, while our Education Group Policy recognises institutions centrally managed by one legal entity and allows joining THE-ICE under this umbrella, subject to normal accreditation procedures.

Since being appointed as one of seven Directors on the INQAAHE Board (International Network of Quality Assurance Agencies in Higher Education) THE-ICE brand image continues to be furthered as a resourceful accreditation agency specialising in the fields of tourism, hospitality, events and culinary arts education (TH&E). Auditors from the independent THE-ICE Assessment Panel have received invitations to act as external reviewers for peer QA agencies (in the United Arab Emirates and the Netherlands), and strategic partnerships are now being developed with high-profile European QA agencies for mutual recognition of our respective accreditation standards.

Our financial position remains strong and sustainable. In addition to retaining our membership portfolio, we also welcomed one new member from Switzerland and congratulated two Associates of THE-ICE for their successful progression to Full Membership in this past year.

We are committed to providing quality services to our loyal members and together we look forward to another exciting year of mutual growth ahead – onward and upward!

A handwritten signature in black ink, reading "Pauline Tang".

Pauline Tang
CEO
THE-ICE

THE-ICE Board of Directors



Prof (FH) Mag Eva Werner
Chair & Director



A/Prof Laura Lawton
Deputy Chair & Director



Mr Guy Bentley
Immediate Past Chair
& Director



Mr Nicholas Hunt
Company Secretary
& Director



Mr Alan Williams
Treasurer & Director



Prof JS Perry Hobson
Director



Mr Ron Hilvert
Director



Ms Christina Aquino
Director



Dr Stephen Craig-Smith
Director



Dr Paul Whitelaw
Director



Ms Jenny Jenkins
Director

2013–2014 Key Activities

1. Accreditation of Excellence

1.1 The Independent THE-ICE Assessment Panel



Prof Brian King, Chair



Dr Thomas Bauer



A/Prof Laura Lawton



Dr Stuart Jauncey



Dr Rajka Presbury



Dr Andy Nazarechuk



Prof David Harrison



Prof Eva Werner



Prof Felix Kolbeck



Dr Stephen Carig-Smith



Prof Dianne Dredge



Prof Merv Hyde



Prof Philip Pearce



A/Prof Russell Arthur-Smith



Dr Craig Thompson

Professor Brian King and THE-ICE Assessment Panel welcomed new auditor Dr Craig Thompson, Dean of Stenden Hotel Management School (SHMS) aboard in December 2013. The Panel continued to operate as an independent unit underpinning the core business of THE-ICE, to play a vital role in the sustainable achievement of THE-ICE's commitment to recognise, develop and promote quality assurance 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 go to the Assessment Panel team for their contribution in developing the policy on Pre-accreditation Fast Track, which enables appropriately qualified institutions to seek THE-ICE full accreditation in the first instance, and the fine-tuning of the Education Group Policy.

1.2 Strategic Partnerships with Global QA Agencies



Since the appointment as Director on the INQAAHE Board (International Network of Quality Assurance Agencies in Higher Education) THE-ICE brand is increasing in visibility and proving to be well-regarded as an international QA agency in the specialised fields of TH&E education.

We are pleased to report that THE-ICE Standards of Excellence for TH&E education programmes will be officially recognised in the United Arab Emirates with the signing of a Memorandum of Understanding with our strategic partner, the Commission for Academic Accreditation (part of the Ministry of Higher Education & Scientific Research) in October 2014. Development of similar strategic partnerships are currently in progress with other leading European QA agencies such as FIBAA in Germany (Foundation for International Business Administration Accreditation) and NAVO (Nederlands – Vlaamse Accreditatieorganisatie). With the approval and support of THE-ICE Board, we will continue to explore similar partnerships in the Asia-Pacific Rim, the North and South Americas.



1.3 THE-ICE Membership

THE-ICE was on track with the recovery of 2012-2013 set back, welcomed a new Full Member - Cesar Ritz Colleges, Switzerland (CRCS), part of the Swiss Education Group, and the successful progression to Stage II – Full-accreditation of two Associates of THE-ICE: Dusit Thani College in Thailand and Stenden University of Applied Sciences in the Netherlands. The Membership portfolio remained solid, maintaining a global network comprising of some 19 Members and 14 Observers of THE-ICE from 17 countries.

CRCS was the pilot institution that has fast-tracked the Pre-accreditation Stage and successfully completed the Full-accreditation process in March 2014 the first instance. CRCS has nominated the remaining 3 Schools of the Swiss Education Group to apply for Full-accreditation. It is anticipated that the process will be completed on/before the end of 2014.

Special thanks to the independent Assessment Panel Team for their contribution in developing the policy on Pre-accreditation Fast Track, which enables appropriately qualified institutions to seek THE-ICE full accreditation in the first instance, and the fine-tuning of the policy on Membership, in particular the one applicable for 'Education Group'.

Full Members (15)

1. Australian School of Management, Australia
2. Blue Mountains International Hotel Management School, Australia
3. Cesar Ritz Colleges Switzerland, Switzerland
4. Charles Darwin University, Australia
5. Dusit Thani College, Thailand
6. Emirates Academy of Hospitality Management, United Arab Emirates
7. Griffith University, Australia
8. IMC University of Applied Sciences Krems, Austria
9. Lyceum of the Philippines University Philippines
10. MCI Management Center Innsbruck, Austria
10. Stenden University of Applied Sciences, the Netherlands
11. The Hotel School Sydney, Australia
12. The University of the South Pacific, Fiji
13. William Angliss Institute, Australia
14. William Blue College of Hospitality Management, Australia

Associates of THE-ICE (5)

1. Free University of Bozen, Bolzano, Italy
2. KDU University College, Malaysia
3. Republic Polytechnic, Singapore
4. Taylor's University, Malaysia
5. The University of Applied Sciences HTW Chur, Switzerland

2. Benchmarking of Excellence

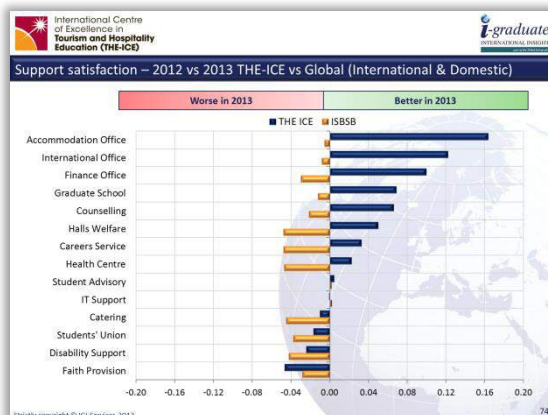
2.1 THE-ICE International & Domestic Student Barometer (ISB-SB®) Survey

2013 Survey wave

The Topline Report from THE-ICE 2013 ISB-SB® Survey was released and distributed to THE-ICE members in September 2013 following production in partnership with the International Graduate Insight group (i-graduate).

Full Members of THE-ICE with Foundation and/or AccreditationPLUS status were also presented with comprehensive Director's Cut reports, containing institution-specific analysis & comparative tables/graphs. Once again it was encouraging to see a high level of engagement from our membership and the ongoing keen interest in identifying areas for potential improvement, and the continued efforts required even in those areas where student satisfaction levels were high.

Members continue to appreciate the valuable insights brought by the annual survey and to utilise the results to further student acquisition and retention rates through a proactive approach to the survey findings. THE-ICE continues to encourage members to employ a share-ownership approach and to work collectively in further analysing the data and formulating creative strategies for areas where performance could be improved as well as to further strengthen their success.



2014 ISB-SB Survey wave (International Student Barometer and Student Barometer)™

With THE-ICE 2014 ISB-SB Survey wave going live in mid-April 2014, the Full Members and Associates of THE-ICE vigorously encouraged student participation. With the survey running through to 20th June 2014, collectively THE-ICE members invited 32,368 international and domestic students. Response rates in each sector increased markedly with a total of 9,454 responses received (increasing from 7,068 in 2013 with around the same number of invitations!). With reporting expected to be available from mid-September 2014, it is anticipated that all Members will receive final reports soon afterwards.





2.2 THE-ICE Benchmarking Roundtable Series (BRS)

THE-ICE Benchmarking Roundtable Series (BRS) events, our knowledge-sharing workshops, continued to provide a neutral platform for internal stakeholders and invited guests to gain insight into the practices of their higher education and vocational peers, to exchange alternative and innovative approaches, to develop collective best-practice models and plausible solutions to address common issues and challenges in the ever-changing operating environment.



BRS VI – 26th July 2013

Hosted by William Blue College of Hospitality Management, the topic, *'Meeting TEQSA standards - Assurances for Learning - Achieving Academic and Scholarly Integrity'* focused on the implications of the ongoing review of the Australian Tertiary Education Quality Standards Agency (TEQSA):

- What does TEQSA mean by standards and threshold learning outcomes (TLOs)?
- What are the expected outcomes and processes that are involved and how do we document these processes
- What standards should be put in place to ensure academic and scholarly integrity for tourism, hospitality and event management graduates?

Facilitator Dr Paul Whitelaw (previously of Victoria University, and leader of the Australian Office of Learning & Teaching's *'Threshold Learning Outcomes'* Project), kick-started the workshop with an overview of the project, followed by:

1. the keynote presenter Emeritus Professor Geoff Scott (University of Western Sydney) sharing his strategies for assuring academic standards
2. Ms Trish Fairbourn (APN College of Business & Communication) presenting a reflection of the overarching documents for TEQSA.
3. Ms Leigh Pointon (Queensland Institute of Business & Technology) delivering an explanation of the Exemplary Academic Integrity Project (EAIP) Policy toolkit and how it can be used to make connections with the requirements of TEQSA.

Participants shared their own experiences relating to TEQSA and the documentation and processes involved before a group brainstorming session was held to identify areas of concern. Strategically drilling into these issues, discussions centred on how to go about demonstrating assurance for learning in the pursuit of academic and scholarly integrity.

BRS VII - Deferred

With the preliminary findings of the OLT-TLO Standards Project (Office of Teaching & Learning - Threshold & Learning Outcomes) to be released at the first symposium on 1st-2nd July 2014, THE-ICE Board of Directors decided to postpone the BRS VII event until after that time.

3. Development of Excellence

3.1 THE-ICE 7th International Panel of Experts (IPoE) Forum 2013

THE-ICE 7th International Panel of Experts (IPoE) Forum, *'the Industry Education Nexus – a global perspective'* was proudly hosted by Blue Mountains International Hotel Management School from 6th – 8th November 2013 in Sydney Australia.



Cross sectoral panel experts and workshop contributors joined from around the world with the IPoE sub-themes focusing on:

1. Industry engagement and educational leadership for the connected generation;
2. Bridging the Gap - How tourism research connects with industry imperatives;
3. Technology and innovation in Tourism and Hospitality - Educators leading the way; and
4. Impatient opportunists - Educating and engaging the connected generation.

Also including workshop sessions on creating shared value through education and industry partnerships, industry and educators together looked at how students could be lead and engaged in the creation of shared values to influence business decisions in contemporary TH&E organisations.

Extensive networking opportunities were provided throughout the IPoE Forum, which was open to members and non-members of THE-ICE. Participants enjoyed a cocktail reception and dinner in the Grand Ballroom of the Four Seasons Hotel as well as a dinner cruise on Sydney Harbour - the highlights of which were being up close & personal with the Sydney Harbour Bridge and the Sydney Opera House.

IPoE 2013 continued the tradition of featuring a series of invited presentation panel sessions by 3 students from THE-ICE member institutions and 27 leading tourism and hospitality educators and industry experts within the region and internationally.



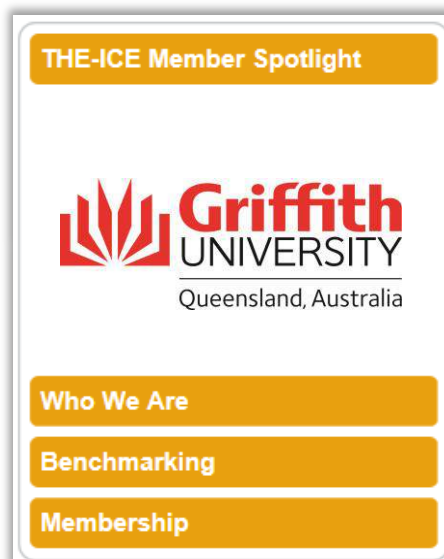
4. Promotion of Excellence

4.1 THE-ICE Website

THE-ICE is always looking to add value for our members, so January 2014 saw the implementation of the “Member Spotlight” feature on THE-ICE website homepage.

On a rotation schedule, each of our member institutions is featured in the “spotlight” for 7 – 14 days at a time, depending on their relevant membership status.

When website viewers click on the member logo that is featured here, the viewer is taken directly to that member’s online profile page where the institution is showcased with hyperlinks to their own websites.

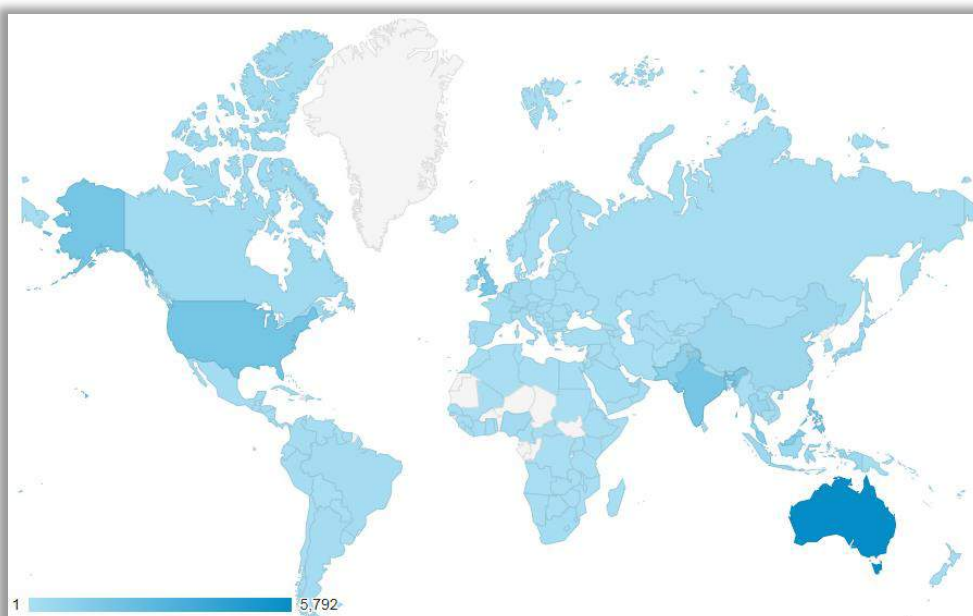


4.2 THE-ICE Website - Performance

From 1st July 2013 to 30th June 2014 some 22,002 unique visitors from 189 countries visited our website over 27,281 sessions. 64,151 pageviews were recorded with an average 2.35 page per session and an average of 2.21 minutes per visit. Over 79.7% of them were new visitors.

Top visitor source countries

	Country	Sessions	% Sessions
1.	Australia	5,792	21.23%
2.	United States	1,851	6.78%
3.	India	1,786	6.55%
4.	Philippines	1,778	6.52%
5.	United Kingdom	1,572	5.76%
6.	Malaysia	1,194	4.38%
7.	Pakistan	1,002	3.67%
8.	United Arab Emirates	770	2.82%
9.	Singapore	692	2.54%
10.	Thailand	578	2.12%





4.3 THE-ICE Interactive Brochure 2013

In partnership with *i-studentgroup*, THE-ICE launched the 2013 Interactive Brochure in HTML5 for the first time in January 2014. With both the PDF version and the “live” link being distributed via members and our global network, the feedback on the new format was very favourable. Being developed in HTML5 meant that, for the first time, the Interactive Brochure was responsive – enabling it to be viewed on a variety of devices and platforms commonly used to access the internet including PCs, tablets and smartphones amongst others.

The publication featured articles of interest by our members as well as their individual advertorial-style promotions with a focus being on eye-catching graphics and the responsiveness of the brochure.

4.4 THE-ICE eNewsletters

Along with changes to the Interactive Brochure, THE-ICE e-Newsletters also underwent a re-design and development process. The new look “landing pages” and layout for both electronic newsletters were also released in January 2014.

Current subscribers number just over 15,000 for the *iStudent News*, while some 1,875 subscribe to the *eBulletin*. Along with the updated designs, we also have the capacity to send out “newsflash” campaigns, to either or both mailing lists, for items worthy of such distribution.

The *eBulletin* is now privatised and requires a secure login rather than continuing to be available to the general public.

4.5 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is becoming increasingly recognised as something that not only business but also institutions, educators and students should be involved in. With THE-ICE having recognised the value in identifying and supporting a number of hospitality training initiatives that support disadvantaged youth in developing countries, 2013 – 2014 saw our partnerships continue with both KOTO and Sala Bai. Chosen for their demonstrated and continuing success and their remarkable dedication to their causes, KOTO and Sala Bai offer personal and professional inspiration to those who have become involved with them.

In addition 2014 saw our CEO Pauline Tang participate in the CEO CookOff - held in February 2014 in Sydney, Australia. With this annual event being a joint initiative of Qantas and OzHarvest, funds are raised while increasing the awareness of food security for disadvantaged Australians. All told, this event raised over AU \$1.3 million for three charities - OzHarvest, Tribal Warrior and Life Experiences Foundation. The experience was humbling as Pauline pitched in with 133 other CEOs, joined with 36 celebrity chefs, to prepare dinner for 1,000 people in need.



Financial Report

Notwithstanding the non-renewal of four members in the previous reporting period, our financial position remains robust with a modest increase of AU\$18,973 for the close of this financial year.

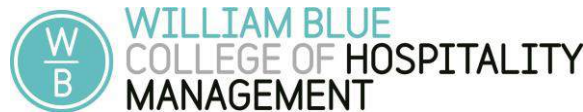
It is worth noting that, based on the statement of advice from Walker, MacDonald & Associates (appointed financial auditor) THE-ICE has successfully negotiated with the Australian Taxation Office to waive the goods and services tax (GST) for all international members. This ruling will be applicable for the next financial year (2014-2015), making our membership subscription more attractive to both current and future members.

Statement of Financial Position As of 30 June 2014

	2014	2013
Assets		
CBA Cheque Account	26,600	107,393
Online Saver Account	105,801	141,965
Term Deposit (1)	75,556	-
Term Deposit (2)	100,801	-
Trade Debtors	37,630	28,948
Prepaid Expenses	14,344	14,244
Total Assets	360,633	292,549
Liabilities		
Trade Creditors	1,887	-
Superannuation Payable	640	3
Salary Sacrifice	200	-
PAYG Withholding Payable	15,723	8,762
GST Paid	(15,995)	-
GST Bal BF	-	842
Membership Inc Rec'd in Adv	181,750	147,282
Sala Bai Pledge	1,250	1,250
Suspense Account	455	175
Total Liabilities	205,391	156,280
Net Assets	155,242	136,269
Equity		
Opening Bal Equity	337,906	337,906
Retained Earnings	201,637	201,637
Current Year Earnings	18,973	-
Total Equity	155,242	136,269

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
- NHTV Breda University of Applied Sciences, Netherlands
- NMIT Northern Melbourne Institute of TAFE, Australia
- Oman Tourism College, Oman
- Stamford International University, Thailand
- University of New Hampshire, USA



Accreditation expertise for a global market

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