



THE-ICE 2015-2016 Annual Report



accreditation for a global market

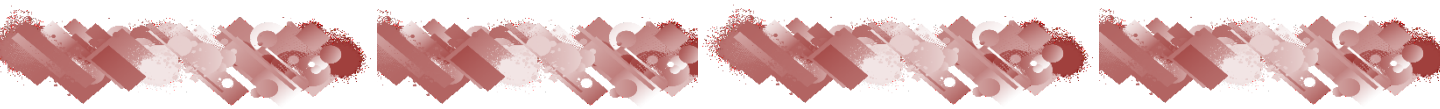
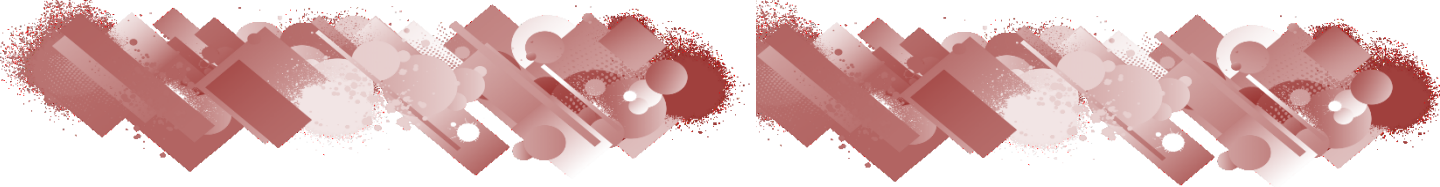


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Chair's Statement



It has been another year of successful global expansion! I am excited, as well as delighted, to have welcomed new Member Institutions from different parts of the world - Switzerland, Singapore, the Philippines and Fiji!

For the first time, THE-ICE 9th IPoE Forum 2015 was held in Europe, proudly hosted by Stenden University of Applied Sciences in the Netherlands! This signature event was a great success with the main panel sessions rolled out at Stenden's Leeuwarden Campus, the Gala Dinner and the Benchmarking

Roundtable Series held at the Mövenpick Hotel in Amsterdam.

The 'Fellow of THE-ICE' Awards further 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.

Our annual THE-ICE Student Barometer (ISB-SB™) Survey, conducted in partnership with the International Graduate Insight Group (*i-graduate*), remains the world's only student satisfaction survey focusing on (TH&E) education. The benchmarking findings/reports are highly-valued by all of THE-ICE Accreditation and Pre-accredited Members. Hence, it is encouraging to see high domestic and international student response rates (@32%) for the 2015 survey wave.

We look forward to working in close cooperation with our loyal members, our global strategic partners, our highly committed Auditors from the independent THE-ICE Assessment Panel to achieve our goals to enhance not only the global nature of THE-ICE, but also the overall standing of excellence in TH&E education, training and research.

Prof (FH) Mag Eva Werner
Chair, THE-ICE Board

CEO's Statement



It has been another busy yet 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: A/Professor Laura Lawton (Deputy Chair), Mr Alan William (Treasurer), Dr Paul Whitelaw (Company Secretary) and the wise counsel of the Directors of THE-ICE Board.

The principle activity of THE-ICE continues to be the provision of services in accreditation, benchmarking, the development and the promotion of excellence. We are delighted to welcome new incoming Member Institutions from Switzerland, the Philippines and Singapore (Glon Institute of Higher Education, Swiss School of Tourism & Hospitality, University of Santo Tomas and Singapore Institute of Technology), the re-instatement of membership status from one of our original Foundation Members (International College of Management Sydney, as well as the successful re-accreditation of the Australian School of Management!

We have also reviewed and updated THE-ICE Standards of Excellence. With the assistance of an external QA Expert, Dr Lindsay Heywood, minor modifications to the Standards were made and the Application Proforma templates were updated to reflect better alignment with the identified assessment elements.

Our financial position remains robust and our Membership portfolio continues to grow. Notwithstanding the membership non-renewal from a couple of our members, we are extremely pleased to have generated an operational profit in excess of A\$65,000!

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 blue ink, reading "Pauline Tang".

Pauline Tang
CEO
THE-ICE

THE-ICE Board of Directors

A warm welcome to Professor Oswin Maurer and Dr Craig Thompson, who were elected to join THE-ICE Board by the voting member institutions at the Annual General Meeting, held on Friday, 27th of November 2015 at Stenden University of Applied Sciences in Leeuwarden, The Netherlands. THE-ICE Board is also delighted to welcome Ms Jane Gentle, who has joined THE-ICE Executive Team as the newly appointed Project Manager in December 2015.

Special thanks to two retiring Office Bearers for their contributions:

- Mr Nicholas Hunt – a long-standing Director and Company Secretary since 2008 when THE-ICE was incorporated as a not-for-profit organisation
- Dr Stephen Craig-Smith since November 2011



**Prof (FH) Mag Eva
Werner
Chair & Director**



**A/Prof Laura Lawton
Deputy Chair &
Director**



**Mr Alan Williams
Treasurer &
Director**



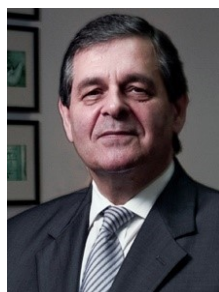
**Dr Paul Whitelaw
Company Secretary
& Director**



**Mr Guy Bentley
Immediate Past Chair**



**Prof JS Perry
Hobson Director**



**Mr Ron Hilvert
Director**



**Ms Christina Aquino
Director**



**Ms Jenny Jenkins
Director**



**Mrs Veera
Pardpattapanich
Director**



**Dr Craig Thompson
Director**



**Prof Oswin Maurer
Director**

2015–2016 Key Activities

1. Accreditation of Excellence

1.1 THE-ICE Assessment Panel

THE-ICE Assessment Panel, chaired by Professor Brian King (Associate Dean, Hong Kong Polytechnic University), remains an important and independent quality assurance unit of THE-ICE with autonomous authority. Responsible for the assessment of applications from institutions wishing to seek pre-accreditation, accreditation or re-accreditation of their TH&E programs against THE-ICE Standards of Excellence and join THE-ICE global network.



Chair, Professor Brian King
(Hong Kong)



Australia



Australia



Austria



Australia



Malaysia



Singapore



Australia



UAE



Denmark



Germany



Australia



Australia



Netherlands

1.2 Strategic Partnership with Global QA Agencies

Global

We are pleased to announce that Ms Pauline Tang, CEO of THE-ICE, has been re-elected to serve on the INQAAHE Board (International Network for Quality Assurance Agencies in Higher Education) for a second term, 2015-2018.

The Netherlands

In addition to establishing strategic partnership in the United Arab Emirates and Germany, THE-ICE continued its commitment in developing mutual recognition of QA standards with our global peers. On 30-Nov-2015, the CEO met with Dr Mark Frederiks, Director of NVAO (Netherlands & Flemish Accreditation Organisation) at NVAO Headquarters in The Hague, to follow up on the 2014 dialogue, initiated in Tallinn Estonia.



Dr Mark Frederik & CEO of THE-ICE

Both Agencies are finalising the cross-mapping of the two accreditation standards and tweaking the terms of the partnership agreement. It was agreed that a MoU signing ceremony will be held on 9th of November 2016, dovetail to THE-ICE 10th IPoE Forum in Lucerne, Switzerland, and, the MoA for prospective joint-accreditation projects to be finalised by early 2017.

Europe

With growing interest for THE-ICE accreditation coming from Europe and the increasing number of member institutions located there, THE-ICE sees fit to take a more proactive approach in engaging with its peers in the European QA community

With the support of THE-ICE Board, and the assistance of Dr Mark Frederik of NVAO, THE-ICE joined ECA as an invited 'Observer' of ECA (European Consortium for Accreditation in Higher Education), a leading QA network, whose membership normally opened to only QA agencies from Bologna countries.

Malaysia

For the benefit of in-country current and future Members, CEO of THE-ICE also initiated a dialogue for potential mutual recognition of respective accreditation standards with a courtesy visit to the legislative authority - Malaysian Qualifications Agency, MQA on 2nd of December 2015.

1.3 Review and Update of THE-ICE Standards of Excellence

THE-ICE Standards of Excellence went through three (3) phases of review and extensive consultation with internal/external stakeholders from November 2015 to March 2016. The process was conducted in collaboration with the support of an external QA expert, Dr Lindsay Haywood.

Consequential to the constructive feedback and comments received, minor modifications to the Standards were made and the Application Proforma templates were updated to reflect better alignment with the identified elements.

With the approval of the Board of Directors in March 2016 THE-ICE Standards of Excellence 2016 version was adopted.



Dr Lindsay Haywood

1.4 THE-ICE Membership

Updates on Current Members

- **Blue Mountains International Hospitality Management School (BMIHMS) and William Blue College of Hospitality Management (WB), Australia** – due to organisational restructuring, both Member Institutions are now part of Torrens University Australia. A formal notification to THE-ICE, providing evidence to clarify the new structure, and any other applicable changes that would impact on the programme design/development, ongoing QA and review system etc is forthcoming
- **The Hotel School Sydney (THSS), Australia** – has successfully completed the Re-accreditation process on 30th of November 2015. THSS is expanding to Melbourne and would like to seek recognition of programmes on offer at their branch campus - The Hotel School Melbourne (THSM)
- **Australian School of Management (ASM), Australia** – Like THSS, ASM has also expanded their programme offerings to Melbourne. Application for extending their full accreditation to Melbourne branch campus will be prepared as soon as the campus facilities all are in place

Membership Applications

- **International College of Management Sydney (ICMS), Australia** – on 30th of November 2015, THE-ICE welcomed the return of ICMS to THE-ICE global family, and re-instated its Full Member with Foundation Status as approved by THE-ICE Board
- **Pacific TAFE, the University of the South Pacific** – the newly developed Certificate III in Commercial Cookery programme, assessed by the designated Auditor of THE-ICE Assessment Panel, was fully accredited on 6th of February 2016
- **University of Santo Tomas (UST), The Philippines** – After the successful completion of the Pre-accreditation Fast Track Interview in December 2015, UST proceed with the Full-accreditation application process. With the unanimous endorsement from THE-ICE Board of Directors, UST hospitality programmes were fully accredited on 30th of April 2016



Dr Rajka Presbury & Dr Andy Nazarechuk, designated Auditors for the University of Santo Tomas



Designated Auditors interviewing UST Executive Team

1.4 THE-ICE Membership (cont'd)

- **Swiss School of Tourism and Hospitality (SSTH), Switzerland** - EHL (École hôtelière de Lausanne) contacted THE-ICE on 26-May-2016, expressed interest in THE-ICE accreditation for its sister institution, SSTH. A Pre-accreditation fast track interview has been scheduled in August 2016. Pending on the outcome of the interview, SSTH will proceed with THE-ICE Pre-accreditation or Full-accreditation application process
- **Glion Institute of Higher Education (GIHE), Switzerland** – After the completion of the Pre-accreditation Fast Track Interview and the Full-accreditation application process, on 21st of June 2016, GIHE was offered a conditional Full-accreditation, subject to two subsequent site visits for verification of the institute's quality assurance and state of play after leadership and ownership changes
- **Singapore Institute of Technology (SIT), Singapore** – it is the 5th autonomy university (AU) in Singapore, established in 2009. SIT introduced an inaugural hospitality programme - Bachelor in Hospitality Business (HON) in 2014 and is interested in seeking accreditation from THE-ICE after the completion of its first delivery circle. In the interim, SIT joined as an Observer of THE-ICE, to keep abreast of the strategic and operational directions of the Centre.



Swiss School of Tourism and Hospitality



Singapore Institute of Technology (Observer)



Dr Andy Nazarechuk & Dr Craig Thompson, GIHE designated Auditors



2. Development of Excellence

2.1 THE-ICE 9th International Panel of Experts (IPoE) Forum 2015

THE-ICE 9th IPoE Forum 2014, held from 24th to 28th of November 2015, proudly hosted by Stenden University of Applied Sciences in the Netherlands. The main Forum activities, including all the panel sessions took place at Stenden Hotel in Leeuwarden. The Gala Dinner and the Benchmarking Roundtable Series X were held at the Mövenpick Hotel in Amsterdam.



The Forum built on preceding IPoE themes by focusing on current strategic issues facing tourism, hospitality and events (TH&E) education, featuring a series of invited presenters, including leading international TH&E educators and industry experts, who facilitated panel sessions and breakout workshops. In addition there were a select number of academic paper presentations from which the IPoE 2015 Best Paper Award and IPoE Best Poster Paper Award were selected.

This year's theme focused on '*Real World Learning in Tourism & Hospitality*', complimented with the following Panel Sessions focusing on:

- Understanding & Researching Experiential Learning
- Going Beyond the Case Study
- Real World Learning in Practice
- The Industry Interface

As well as a workshop on '*Experiential Learning – an Industry Perspective*'.



Engaging panel sessions from global TH&E Experts



Certificates of Appreciation presented to Expert Panellists



Interaction with enthusiastic participants from around the world



Special thanks to Stenden UAS for hosting the IPoE Forum 2015

2.2 THE-ICE Benchmarking Roundtable Series X (BRS)

Dovetailed to the 9th IPoE Forum, the BRS X with the focus on '*Service Design Thinking*', hosted by Stenden UAS, was held at the Mövenpick Hotel Amsterdam on 28th of November 2015 University of Applied Sciences .

3. Benchmarking of Excellence

3.1 THE-ICE Student Barometer (ISBSB™) Survey

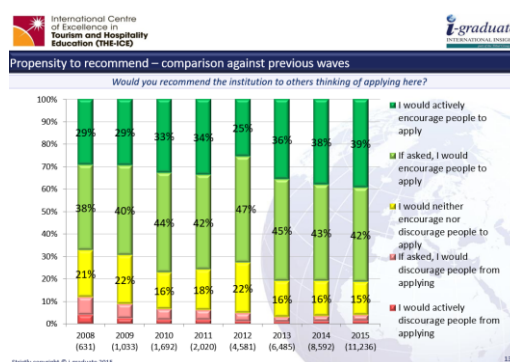
This annual research, conducted in partnership with the International Graduate Insight Group (*i-graduate*), is a semi-standardised online questionnaire, formatted, adapted and customised for each of our Member Institution. Each year, the survey focuses on the student's satisfaction levels throughout the stages of arrival, learning, living and support, as well as recommendation, application and choice of institution. It remains as the world's only student satisfaction survey focusing on (TH&E) education students.



2015 Survey wave

The Upgraded Topline Report from THE-ICE ISBSB™ Survey 2015 was released and distributed to THE-ICE members from November 2015 onwards. 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.

40,308 students from twenty-five (24) participating member institutions in eleven (11) countries were invited. 13,051 (3,327 international, 9,724 domestic) of them responded, reflecting a total response rate of 32%. The survey findings were benchmarked against 268,872 responses from 198 institutions around the world. It was encouraging to see a high level of engagement from our membership and the ongoing keen interest to work in collaboration with THE-ICE in identifying and enhancing areas for potential improvement.



2016 Survey wave

For this wave, 46,794 international and domestic students from twenty-five (25) member institutions in eleven (10) countries were invited to have their say. Institution-specific live links of THE-ICE SBSB™ Survey 2016 were opened from March to mid-June 2016. 9,673 (3,809 international, 5,864 domestic) students provided their responses, reflecting a total response rate of 21%. It is anticipated that the institution-specific survey results, benchmarked against THE-ICE group benchmark (based on 9,673 responses) and the Global Index (based on 291,725 responses from 173 global institutions) will be available in late October/early November 2016.

4. Promotion of Excellence

4.1 THE-ICE Hall of Fame

To mark the auspicious occasion of the 10th anniversary of THE-ICE IPoE Forum, an ultimate accolade to recognise individuals, who have consistently shown their outstanding support to THE-ICE and THE-ICE IPoE Forums over the years – THE-ICE Hall of Fame, will be introduced.

Nominations for the recipients of this accolade is now open. The Hall of Fame Award will be presented to the recipient/s of the year at the Gala Dinner/Award Night of THE-ICE 10th IPoE Forum on 11-Nov-2016, to be proudly hosted by Cesar Ritz Colleges Switzerland in Lucerne. This induction ceremony will be scheduled in future IPoE Forums.

4.2 Fellows of THE-ICE

In recognition of individual contribution to TH&E academia and industry or support to THE-ICE, the Fellow of THE-ICE Awards was launched in 2012 at the 6th THE-ICE International Panel of Experts (“IPoE”) Forum in Dubai.

This year, we are pleased to recognise:

- Outstanding Academic - Dr. Peter P. Laurel, President for Lyceum of the Philippines University Batangas & Laguna campuses
- Outstanding Professional - Atty. Roberto P. Laurel, President for LPU Manila, Cavite and Makati Campuses
- Outstanding Individual Support of THE-ICE - Dr Stephen Craig-Smith, THE-ICE Auditor, former Head of School of Tourism, The University of Queensland



Fellows of THE-ICE: Dr. Peter P. Laurel, Dr Roberto P. Laurel and Dr Stephen Craig-Smith

4.3 THE-ICE Marketing and eCommunication

Website Add-in: Event Manager Module

An online registration software, Events Manager Module, was installed to our website for the IPoE Forum 2016. This software will be updated each year with the relevant information of the host institution. This will allow for registration to be open early and to increasing the opportunity to capture more attendees each year.

THE-ICE eBulletin

As from 2016, eCommunication will focus on distributing global trends and development in higher education and TH&E fields. Hence, the database of more than 15,000 and the iStudent News was made redundant.

With the new database, we are bypassing spam and exceeding 10% click through on nearly all newsletters and newflash.



4.4 Promotional Travel

In addition to visiting current members for the report-back of THE-ICE ISB-SB™ Survey findings, and attending THE-ICE 9th IPoE Forum 2015 in Leeuwarden The Netherlands, THE-ICE Executive Team, as well as the Directors of the Board, were well-represented, either as invited presenters or participants, in the following high-profile TH&E or QA-focused conferences around the world:

- CAUTHE Mid-year Meeting on 7th of August 2015 in Sydney, Australia
- 27th Annual EAIE Conference (European Association for International Education), from 15th to 18th of September 2015 in Glasgow, Scotland
- EuroCHRIE Conference 2015 from 15 to 17th of October 2015 in Manchester, United Kingdom
- Hong Kong Polytechnic University 80th Anniversary Celebration on 26th November 2015 in Hong Kong
- 26th CAUTHE Conference 2016 from 8th to 11th of February 2016
- 14th APacCHRIE Conference 2016 from 11th to 13th of May 2016 in Bangkok, Thailand
- APQN (Asia Pacific Quality Network) Forum from 19th to 21st of May 2016 in Suva, Fiji
- INQAAHE Forum 2016 from 22nd to 24th of May 2016 in Suva, Fiji
- ISCONTOUR 2016 - International Student Conference in Tourism Research from 23rd to 24th of May 2016 in Krems, Austria



**THE-ICE ISBSB™ Findings Report
Back**



**THE-ICE 9th IPoE Forum 2015 –
keynote speakers, presenters and
participants**



**HK PolyU 80th Anniversary
Celebration**



INQAAHE Biennial Forum 2016 in Suva Fiji

Financial Reports

The sustainability of THE-ICE continues to grow from strength to strength. For the financial year 2015-2016, a total revenue of A\$454,046 was generated as compared to A\$432,534 in 2014-2015. Total expenses was A\$388,646 as compared to A\$372,583 in previous year, resulting in an operating profit of A\$65,400 (as compared to A\$59,951 last year).

After allocating the provisional annual leave expense of A\$34,777 for 2014-2015 as well as 2015-2016 (non-operating expense), the net profit for the year is A\$30,623 (as compared to A\$59,951 last year).

Statement of Financial Position As of 30 June 2016

	2016	2015
Assets		
Current Assets		
Bank Accounts & Term Deposits		
Business Online Saver	57,226	36,208
Business Society Account	55,422	17,893
Term Deposit No 1	52,225	50,973
Term Deposit No 2	106,495	103,904
Term Deposit No 3	102,151	100,000
Total Bank Accounts & Term Deposits	373,520	308,978
Accounts Receivables	318,675	-84,609
Membership Received in Advance	-405,800	-24,000
Prepaid Expenses	-	14,244
Total Current Assets	286,395	214,613
Total Assets	286,395	214,613
Liabilities		
Current Liabilities		
GST	12,064	-4,721
PAYG Withheld no ABN	-	-
PAYG Withholding Payable	7,496	3,655
Provision for Annual Leave Accrual	22,237	-
Rounding	-	-
Sala Bai Pledge (Social Responsibility Initiative)	-	1,250
Suspense		455
Total Current Liabilities	41,797	638
Total Liabilities	41,797	638
Net Assets	244,598	213,975
Equity		
Retained Earnings	244,598	213,975
Total Equity	244,598	213,975

THE-ICE Global Network

Full Members



Associates of THE-ICE



Observers of THE-ICE

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



Notes



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

THE-ICE

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