

International Centre of Excellence in Tourism and Hospitality Management



Annual Report 2017–2018



accreditation for a global market

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Chair's Statement



The past year (2014-2015) has been a period of celebrated achievements as we continue to implement our strategic activities. We are delighted that THE-ICE, represented by Ms Pauline Tang the CEO, was re-elected to serve as a Director on the Board of INQAAHE (International Network for Quality Assurance Agencies in Higher Education) in May, 2015. The association facilitated THE-ICE's continued efforts to explore opportunities in developing strategic partnerships with reputable quality assurance in the global arena.

Our signature event, continued to be a success with the 11th THE-ICE International Panel of Experts (IPoE) Forum, held from 13th to 16th of November 2017, proudly hosted by William Angliss Institute in Melbourne, Australia. THE-ICE Hall of Fame and the 'Fellow of THE-ICE' awards continued to strengthen our global engagement and enhance our brand visibility through the recognition of outstanding at this event.

In response to the increasing international interest in our collegial approach to accreditation and excellence, we have further increased our membership base, in particular in Europe, 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

CEO's Statement



It has been another exciting year with new challenges and growth. THE-ICE continues to thrive under the leadership of Professor (FH) Mag Eva Werner, with the encouraging and ongoing support of the Finance Audit Committee: Dr Craig Thompson (Deputy Chair), Ms Christina Aquino (Company Secretary), Dr Paul Whitelaw (Treasurer) and the wise counsel of the Directors of THE-ICE Board.

In May, 2018, THE-ICE has/I have completed the Vice Presidency and second term as Director on the INQAAHE (International

Network of Quality Assurance Agencies in Higher Education) Board. The association has positively enhanced the brand recognition, credibility and value of THE-ICE, generating increasing interest in developing strategic partnership from peer QA agencies, and our accreditation services from global institutions. All in all, it has been an amazing journey with invaluable experience gained from a professional and personal front.

THE-ICE financial position remains robust. Due to budgetary constraint and organisational re-construction, a few institutions were unable to renew their respective membership. However, we are pleased to welcome two (2) new member institutions (from Thailand and Switzerland), the successful re-accreditation of one (1). More importantly, in collaboration with our strategic partner, are setting new good practice benchmarks on the implementation of joint-accreditation of five (5) government-funded hotel schools in the Netherlands! It is anticipated the project will be completed in the first quarter of 2018-2018 Financial Year.

We are committed to providing quality services to our current and future members! Together, we look forward to another exciting year of mutual growth and benefits – onward and upward!

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

Pauline Tang
CEO
THE-ICE

THE-ICE Board of Directors

Nominated by their peers for their expertise in quality assurance and/or tourism, hospitality, events and culinary arts (TH&E) education, Directors serving on THE-ICE Board comprise of leading academics and professionals from Europe, Asia and Australia. They are elected at THE-ICE Annual General Meeting by voting members of THE-ICE (representatives of THE-ICE Member Institutions) to provide strategic advice and guidance to the CEO and the operational team of THE-ICE.



Chair
Eva Werner
(Austria)



Deputy Chair
Craig Thompson
(Netherlands)



Treasurer
Paul Whitelaw
(Australia)



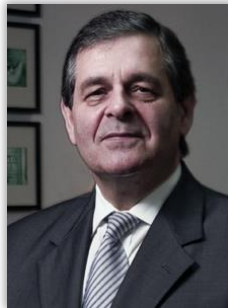
Company Secretary
Christina Aquino
(Philippines)



Immediate Past Chair
Guy Bentley
(Australia)



Director
JS Perry Hobson
(Malaysia)



Director
Ron Hilvert
(Philippines)



Director
Oswin Maurer
(Italy)



John Fong
(Singapore)



**Sarote
Phornprapha**
(Thailand)



John Daly
(Switzerland)



Anthony Mitri
(Australia)

2017–2018 Key Activities

1. Accreditation of Excellence

1.1 THE-ICE Assessment Panel

THE-ICE Assessment Panel, working in close cooperation of THE-ICE Executive Team, continued to ensure the currency and the integrity of the assessment criteria, as well as the transparency of the application process/procedure are maintained.

With the outstanding support of THE-ICE Assessment Panel, in addition to conducting the one-on-one accreditation application assessments, THE-ICE has made history with the successful completion of an accreditation pilot conducted in collaboration with its strategic partner, NVAO (Accreditation Organisation of the Netherlands and Flanders) - the joint-accreditation pilot of five (5) government-funded hotel schools/universities of applied sciences in the Netherlands!

Special thanks to the dedication and professional services provided by the designated Auditors: Professor Brian King, Dr Andy Nazarechuk, Dr Rajka Presbury, Dr Thomas Bauer, Professor Philip Pearce and Dr Russell Arthur Smith.



Chair, Brian King
(Hong Kong)



Laura Lawton
(Australia)



Steve Craig-Smith
(Australia)



Eva Werner
(Austria)



Thomas Bauer
(Australia)



Andy Nazarechuk
(Philippines)



Russell Arthur
Smith (France)



Mervin Hyde
(Australia)



Stuart Jauncey
(Switzerland)



Felix Kolbeck
(Germany)



Rajka Presbury
(Australia)



Philip Pearce
(Australia)



Craig Thompson
(Netherlands)



Jane Ali-Knight
(United Kingdom)

1.2 Strategic Partnership with Global QA Agencies

Since 2014 THE-ICE has been actively exploring and developing strategic partnership with selected peer quality assurance agencies around the world. This initiative aims to minimise the administrative and logistical burden for our current and future member institutions, as well as to facilitate cross-border recognition and/or harmonisation of QA standards.

The Netherlands:

Consequential to the signing of the MoU (Memorandum of Understanding) in November 2016 and the MoA (Memorandum of Agreement) in February 2017, and at the request from the Association of Dutch Hotel Management Schools in the Netherlands, NVAO and THE-ICE agreed to proceed with an ambitious project – a cluster-focus (TH&E) joint-accreditation of five (5) hotel management schools from government-funded universities of applied sciences (UAS) in the Netherlands.



With the meticulous planning over a period of twelve (12) months, the evaluation of applications and the roll-out of the five (5) consecutive site audits (from March to June 2018) were completed without a hitch. It is anticipated the final decisions of these applications will be released sometime in August 2018.

It is worth noting that the cooperative approach and methodology adopted for this joint-accreditation pilot will be used as good practice model for THE-ICE with other strategic partners in the future.

The Philippines:

Philippines Association of College and Universities Commission on Accreditation (PACUCOA), a private national accreditation agency in the Philippine working in close cooperation with the in country Commission for Higher Education and Development, provides formal recognition of educational institutions by attesting that their academic programmes maintain excellence across educational operations. On 19th of February, 2018 THE-ICE Executive Team, along with Deputy Chair of THE-ICE Board Dr Craig Thompson and Company Secretary Ms Christina Aquino, met with the PACUCOA Board of Directors and Commissioners and cemented the strategic partnership through the signing of a Memorandum of Understanding (MoU).



Both parties expressed keen interest to enter into a Memorandum of Agreement (MoA) relationship in the near future, and to explore the possibility of conducting joint accreditation of Filipino institutes specialising in tourism, hospitality, events and culinary arts (TH&E) higher education.

Prospective Strategic Partnerships

Following the successful partnership developed with NVAO, THE-ICE will explore the possibility in developing similar arrangement with HEEACT (Higher Education Evaluation and Accreditation Council of Taiwan) in Taiwan and BAN-PT (Badan Akreditasi Nasional Perguruan Tinggi/The National Accreditation Agency for Higher Education Board) in Indonesia within the next few months.

1.3 THE-ICE Membership

NVAO-THE-ICE Joint-accreditation Pilot

THE-ICE, together with NVAO (the Accreditation Organisation of the Netherlands and Flanders) made history for completing an intricate and challenging pilot – the joint accreditation and re-accreditation of the leading hotel management schools from five (5) government-funded Dutch universities of applied sciences (UAS):

- Stenden Hotel Management School, NHL Stenden UAS (re-accreditation)
- The Hotelschool, The Hague UAS, The Hague Campus and Amsterdam Campus
- Academy of Hotel Management & Facility Management, Breda UAS
- Hotel Management School Maastricht, Zuyd UAS
- Hospitality Business School, Saxion UAS

All new incoming hotel schools have successfully completed the Pre-accreditation Fast Track Interview process and been approved by Chair of THE-ICE Board (Eva) and Chair of THE-ICE Assessment Panel to seek Full-accreditation in the first instance. Site audits were completed by 2nd of June, 2018, and that the joint accreditation of the four (4) new member schools and re-accreditation of existing Full Member (NHL Stenden) will be completed by Aug-2018.



Mae Fah Luang University (MFU)

After the successful completion of the Pre-accreditation Fast Track Interview held on 12-Jan-2018, MFU proceeded with the Full Accreditation application. The Proforma was submitted and assessed in April 2018 with the site audit conducted by the designated Auditors, Dr Craig Thompson and Dr Jane Ali-Knight from 16th to 19th April 2018. On 14-Jun-2018, we welcomed MFU as our new Full Member to our global family.

Swiss School of Tourism and Hospitality (SSTH)

SSTH is the Sister School of EHL (Ecole hôtelière de Lausanne). Following the approval of THE-ICE Board we welcome SSTH to join as an Associate of THE-ICE on 19-Jan-2018.

Mae Fah Luang University (MFU)

After the successful completion of the Pre-accreditation Fast Track Interview held on 12-Jan-2018, MFU proceeded with the Full Accreditation application. The Proforma was submitted and assessed in April 2018 with the site audit conducted by the designated Auditors, Dr Craig Thompson and Dr Jane Ali-Knight from 16th to 19th April 2018. On 14-Jun-2018, we welcomed MFU as our new Full Member to our global family.

Application Completed



Application in Progress



2. Development of Excellence

2.1 THE-ICE 11th International Panel of Experts (IPoE) Forum 2017

THE-ICE 11th International Panel of Experts (IPoE) Forum, with the theme '*Scholarly excellence in the age of compliance*' was proudly hosted by William Angliss institute (WAI) from 13th to 16th November, 2017 in Melbourne Australia.



Specialist centre
for foods, tourism,
hospitality & events

Drawing on the expertise of leading international educators and industry professionals, the Forum featured Panel Sessions, Workshops, specialisation paper presentations, as well as World Café Panel sessions.

The Forum, well-attended by representatives from THE-ICE member and non-member institutions, addressed issues and values within TH&E, in particular the subthemes focused on:

- Jurisdictional versus universal perspectives
- Whole of institution perspectives
- Design, systems and processes
- From the technical practitioner to the reflective practitioner
- Assessing student work vs assuring learning outcomes

Copies of presentations are available for viewing or download ([LINK](#)).

Based on the post-Forum survey responses, 48% of the participants' main motivation for attending the event was networking, followed by 33% motivated by the theme/sub-themes. The World Café series provides an opportunity to link these two elements together, along with bringing leading TH&E academics and professionals together to harness the power of the collective, with 92% of respondents being 'satisfied' or 'very satisfied' with the world café panel session format.

With this in mind, THE-ICE will adjust the programme of future IPoE Forums along this line, i.e., the first panel be the Plenary Session to set the scene, to be followed by four (4) x World Café Panel Sessions.

2.2 THE-ICE Benchmarking Roundtable Series (BRS)

THE-ICE Benchmarking Roundtable Series XII (BRS), dovetailed to THE-ICE 11th IPoE Forum events, continued to provide a trusted platform for internal stakeholders and invited guests to share knowledge and 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.

Two workshops were organised this year with the following focus:

BRS XII Workshop One

Session 1: Benchmarking vs Ranking,

Session 2: Challenges of International Accreditation Standards vs National Standard

BRS XII Workshop Two

Session 1: Teaching and Learning Outcomes (TLO)

Session 2: Project Champion – Virtual Field Trip

3. Benchmarking of Excellence

3.1 THE-ICE Student Barometer (ISBSB™) Survey

This annual research, conducted in partnership with the International Graduate Insight Group (*i-graduate*), remains as the world's only student satisfaction survey focusing on (TH&E) education students.

i-graduate

2017 Survey wave

The Upgraded Topline Report from THE-ICE ISBSB™ Survey 2017 was released and distributed to THE-ICE members in December 2017. 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.

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 continued to appreciate the insightful student feedback/open comments, which were most relevant and useful for ongoing internal quality assurance enhancement, as well as future planning of student retention and acquisition strategies.



2018 Survey wave

In 2018, *i-graduate*'s Student Barometer Survey was implemented by 1,400 education institutions worldwide in 32 countries across 5 continents with feedback from over 3 million students across all types, levels and years of study.

44,454 international and domestic students from twenty-two (22) member institutions in eleven (11) countries were invited to have their say. Institution-specific live links of THE-ICE SBSB™ Survey 2018 were opened from March to mid-June 2018. 12,378 (5,200 international, 7,178 domestic) students provided their responses, reflecting a total response rate of 28%. It is anticipated that the institution-specific survey results, benchmarked against THE-ICE group benchmark (based on 12,378 responses) and the Global Index (based on >26,200 responses) will be available in late October/early November 2018.

3.2 THE-ICE Benchmarking Ranking

Mindful of the pressure to participate in other non-QA related, commercially-driven ranking regimes, from 2018 onwards, THE-ICE will be offering a 'Ranking Summary' as a new value-proposition to its member institutions. The Ranking Summary will be based on student satisfaction levels throughout their student journey of ARRIVAL, LEARNING, LIVING and SUPPORT. It will be a QA-based analysis, conducted and collated by *i-graduate*, benchmarked against Global TH&E and Global Indexes.

4. Promotion of Excellence

4.1 THE-ICE Hall of Fame

To celebrate the 10th anniversary of THE-ICE IPoE Forum, THE-ICE Hall of Fame was introduced in 2016 to mark the auspicious occasion. This award recognises individual, or individuals, who have consistently shown their outstanding support to THE-ICE and THE-ICE IPoE Forums over the years.

In 2017, Professor Brian King was inducted to THE-ICE Hall of Fame with the unanimous consensus and endorsement by his peers and THE-ICE Board of Directors. In addition to being a leading TH&E academic and well-published researcher, Brian has been an enthusiastic supporter of THE-ICE since its inception in 2004. He has been a major contributor in the development and review of THE-ICE Standards of Excellence, the corporate governance as Chair of THE-ICE Advisory Council from 2004 to 2008, Inaugural Chair of THE-ICE Board from 2008 to 2011, and, Chair of THE-ICE Assessment Panel from 2011 to present.

4.2 Fellows of THE-ICE

At the Gala Dinner of THE-ICE 11th IPoE Forum 2017, the following individuals were recognised for their respective outstanding contribution in the field of TH&E:

‘Outstanding Academic’ category:

- Professor Beverley Sparks, Griffith University Australia
- Professor Rajesh Chandra, Vice Chancellor and President, The University of South Pacific, Fiji

‘Outstanding Support of THE-ICE’ category:

- Professor Guy Bentley, CEO Australian Institute of Music, Australia
- Mr Nicholas Hunt, CEO, William Angliss Institute, Australia

4.3 THE-ICE eBulletin

THE-ICE eBulletin, containing latest TH&E and higher education latest trends, as well as newsworthy articles submitted from THE-ICE Member Institutions, has seen distributed on a quarterly basis to our database of almost 2,000 subscribers.

	JAN-2018 EDITION		MAY-2018 EDITION		AUG-2018 EDITION		AVERAGE	
	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
TOTAL SUBSCRIBERS	1845	100.00%	1845	100.00%	1808	100.00%	1833	100.00%
OPENED EBULLETIN	135	7.32%	190	10.30%	145	8.02%	157	8.55%
CLICKED ON AT LEAST ONE LINK	36	1.95%	43	2.33%	39	2.16%	39	2.15%
DID NOT OPEN EBULLETIN	1622	87.91%	1602	86.83%	1620	89.60%	1615	88.11%
UNSUBSCRIBED	52	2.82%	10	0.54%	4	0.22%	22	1.19%

4.4 THE-ICE eCommunication

THE-ICE Facebook Page

THE-ICE Facebook page currently has 186 likes, 60 of which were generated this year. Many of these new followers were gained as a result of paid advertising via Facebook in the leadup to the one-day workshop offered by THE-ICE in Manila in February, clearly seen as a sharp spike visible in Figure 1 (right).

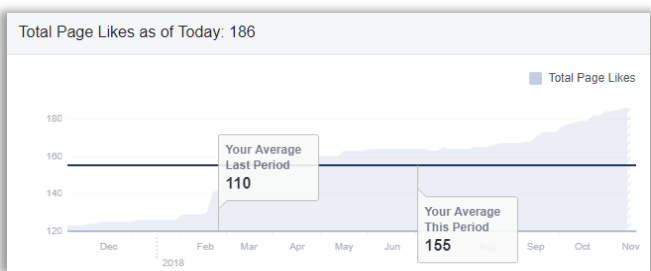


Figure 1: Total Page Likes for THE-ICE Facebook Page, 4-Nov-2017 to 4-Nov-2018

This pattern remains consistent in the total number of page views (see Figure 2, below), also including a significant spike in viewing numbers that does not seem to correlate to any particular post but may be a result of the increased in-person networking activities of THE-ICE at the INQAAHE Conference in Mauritius, which occurred around that time.

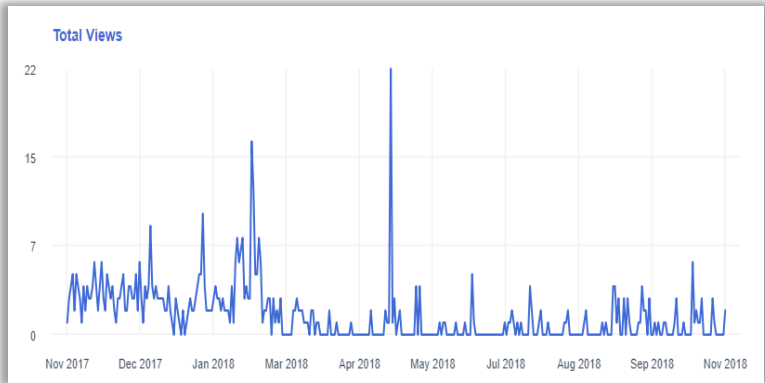


Figure 2: Total Page Views for THE-ICE Facebook Page, 4-Nov-2017 to 4-Nov-2018

THE-ICE IPoE Forum Facebook Page

THE-ICE IPoE Forum Facebook page currently has 187 total page likes, with 15 generated this year. As expected, the last spike in ‘likes’ was during or directly following THE-ICE IPoE Forum 2017, and growth has been steady in the leadup to the IPoE Forum 2018. As the IPoE Forum Facebook page holds a more targeted market (than THE-ICE Facebook page) of potential and actual IPoE Forum delegates, growth is expected to remain steady.

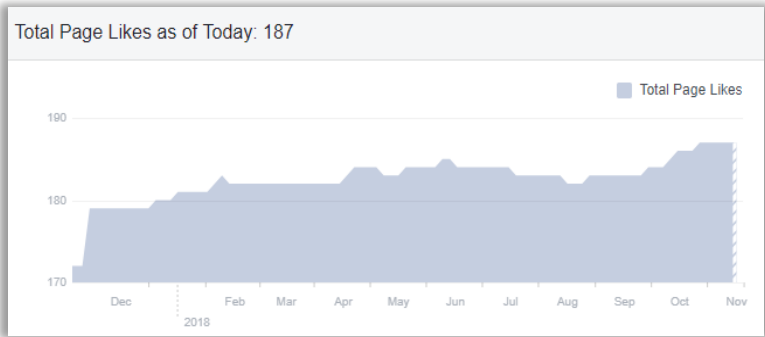


Figure 3: Total Page Likes for THE-ICE IPoE Forum Facebook Page, 4-Nov-2017 to 4-Nov-2018

As can be seen in ‘Total Views’ graph (Figure 4, below), engagement is low during the year, but spikes as updates of the IPoE Forum event are posted, with the largest spike being the IPoE Forum 2017. Average post engagement over the past year has been 5% (4% lower than last year), with most engagement occurring during the IPoE Forum 2017, as expected.

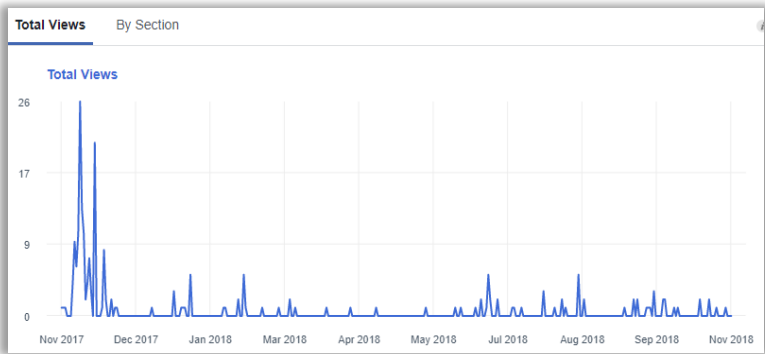


Figure 4: Total Page Views for THE-ICE IPoE Forum Facebook Page, 4-Nov-2017 to 4-Nov-2018

Financial Reports

For the financial year 2017-2018, a total of A\$447,758 was generated as compared to A\$508,261 in 2016-2017. For membership non-renewal from four (4) institutions, a loss of A\$47,900 was incurred. Notwithstanding the minor set-back, THE-ICE remains financial robust, operating with a substantial reserve in the sum of A\$325,143, as compared to A\$373,042 from previous financial period.

Statement of Financial Position As of 30 June 2018

	2018	2017
Assets		
Current Assets		
Cash & Cash Equivalence	30,579	121,902
Receivables	373,680	276,187
Memberships Received in Advance	-359,400	-306,450
Total Current Assets	44,809	91,639
Non-Current Assets		
Financial Assets	319,701	313,384
Total Non-Current Assets	319,701	313,384
Total Assets	364,510	405,023
Liabilities		
Current Liabilities		
Provisions for Annual Leave Accrual	30,100	23,635
GST	2,706	859
PAYG Withholding Payable	6,561	7,486
Taxation	-	-
Total Current Liabilities	39,368	31,981
Total Liabilities	39,368	31,391
Net Assets	325,143	373,042
Equity		
Retained Earnings	325,143	373,042
Total Equity	325,143	373,042

THE-ICE Global Network

Full Members



Associates of THE-ICE



THE-ICE Business Alliances



Observers of THE-ICE

- Haaga-Helia University of Applied Sciences, Finland
- INTI International University College, Malaysia
- NHTV Breda University of Applied Sciences, Netherlands
- Melbourne Polytechnic, Australia
- Oman Tourism College, Oman
- Stamford International University, Thailand
- THEi, Technological & Higher Education Institute of Hong Kong, Hong Kong



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

THE-ICE

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