

Annual Report 2018/19

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1. Introduction

The year 2018/19 was momentous for THE-ICE. After an intense period of debate within the Executive and Board, THE-ICE experienced a number of significant changes at the end of 2018, welcoming a new Chair and Deputy Chair of the Board, and two new board members.

Furthermore, Ms. Pauline Tang, a stalwart of the THE-ICE and long-term CEO, retired and was replaced by Dr. Craig Thompson, with Ms. Jane Gentle being formally appointed as General Manager.

At the initial meeting of the new Board and Executive Team (15th November 2019, Bangkok) a wide range of strategic imperatives were raised and discussed, culminating in the Chair requesting the new CEO to develop proposals for the future direction of THE-ICE.

As a consequence of these changes and the intent to seek new directions for THE-ICE, the later part of the period saw fervent discussion and planning, leading to changes to the way in which THE-ICE operates and proposals to revise its Mission and Objectives, enshrined within proposals for a revised Constitution and a new Strategic Plan (2020-2024).

The annual report 2018-19, which reports on the period between the IPoE 2018 (November 2018) and the IPoE 2019 (October 2019), is a reflection and product of these changes. The Report is designed to be more factual and focussed in format and more holistic in construct, embodying our commitment to inclusivity and collegiality. By adopting this approach, we hope this and future reports will inform all our stakeholders in an increasingly comprehensive and transparent manner.

We hope you enjoy reading this Report and look forward to working with you towards the ongoing development and enhancement of THE-ICE.



Paul A Whitelaw (PhD)
Chair
THE-ICE Board

2. Governance

2.1 Governance meetings

Under the leadership of the new Chair, the group of Board members elected to the positions of Chair, Deputy Chair, Treasurer and Secretary formerly known as the Finance Audit Committee, was renamed the Executive Committee. At the same time, and for the sake of clarity, the three executive members of THE-ICE (CEO, General Manager and Administrative Coordinator) were assigned the collective name of the Executive Team.

In April 2019 the Executive Committee agreed on a new, more intensive, meeting schedule for themselves and the Board. Under the new schedule the number of Board meetings increased from two to four each year, being in January, April, July and October. The first three of these meetings are conducted virtually, whilst the latter is convened at the International Panel of Experts to allow the directors to meet in person. Furthermore, it was agreed that all Board meetings are limited to 1½ hours (in order to maintain the annual time commitment of Board members). Following the success of the inaugural Strategic Planning Meeting of THE-ICE Board in Bangkok (15th November 2018) it was agreed that the Board will conduct a Strategic Planning Meeting at each subsequent IPoE.

To ensure the actions agreed at Board meetings will be operationalised and tracked, it was agreed the Executive Committee meets twice (i.e. each month) between Board meetings.

Finally, it was agreed that all meetings (with the exception of the Board meeting in October) will be held on the second Wednesday of the month, commencing at 09:00 GMT.

Accordingly, the Board meetings held during the period of this report were;

- Thursday, 15th November 2018, Dusit Thani College, Bangkok, alongside the IPoE 2018
- Monday, 8th April 2019, virtual meeting
- Wednesday, 10th July 2019, virtual meeting

2.2 Significant governance issues

On 1st October 2018 the Deputy Chair of, and auditor for, THE-ICE, Dr. Craig Thompson (formerly Head of Stenden Hotel Management School, The Netherlands) joined THE-ICE Executive as incoming CEO. Following a transition period of 2 months, stalwart of THE-ICE, Ms. Pauline Tang, retired as CEO and Dr. Thompson took charge of the organisation on 1st January 2019.

At the Board meeting of 11th November 2018, the appointment of Dr. Thompson (and his concurrent retirement from the Board and the position of Deputy Chair) resulted in a number of changes within the (then) Finance Audit Committee;

Role	Pre Nov 2018 Board	Post Nov 2018 Board
Chair	Prof. Eva Werner	Dr. Paul Whitelaw
Deputy Chair	Dr. Craig Thompson	Mr. John Daly
Treasurer	Mr. Anthony Mitri	Mr. Anthony Mitri (resigned Feb 2019) Dr. Peter Ryan (appointed Apr 2019)
Company Secretary	Ms. Christina Aquino	Ms. Christina Aquino

In addition, elections held during the 2018 Annual General Meeting (14th November, Bangkok), resulted in the appointment of three new Directors to THE-ICE Board:

Name	Position
Ms. Gienke Osinga	Dean, Hotel and Facility Management, Breda University of Applied Sciences, The Netherlands.
Assistant Professor Maria Cecilia Tio Cuison	Dean, College of Tourism and Hospitality Management, University of Santo Tomas, Philippines
Dr. Scott Richardson	Executive Dean, Emirates Academy of Hospitality Management, United Arab Emirates

The changes to key personnel within THE-ICE coincided with the end of the period of the current Strategic Plan (2014-19). As a consequence, one of the first tasks of the new CEO was to prepare and write a new Strategic Plan (2020 – 2025).

The Strategic Plan 2020 -2025 is comprehensive revision of its predecessor, setting out a new vision and mission for THE-ICE, as well as defining long term (2020-2025) and short term (2020/21) objectives for the organisation. In addition, the Plan specifically, and for the first time, sets out the values of THE-ICE. Furthermore, the Plan proposes new membership categories, providing a clear distinction between the two categories of Accredited Member and an increased number of categories of Associates (non-accredited members). The latter includes a proposed category for Advancement Institutions (consisting of institutions that whilst supporting the ethos and values of THE-ICE, require or would benefit from support in attaining THE-ICE Standards of Excellence), Individual Membership and Certified Programme Provider, offering membership for institutions who only seek certification of certain selected programmes. The Strategic Plan 2020-2025 was presented for consideration and comment by THE-ICE Board at their meeting in July 2019 and will be proposed for ratification at the Board meeting in October 2019.

In view of the considerable number of significant changes within THE-ICE, a revision to THE-ICE Constitution was considered to be necessary and appropriate. The process was facilitated and supported by the appointment of Dr. Peter Ryan as Treasurer who was asked to lead the process, drawing upon his expertise in governance and corporate issues. The proposed revised Constitution includes a substantial number of changes, designed to ensure it was “fit-for-purpose” now and into the future. The majority of significant changes have been applied in the sections relating to Membership (Part 2) and Directors (Part 4), reflecting the changes to the operations and focus of THE-ICE. Furthermore, the revisions were designed to streamline and simplify the document. The revised Constitution was ratified by THE-ICE Board at their meeting in July 2019 and will be presented for approval by members at the THE-ICE Annual General Meeting on 17th October 2019 in Manila.

3. Accreditation

3.1 Assessment Panel meetings

THE-ICE Assessment Panel met on Sunday 11th November 2018 at Dusit Thani College. The meeting was scheduled alongside the 12th IPoE and was attended in person by the Chair (Prof. Brian King) and one other auditor (Prof. Eva Werner). Three other auditors attended the meeting virtually, with eight other auditors submitting their apologies. The meeting largely comprised of updates on accreditation processes completed during the preceding twelve months year, including the joint accreditation of five hotel schools in The Netherlands (completed with the NVAO between March and June 2018), two new accreditations and one re-accreditation (see details below).

It is proposed that the next stage of THE-ICE review process will be focussed on the work of the Assessment Panel and will consider, amongst other issues, the merit of increasing the number of Panel meetings from one per year alongside the IPoE. The assessment panel review will commence with a Workshop to be led by the Chair, scheduled alongside the 13th IPoE in Manila, on the 14th October 2019. In addition to considering operational issues of the Assessment Panel, the Workshop will facilitate the sharing of good practice and ensure that auditors are fully informed about recently introduced changes that will impact on THE-ICE accreditation process (see details below). The meeting will consider a proposal to schedule a similar Assessment Panel workshop at each forthcoming IPoE.

3.2 Assessment Panel membership

THE-ICE Assessment Panel currently comprises of the Chair, Prof. Brian King and eleven auditors. In terms of geographical distribution, the Chair and seven of the auditors are based in Asia and Australasia, three in Europe and one in the Middle East. The membership of the Panel has not changed during the current reporting period.

The review of the Assessment Panel operations that has been described above will consider the adequacy, and sustainability of the current team of auditors. Issues to be considered include the growth of Europe-based applications and memberships (and associated travel costs for applicant institutions) and level of engagement by the audit team. If additional auditors are to be recruited, the Panel will develop identification, selection and recruit procedures that are robust, equitable and transparent. The review will also consider the terms of reference for the Panel including period of appointment and the potential of a Deputy Chair.

3.3 Accreditation

As a result of the changes to key personnel described above, accreditation activity has been somewhat subdued during the current reporting period. However, one institution was successfully Re-accredited during this reporting period:

The University of the South Pacific (USP) – the School of Tourism and Hospitality as well as the Pacific TAFE of USP successfully completed the Re-accreditation application process on 17th June 2018 and were granted unconditional Full Accreditation for another five (5) years on 16th July 2018.

Now that the changes to key personnel have been finalised, the mid to latter part of 2019 will see a marked increase in activity. THE-ICE Board were informed of the following upcoming accreditations at the meeting in July 2019:

- **Singapore Institute of Technology (SIT), Singapore:** applying to progress from Associate to accredited member, scheduled for completion in September 2019.
- **National Kaohsiung University of Hospitality and Tourism (NKUHT), Taiwan:** applying for accreditation, site audit scheduled for 7-9 October 2019
- **University of Derby (UoD), United Kingdom:** applying for full accreditation, site audit scheduled for 21-23 October 2019
- **The Vistula School of Hospitality (VSH).** Part of the Vistula Group of Universities in Warsaw (formerly Warsaw School of Tourism and Hospitality Management to Vistula School of Hospitality): applying for accreditation, site audit scheduled for 27-29 November 2019
- **Academy of Tourism, Breda University of Applied Sciences (BUas):** applying for accreditation, following successful accreditation of Academy of Hotel and Facility management, audit scheduled for 18-19 November 2019.
- **Dubai College of Tourism, United Arab Emirates.** Currently an Observer of THE-ICE, DCT have expressed an intention to proceed to accreditation. Late 2020/early 2021 has been set as their intended site audit date, to coincide with the graduation of DCT's second cohort of Diploma graduates and third cohort of Certificates graduates.

THE-ICE Board was also informed that no less than twelve accredited members will undergo re-accreditation in later 2019 and early 2020.

Comprehensive revisions have been made to the accreditation procedures within the ongoing review process.

Process	Key changes
Application/ Pre-accreditation	The Application stage now requires institutions to complete an Eligibility Application by submitting a comprehensive institutional profile. The Executive Team will then determine the applicant institution's eligibility to proceed to apply for Accreditation (rather than the Assessment Panel as is currently the case).
Accreditation	Both the Accreditation Application and Site Audit Report Template have been revised to provide applicant institutions with greater clarity about the requirements that have been met and which are outstanding.
Re-Accreditation	The re-accreditation procedure has been comprehensively revised for C2Q ('Committed to Quality' members who engage in THE-ICE Quality Cycle, see below). The new process has a focus on four key areas: (recommendations from the previous accreditation; significant changes; quality enhancement; and ISB Reflection report)

4.1 Membership and Networking

4.1 Membership overview

- i. New and returning members
 - Far Eastern University, Philippines
 - Singapore Institute of Technology, Singapore
 - Institut Paul Bocuse, France
- ii. Incoming members
 - University of Derby, United Kingdom
 - National Kaohsiung University of Hospitality and Tourism, Taiwan
 - Vistula University, Poland
 - Tourism Academy, BUAs, The Netherlands
 - Dubai College of Tourism (DCT), United Arab Emirates
- iii. Reaccreditation in process
 - Swiss Education Group, Switzerland
 - Dusit Thani College, Thailand
- iv. Reaccreditation due
 - Free University of Bozen-Bolzano (Due Jan-2013)
 - Lyceum of the Philippines University (Due Jan-2017)
 - MCI Management Centre Innsbruck (Due Jan-2016)
 - Taylors University (Due July-2019)
 - TUA-Blue Mountains International Hotel Management School (Due Jun-2019)
 - TUA-William Blue (Due Mar-2019)
 - William Angliss Institute (Due Sept-2019)
- v. Prospective members
 - HTMi Hotel and Tourism Management Institute, Switzerland
 - Basque Culinary Centre, Spain
 - Glion Institute of Higher Education – London Campus
 - Nankai University, China

4.2 Significant changes in membership

- **Department of Tourism, Sport and Hotel Management, Griffith University:** at the end of September 2018 THE-ICE was informed that following a departmental review, and based on a number of factors (including financial constraints and, apparent, duplication of accreditation), it had been decided that Griffith University's membership of THE-ICE would not be renewed.
Despite a number of subsequent meetings and negotiations the decision to withdraw was confirmed at the end of January 2019.
- **Charles Darwin University:** in March 2019 THE-ICE was informed that (principally) due to funding challenges it had been decided that Charles Darwin University's membership of THE-ICE would not be renewed.

THE-ICE is disappointed by the departure of these two founding member institutions. The departures are interpreted as a regrettable impact of a prolonged process in Australia whereby formerly separate and independent hospitality departments have been incorporated within larger

business schools. This process, which has also been witnessed in the United Kingdom, has placed increased emphasis on business related accreditation and has marginalised the significance of domain specific accreditation. In addition, the process has led to the erosion of tourism and hospitality specific resources, including staffing and budgets.

THE-ICE is committed to supporting and enhancing tourism and hospitality education and protecting the institutions offering it, particularly those within our membership network. As part of this, THE-ICE welcomes and supports the focus of the IPoE 2020 on sustainability in and of tourism and hospitality education.

Whilst no new academic member institutions have joined THE-ICE during the reporting period, it is anticipated that the current accreditation activities (described above) will enable THE-ICE to realise the objective of achieving 40 members, from 19 different countries within the course of the new Strategic Plan. Indeed, THE-ICE is on track to achieving its stated short-term objective of accrediting three new member institutions each year.

In addition to its academic members, THE-ICE enjoys the support of Business Alliance Partners (BAPs), who (under the new membership categories) are non-accredited Associate members of THE-ICE. Through the period of this report THE-ICE had two Business Alliance Partners;

- Russell Partnership Technology
- STR Share Centre

Both have provided valuable and significant support to THE-ICE and our members.

THE-ICE is delighted to announce that towards the end of this reporting period an expression of interest in membership was received from The Higher Education Leadership Institute (HELI) of Australia and that, based on a comprehensive endorsement by the Board, HELI was admitted as the third Business Alliance Partner of THE-ICE in August 2019.

4.3 International Quality Assurance Agencies (IQAAs)

In line with enhancing international recognition of THE-ICE as a global quality assurance agency, THE-ICE has actively engaged with other IQAAs through this reporting period:

- **Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA)**

There are over 2,000 Higher Education Institutions (HEIs) in the Philippines, of which only approximately 20% apply for accreditation. The number of schools now offering tourism and hospitality management programs currently recognised by the national accreditation body, Commission on Higher Education (CHED), is more than six hundred. Following cross-mapping of respective standards of THE-ICE and PACUCOA, during a visit in February 2019, THE-ICE General Manager, Jane Gentle, met with PACUCOA to discuss the feasibility of future joint accreditation. The outcome of the meeting welcomed the signing of a Memorandum of Understanding and identification of key steps required for future joint accreditation projects.

In December 2019, THE-ICE General Manager has been invited as a keynote speaker at the PACUCOA AGM to address the importance of International Quality Assurance in Higher Education and ongoing commitment to quality assurance.

- Tertiary Education Quality and Standards Agency (TEQSA)**
 In February 2018, THE-ICE CEO, Dr. Craig Thompson and General Manager, Ms. Jane Gentle, met with TEQSA to discuss future partnership opportunities. The outcome of the meeting was mutually beneficial, with TEQSA welcoming the opportunity to progress to a Memorandum of Agreement, with a view of THE-ICE conducting accreditation assessment of Australian TH&E institutions that would see institutions gain dual accreditation. This project will continue once THE-ICE finalise their accreditation application and assessment panel policy review in 2019/20.
- International Network for Quality Assurance Agencies in Higher Education (INQAHEE) -**
 THE-ICE is an active member of INQAHEE. The CEO attended the 2019 INQAHEE conference in Colombo, Sri Lanka and is a member of the INQAHEE Marjorie Peace Lenn Centre working group. The CEO has also been offered the opportunity for applying to the position of co-opted Director on the IQAAHE Board, but has decided to defer making an application until the process of reviewing and revising THE-ICE is complete.
- European Consortium for Accreditation (ECA) –** As well as being an Observer of the ECA, THE-ICE is an active supporter, with the CEO regularly attending CEO meetings and contributing to ECA activities (including authoring the keynote paper for the recently released ‘ECA Barometer’). This support has recently been reflected in the CEO, Dr. Craig Thompson, being appointed to the Financial Committee of the ECA at the General Assembly (3 October 2019, Stockholm).

Furthermore, THE-ICE is exploring the potential for the ECA to screen its activities, in order to (in part) satisfy the important and overdue requirement for external verification. Tentative agreements have been made to conduct the review alongside the IPoE 2020. In addition to obtaining partial external verification of its activities, THE-ICE expects a successful review will provide the evidence required to apply for full membership of ECA. In the longer term, a successful screening of THE-ICE by ECA and full membership will be used as the foundations to explore the potential for THE-ICE to undergo a full external review with the objective of entering the European Quality Assurance Register (EQAR).

5. Promotion of Excellence

5.1 International Panel of Experts (IPoE)

THE-ICE 14th IPoE Forum 2020 will be proudly hosted by University of Derby (UoD), England, from October 26-29 at UoD's Buxton campus. Ms Jane Gentle and Ms Elise Lawrence will meet regularly with the key liaisons at UoD to coordinate this event.

The theme of THE-ICE 14th IPoE Forum 2020 is 'Securing Our Future - Exploring Sustainability in and of Tourism and Hospitality Education' with the following subthemes:

- A sustainable future – embedding sustainability in TH&E curricula.
- Sustaining our greatest assets – protecting and promoting health and wellbeing amongst staff and students.
- The new 3R's of Education – is it possible to Reduce, Reuse and Recycle in TH&E education?
- Sustainability is a lot more than environmental management – Promoting Social Development in TH&E Education.
- How to Resist the Squeeze on TH&E Education and Make it Sustainable....and profitable.

Suggestions for appropriately qualified academics and industry experts to participate as panellists in THE-ICE 14th IPoE Forum 2020 are welcomed from Members.

5.2 Research Grant Scheme (RGS)

The RGS is a major new initiative (introduced in 2019) of THE-ICE and serves to meet our objective of promoting and developing excellence, quality and scholarly activity.

THE-ICE RGS is designed to:

- Encourage and support research within THE-ICE member institutions
- Generate research outcomes that support the objectives of THE-ICE and provide tangible benefits to THE-ICE member institutions
- Stimulate interaction between THE-ICE members
- Generate research-based content for THE-ICE annual signature event, the International Panel of Experts (IPoE) Forum.

THE-ICE RGS will facilitate and promote research that supports the objectives of THE-ICE with respect to higher education in tourism, hospitality and events (TH&E), specifically:

- Assuring and enhancing quality in TH&E institutions
- Enhancing teaching and learning in TH&E
- Enhancing the process of and benefits from the accreditation in TH&E institutions
- Evaluating and benchmarking performance in TH&E institutions.

5.3 THE-ICE Awards

Fellow of THE-ICE Award

Frame of reference and nomination invitations were sent to all THE-ICE member institutions. The Directors have decided that the following Fellows of THE-ICE 2019 will be presented to the following individuals at THE-ICE IPoE Forum Gala Dinner:

- Nomination for Outstanding Individual Support of THE-ICE – Mr. Ron Hilvert
- Nomination for Outstanding Individual Support of THE-ICE - Professor (FH) Mag Eva Werner

THE-ICE Hall of Fame 2019

The Directors have decided that THE-ICE Hall of Fame Recipient for 2019 is Ms. Pauline Tang. Nominated by Ma. Christina Aquino, with unanimous endorsement by THE-ICE Board of Directors for her consistent outstanding contribution and enthusiastic support to THE-ICE and THE-ICE IPoE Forums over the past 15 years.

6. Benchmarking and Quality Enhancement

The final rankings based on participation of member institutes in the THE-ICE i-graduate Student Satisfaction Global Index 2019 were received on 21st September 2019. It was pleasing to see the following THE-ICE Members achieve premier ranking, which will be recognised at the IPoE Forum 2019 Gala Dinner with the presentation of a plaque:

- Hotel Institute Montreux (Good Contacts, Visa Advice, Application to Offer).
- Cesar Ritz Colleges Switzerland (Careers Advice, First Night, Health Insurance, University Orientation, Formal Welcome).
- Swiss Hotel Management School (Work Experience, Graduate School, Academic Learning Office, Accommodation Office, Finance Office).
- Emirates Academy of Hospitality Management (Meeting Staff).
- University of the South Pacific (Good Teachers, Programme Content, Language Support, Employability, Health Centre, Propensity to Recommend).
- MCI Management Center Innsbruck (Living Overall, Support Overall, Living Average, Expert Lecturers, Social Facilities, Safety, Accommodation Quality, Home & Host Friends, Campus Buildings, Campus Environment).
- Lyceum of the Philippines University (Financial support, Earning money).
- The benchmarking enables analysis of institution performance against global peers. These rankings have highlighted the performance of several members institutions being of some concern and will be followed up.

The Directors have decided that these awards will become a feature of the IPoE Forum Gala Dinner, where institutions will be encouraged to promote their number one premier ranking achievements.

6.1 International Student Barometer (ISB)

- Students invited to feedback from March to June 2019.
- 10,637 (an increase from 8,839 in 2018) students from 18 institutions in 11 countries participated in the survey.

THE-ICE ISBSB Survey 2019 again saw changes to our account managers at i-graduate, which have caused some delays and hurdles in the process. However, these hurdles have helped to form a stronger understanding of the deliverables that are produced by i-graduate, as well as i-graduate gaining greater understanding of THE-ICE requirements. To date, there are outstanding summary sheets for each institution delaying the release of the results. It is expected the full results will come in following the IPoE Forum, whereby analysis will commence, with presentations back to institutions from November 2019.

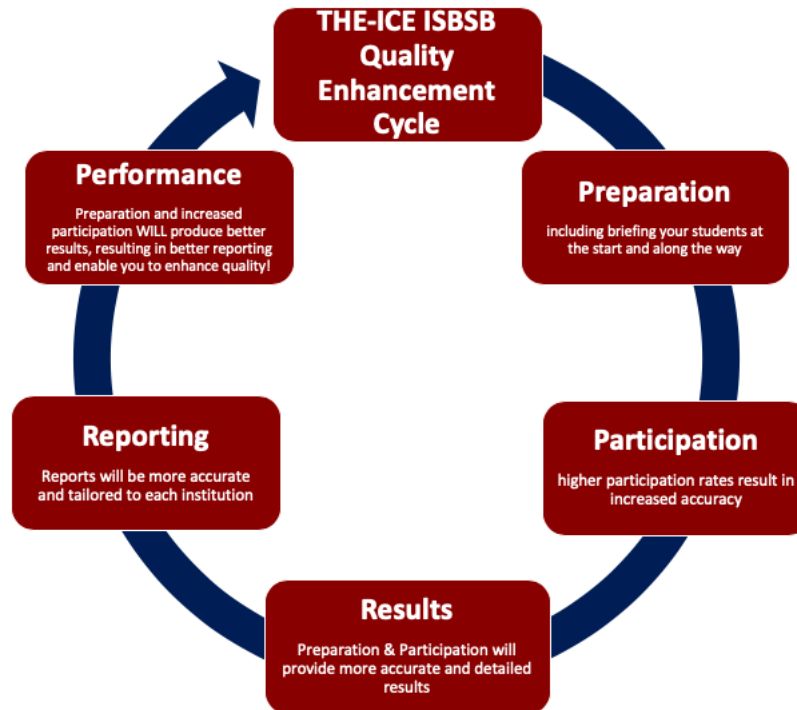
6.2 THE-ICE Quality Cycle

On the basis of feedback from several institutions regarding the presentation and efficacy of the results from the ISBSB surveys during the Executive Team strategic planning meetings in January 2019, emphasis was placed on:

- making the presentation of the results more streamlined and tailored to each institution
- linking the results from one year to those of preceding and subsequent years, rather than being an isolated 'snapshot'
- ensuring the results were the basis of specific actions with each institution aimed at quality enhancement

- linking the performance of institutions as reflected in the ISBSB to their subsequent re-accreditation.

These objectives resulted in the development of THE-ICE Quality Enhancement Cycle, which was communicated to members as part of the 2018 ISBSB results feedback.



Furthermore, members were asked to identify a small number (3-8) of key questions from the ISBSB survey that they considered were 'Important to the Institution'. These criteria together with the key 'overall' questions:

- Response rate
- Overall satisfaction with institutional experience
- Overall satisfaction with arrival experience
- Overall satisfaction with learning experience
- Overall satisfaction with living experience
- Overall satisfaction with support services
- Overall happiness/ likelihood to recommend

would form the focus of longitudinal (time series) analysis and the basis of the feedback presentations provided by the Executive Team. Subsequently, each institution would be expected to develop action plans to address the performance against each criterion in the following year. Furthermore, the performance of each institute against the selected and overall criteria would be reported as part of the subsequent re-accreditation procedure.

In this way THE-ICE hopes to stimulate members to adopt a cyclical approach to their preparations for and participation in the ISBSB and also to both respond to and prepare for (re)accreditations. This approach is central to the stated objective of THE-ICE to shift its emphasis from quality assurance to quality enhancement.

7. Financial report

As the 2017/18 Annual Report detailed, THE-ICE incurred a loss of AUD\$47,900 in the 2017/18 financial year. The basis of this loss was identified as being a reduction in income, based on the non-renewal of four memberships.

In the 2018/19 financial year THE-ICE suffered another and more significant loss of AUD\$134,690. This loss, in the main, was directly attributable to the changeover in CEO and specifically the need to pay out substantial accrued leave provisions and to cover two CEO salaries during the 2-month transition period. Furthermore, though income predictions were not fully realised, as a result of the non-renewal of two members (as detailed in 4.2), actual income was slightly up on 2018.

Despite this, the financial status of THE-ICE remains viable, with a solid financial base remaining.

Looking to the future THE-ICE has proposed a break-even budget for the 2019/20 financial year. However, the significant increase in accreditation activity and membership enquiries provides an indication that a small surplus may be achieved.

Our long-term goal is to operate profitably in future years.