



THE-ICE Annual Report 2021 /22

October 2022

Annual Report 2021/22

Contents

1. Introduction	3
2. Structure & Governance	4
2.1 THE-ICE Executive Team	4
2.2 AGM 2021	4
2.3 Proposed Changes to THE-ICE Constitution	4
3. Accreditation	5
3.1 Assessment Panel meetings	5
3.2 Assessment Panel membership	5
3.3 Accreditation	5
3.4 Re-accreditation	6
4. Membership and Networking	6
4.1 Membership overview	6
4.2 Significant changes in membership	6
4.3 National and International Quality Assurance Agencies	7
4.4 Partnerships and Alliances	8
5. Promotion of Excellence	9
5.1 THE-ICE Webinar Series	9
5.2 International Panel of Experts (IPoE) Forum	9
5.3 Research Grant Scheme (RGS)	9
5.4 THE-ICE Global Revenue Management (GRM) Challenge	10
5.5 THE-ICE Awards	11
6. Benchmarking and Quality Enhancement	12
6.1 International Student Barometer and Student Barometer (ISBSB) Survey	12
6.2 360° Quality Evaluation	12
7. Financial report	13

1. Introduction

The year 2021/22 was for THE-ICE and our members one of transition, encompassing significant change as we emerged, in differing ways and at different speeds, from the global COVID-19 crisis and endeavoured to establish 'new normal' ways of operating. This Annual Report 2021-22, which reports on the period between the 'blended' IPoE Forum 2021 (October 2021) and the IPoE Forum 2022 (November 2022), is a reflection and product of this period of change and transition.

The year started with THE-ICE 14th IPoE Forum, proudly hosted by the University of Derby at Buxton, United Kingdom, and delivered simultaneously online. Attendance at the IPoE Forum 2021 was impacted by ongoing concerns and restrictions related to the COVID-19 crisis. However, the range of expert presenters ensured a vibrant and informative event, and those attending the Forum in person enjoyed the appealing location and a lively social programme.

In February 2022 Jane Gentle, THE-ICE General Manager, our colleague and friend departed THE-ICE after six years of fantastic service. In response, THE-ICE Executive Team was restructured with Elise Lawrence being promoted from Project Coordinator to Operations Manager and Jade Rheeder joining the team as Administrator.

In terms of wider governance, important changes were made to the way in which THE-ICE operates in 2022. In April, the creation of THE-ICE College of Fellows was approved to oversee the consideration of nominations for and conferral of fellowships of THE-ICE in the future, whilst proposed changes to THE-ICE Constitution related to the service of Directors on THE-ICE Board will be tabled at the 2022 Annual General Meeting (AGM).

There was rather limited accreditation activity during the year with only one institution, Wyższa Szkoła Gospodarki (WSG) University of Economy in Bydgoszcz, successfully completing THE-ICE accreditation, thus becoming the second member of THE-ICE in Poland in April 2022.

To provide a significant new benefit to members and to increase awareness of THE-ICE amongst students, THE-ICE Global Revenue Management (GRM) Challenge was launched in October 2021, a unique global student competition exclusively for students of THE-ICE member institutions. The second GRM Challenge was operated 'hot on the heels' of the first in March 2022. Together, the two Challenges attracted more than 85 participants from 13 member institutions.

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. Structure & Governance

2.1 THE-ICE Executive Team

In February 2022 Ms Jane Gentle, THE-ICE General Manager, our colleague and friend departed THE-ICE after six years of service to pursue another role. In response THE-ICE Executive Team was restructured, with Ms Elise Lawrence being promoted from Project Coordinator to Operations Manager. Elise also took over the role of THE-ICE Company Secretary from Jane. In March we welcomed Ms Jade Rheeder to THE-ICE Executive Team as Administrator.

2.2 AGM 2021

At the 2021 AGM (27th October 2021) it was reported that four (4) nominations had been received for re-election, and that no new nominations had been received for election. Given that the vacant positions were equal to the number of nominations received, all Directors standing for re-election were duly re-appointed, as follows:

Name	Position at time of election	Decision
Dr Paul Whitelaw	Academic Director, The Hotel School Partnership, Southern Cross University, Australia.	Re-elected to the Board and position of Chair
Professor Peter Ryan	Director, Higher Education Leadership Institute (HELI), Australia.	Re-elected to the Board and position of Treasurer
Professor Dr Oswin Maurer	Dean, Faculty of Economics and Management, Free University of Bozen-Bolzano, Italy.	Re-elected to the Board
Associate Professor Simon Pawson	Associate Dean (Hospitality), Business and Hospitality Faculty at Torrens University Australia	Elected to the Board*

*Associate Professor Simon Pawson was appointed by the THE-ICE Board to fill the casual vacancy on THE-ICE Board of Directors on 4th December 2020 and thus was formally elected to THE-ICE Board at the 2021 AGM.

2.3 Proposed Changes to THE-ICE Constitution

In September 2022 THE-ICE Board of Directors approved (via Circular Resolution #54) proposed changes to THE-ICE Constitution pertaining to the service of Directors on THE-ICE Board, specifically:

- Increasing the term of office of any new or re-elected Director from two (2) to three (3) years
- Limiting the number of consecutive years that a Director may serve to nine (9) years
- Allowing the Board to invite individuals who may be potential Directors to attend Board meetings as observers
- Allowing any Director approved by the Board to serve as the Chair or Deputy Chair.

These changes will now be tabled at the 2022 AGM for approval by Members.

3. Accreditation

3.1 Assessment Panel meetings

THE-ICE Assessment Panel met virtually on Monday 25th October 2021. The meeting was attended in person by Auditor Dr Sarah Rawlinson, Mr John Daly (Deputy Chair, THE-ICE Board) and Dr Craig Thompson (CEO, THE-ICE). The Chair (Professor Brian King) and Deputy Chair (Professor (FH) Mag. Eva Werner) of THE-ICE Assessment Panel, six Auditors, Chair of THE-ICE Board (Dr Paul Whitelaw) and the rest of THE-ICE Executive Team attended the meeting virtually. In addition, two representatives from the Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT) were in attendance to deepen their understanding of THE-ICE processes as part of the ongoing dialogue and partnership.

Following a review of the accreditation activity in 2020/21, the meeting considered the changes that had been made to THE-ICE Assessment Panel structure, including the designation of Emeritus Auditors for esteemed, but now inactive, members of the Panel. The meeting also discussed factors to be considered when conducting virtual audits and changes to THE-ICE Accreditation and reporting procedures, including the introduction of a final feedback session conducted by the Assessment Panel Chair or Deputy Chair, delivered to the institution following Board approval of the accreditation. This new session reiterates the outcome, recommendation, and commendations, and also creates a link with the re-accreditation, establishing expectations for the duration of the accreditation period. The Assessment Panel meeting also discussed proposals to streamline the Interim Report to make it more concise, including only the evidence, analysis, and evaluation.

3.2 Assessment Panel membership

THE-ICE Assessment Panel currently comprises the Chair, Professor Brian King, Deputy Chair, Professor (FH) Mag. Eva Werner, and nine (9) Auditors. There were no changes to Assessment Panel membership in this period.

3.3 Accreditation

One accreditation was successfully completed in 2021-22:

- **Wyższa Szkoła Gospodarki (WSG) University of Economy in Bydgoszcz, Poland**, successfully completed accreditation, becoming the second member of THE-ICE in Poland in April 2022. The audit was undertaken by Professor Eva Werner and Dr Sarah Rawlinson.

One institution is currently in the process of preparing for accreditation by THE-ICE:

- **EHL Swiss School of Tourism and Hospitality (SSTH), Switzerland**, successfully completed pre-accreditation (under the former procedures) in January 2018 and was awarded Associate membership. EHL SSTH has completed and submitted an application for C2Q accreditation, which is currently being considered by the allocated Auditors, Professor Tom Baum and Professor Jane Ali-Knight. The audit visit is scheduled for 22nd and 23rd November 2022.

In addition to the above, two (2) institutions have been approved to proceed with accreditation, but the process has been delayed:

- **Van Lang University, Vietnam**

The accreditation of Van Lang University was placed on hold by the University's internal audit department as THE-ICE is not currently licensed by the Vietnamese Ministry of Education and Training (MoET). THE-ICE is exploring ways to address this requirement through licensing and/or entering partnerships with Vietnamese national accreditation agencies.

- **Nankai University, Tianjin, China**

Nankai University submitted their draft application for accreditation with THE-ICE in March 2022. Following return of the evaluation by THE-ICE Executive Team in April, the accreditation process has stalled because of changes in senior personnel at Nankai. THE-ICE is endeavouring to re-start the process.

3.4 Re-accreditation

One member is currently preparing for re-accreditation by THE-ICE:

- **Al Rayyan International University (ARIU) College in partnership with University of Derby, Qatar**

The re-accreditation of ARIU is scheduled for November 2022.

4. Membership and Networking

4.1 Membership overview

- i. New members
 - Wyższa Szkoła Gospodarki (WSG) University of Economy in Bydgoszcz, Poland
- ii. Accreditations in progress
 - EHL SETH, Switzerland, is undergoing C2Q accreditation from Associate membership
- iii. Re-accreditation completed
 - No re-accreditations have been completed during this period
- iv. Re-accreditation in progress
 - Al Rayyan International University College (ARIU) in partnership with University of Derby, Qatar
- v. Re-accreditation due
 - Free University of Bozen-Bolzano, Italy
 - Lyceum of the Philippines University, Philippines
 - University of Santo Tomas, Philippines
- vi. Prospective members
 - Van Lang University, Vietnam
 - Nankai University, Tianjin, China

4.2 Significant changes in membership

- **Non-renewal of memberships**
Singapore Institute of Technology, Singapore, and Management Center Innsbruck (MCI), Austria, elected not to renew their membership of THE-ICE and thus ceased to be members as of 1st July 2022.

4.3 National and International Quality Assurance Agencies

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

- **Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT)**

HEEACT has been appointed by the Taiwanese government to make accreditation decisions and to develop a National Qualifications Framework (NQF) for Taiwan.

Through this reporting period THE-ICE has engaged in intensive and persistent negotiation with HEACT, with the key objective of undertaking joint accreditation. All facets of the accreditation process have been discussed and correlated, resulting in the drafting of a joint accreditation manual.

On 5th October 2022 Dr Craig Thompson participated in a virtual international conference organised by HEACT on 'The Development of Quality Assurance Agencies and Trends in QA', which attracted 120 QA experts and practitioners from Taiwan and other countries in the region.

- **European Consortium for Accreditation in higher education (ECA)**

THE-ICE is an Observer and active supporter of the ECA, and regularly features in the ECA newsletter. THE-ICE CEO, Dr Craig Thompson, attends ECA meetings, contributes to ECA activities, and was re-appointed to the Financial Committee of the ECA in June 2022.

- **International Network for Quality Assurance Agencies in Higher Education (INQAAHE)**

THE-ICE is a long-standing member and supporter of INQAAHE. Due to COVID-19 travel restrictions it was not possible for representatives of THE-ICE to attend the INQAAHE Forum 2022, but THE-ICE CEO did engage with the Forum and General Assembly. It is intended that the CEO will attend the INQAAHE Conference in June 2023 in Kazakhstan.

- **Tourism Academicians Association Tourism Education Evaluation and Accreditation Board (TUADER-TURAK)** is the only organisation authorized by the Turkish Higher Education Quality Board (YÖKAK) to undertake accreditation and evaluation of studies in tourism and related fields. Following an introduction by THE-ICE Director Professor Perry Hobson, TURAK and THE-ICE have conducted a number of virtual meetings and are exploring the potential to develop a Memorandum of Understanding (MoU) with the objective of undertaking joint accreditations.

- **Centre for Education Accreditation (CEA) Association of Vietnam Universities and Colleges (AVU&C)**

In response to the stalled accreditation process at Van Lang University (section 3.3) THE-ICE approached the Australian Embassy Vietnam and was duly introduced to the CEA-AVU&C. THE-ICE is exploring the potential to develop an MoU with the CEA-AVU&C to conduct joint accreditations in Vietnam.

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

THE-ICE and PACUCOA signed a MoU in the Philippines in February 2018, creating a partnership to explore the potential for joint accreditation. However, the process has stalled, and THE-ICE awaits proposals from PACUCOA.

4.4 Partnerships and Alliances

In line with THE-ICE ethos of collaboration, the need for and benefit of which has been intensified by the challenges related to the COVID-19 pandemic, THE-ICE has actively sought to develop partnerships and alliances throughout this reporting period:

- **Hosco**

In September 2020 THE-ICE launched a partnership with Hosco designed to collect and provide accurate data related to alumni employability for THE-ICE member institutions. This information will allow members to validate the quality of the education they provide through the opportunities and career paths their programmes lead to, detailing the placement success of their students and graduates. This will help THE-ICE members to position themselves more effectively in the increasingly competitive higher education landscape. The alumni data generated by Hosco and delivered to members in 2021 was somewhat rudimentary and limited; however, it did signal THE-ICE's intention to increasingly report on alumni, and the potential of alumni to provide a second 'lens' on quality.

In 2022 THE-ICE and Hosco created and undertook a survey of alumni designed to provide more interesting and usable data to members. The results of this survey will be delivered to members as part of THE-ICE Executive Reports from 2022.

Hosco and THE-ICE have agreed to alternate the alumni survey and alumni data capture each year.

- **Institute of Hospitality (IoH)**

In 2022 THE-ICE worked with Professor Peter Jones (IoH) to create and distribute a Future Skills Survey, designed to canvass views from across all hospitality sectors, nationally and internationally, regarding prevailing staffing challenges. The survey aimed to better understand the challenges facing the industry and to evaluate current education and training systems, and the professional development needs of the industry in the future. The survey generated nearly 700 responses from industry and academia. Though the results are yet to be processed, initial indications suggest they will be highly relevant to members of THE-ICE.

5. Promotion of Excellence

5.1 THE-ICE Webinar Series

In response to the ongoing impacts of the COVID-19 pandemic THE-ICE continued to offer webinars in 2022, providing members with an opportunity to connect, support each other and share best practice. However, only two (2) webinars were hosted in this reporting period, focusing on 'Alumni Engagement' in May and launching 'Food Expert Talks' in September.

THE-ICE webinars (at their peak) attracted more than 70 attendees, from 30 institutions in 16 countries, with 75% of respondents indicating they would be likely to recommend THE-ICE Webinar Series to colleagues. However, interest in webinars waned as face-to-face contact resumed, and no responses or suggestions were generated from a network-wide callout to propose or request webinar topics. Consequently, THE-ICE Webinar Series has been suspended until a specific need or topic is identified.

5.2 International Panel of Experts (IPoE) Forum

THE-ICE 14th IPoE Forum 2021 was hosted by the University of Derby (UoD) at their campus in Buxton, United Kingdom, from 25th – 27th October 2021, with most of the programme also being offered in a hybrid format. THE-ICE 14th IPoE Forum 2021 focused on *Securing Our Future – exploring sustainability in and of TH&E Education*, a theme that had assumed a new and deeper relevance in the wake of the COVID-19 crisis. Furthermore, THE-ICE 14th IPoE Forum 2021 saw the return to the more traditional format, with five panel sessions over two days, and presentations by Business Alliance Partners and a representative of one of our corporate social responsibility (CSR) partners, Mary's Meals. The Roundtable Workshop Series (RWS) was incorporated into Day Two of the event and included presentations of the research undertaken by the recipients of THE-ICE Research Grant Scheme (RGS) 2021.

The varied and full programme included experts from industry, ensuring a dynamic and informative event. The attractive and historic location and a lively social programme guaranteed those in attendance experienced the warm, collegial atmosphere for which the IPoE Forums are renowned.

However, whilst many remote attendees joined the event online, the challenge of stimulating interaction and debate in a 'blended' event led THE-ICE to commit to returning to an entirely in person format for future IPoE Forums.

THE-ICE 15th IPoE Forum 2022 will be proudly hosted by the Emirates Academy of Hospitality Management (EAHM) in Dubai, United Arab Emirates, from 7th – 9th November 2022 and will also mark EAHM's 20th anniversary. THE-ICE IPoE Forum 2022 will address the theme *Hospitality and Tourism Higher Education; Connecting Minds and Creating the Future*.

5.3 Research Grant Scheme (RGS)

THE-ICE RGS was introduced in 2019 to meet our objective of promoting and developing excellence, quality, and scholarly activity.

The RGS 2022 was announced on 20th May 2022 and attracted twice as many applications as in 2019. The large number and high quality of applications was reflected in the fact that the RGS Evaluation Panel selected three recipients:

- Dr Juvy C. Tamondong, Dr Ryan A. Gamoso & Dr James Louie Meneses (Lyceum of the Philippines University, Philippines) for their proposal entitled *Modelling the interplay of academic procrastination and technostress towards tourism and hospitality students'*

engagement: mediating role of technological, pedagogical, and content knowledge (TPACK).

- Lucette Roovers-Martens, MSc, Corné Dijkmans, PhD, & Suzanne Vollenbronck, MA (Breda University of Applied Sciences, The Netherlands) for their proposal entitled *Connecting Minds and Creating the Future*.
- Dr Frederic Bouchon, Dr Bincy Kaluvilla & Ms Julie Jackson (Emirates Academy of Hospitality Management, United Arab Emirates) for their proposal entitled *Hospitality Management Education and Accreditation: Responses to a Changing World*.

The research projects and available results will be presented in the Roundtable Workshop Series (RWS) during THE-ICE 15th IPoE Forum 2022.

5.4 THE-ICE Global Revenue Management (GRM) Challenge

In October 2021 THE-ICE, in association with Russell Partnership Technology and STR SHARE Center, launched our first ever global student competition, exclusively for students of THE-ICE member institutions.

THE-ICE GRM Challenge aims to unite students from across THE-ICE network into teams in an innovative and exciting format designed to test and develop their hospitality and tourism revenue management skills. Students are teamed up with others from around the world with the goal of increasing international collaboration, sharing knowledge, and enhancing teamwork. Teams comprise 4 or 6 students, from 2 or 3 institutions. All entrants are provided with access to the Russell Partnership Technology Revenue Management programme, where they are tasked with managing the sales and revenue for a virtual hotel within a simulated environment.

THE-ICE and their partners were keen to encourage as many students as possible to take part and learn, and therefore decided to reward not only those who came out on top, but **all** members of the three highest placed teams, through the best student competition prize package currently on offer:

- **3rd Place** – All members of the team receive a free registration on the Hospitality Business Acumen (HBA) Certificate programme offered by Russell Partnership Technology.
- **2nd Place** – All members of the team receive a free registration on the Certification in Advanced Hospitality and Tourism Industry Analytics (CAHTA) offered by STR SHARE Center **AND** a free registration on the Hospitality Business Acumen (HBA) Certificate programme offered by Russell Partnership Technology.
- **1st Place** – All members of the team receive a \$1500 AUD bursary towards study offered by any member of THE-ICE, **AND** a free registration on the Certification in Advanced Hospitality and Tourism Industry Analytics (CAHTA) offered by STR SHARE Center **AND** a free registration on the Hospitality Business Acumen (HBA) Certificate programme offered by Russell Partnership Technology.

5.5 THE-ICE Awards

- **Fellow of THE-ICE**

Concern regarding the lack of suitable nominations in 2021 led THE-ICE Board to conclude it was appropriate and necessary to revise the procedure for generating nominees for Fellowship. Accordingly, the Chair of THE-ICE Board, Dr Paul Whitelaw, produced a proposal to create THE-ICE College of Fellows, to oversee the awarding of future Fellowships. Formation of THE-ICE College of Fellows was approved by THE-ICE Board (Circular Resolution #53) in April 2022.

THE-ICE College of Fellows met for first time (virtually) on 12th May 2022, electing a Chair (Mr Emanuel Donhauser) and Deputy Chair (Drs Jan Willem Meijerhof). The College subsequently developed Terms of Reference, which were approved by THE-ICE Board at their meeting in July. THE-ICE College of Fellows currently comprises eleven (11) members, with representatives from each year (except for 2016) that fellowships were awarded by THE-ICE from 2012.

THE-ICE has received a number of nominations for Fellowship of THE-ICE in 2022, which were considered by THE-ICE College of Fellows at their meeting on 3rd October 2022.

The recipients of the Fellow of THE-ICE 2022 will be announced during the Gala Dinner concluding THE-ICE IPoE Forum 2022 on Wednesday, 9th November.

- **THE-ICE Hall of Fame**

No nominations for THE-ICE Hall of Fame were received in 2022.

6. Benchmarking and Quality Enhancement

6.1 International Student Barometer and Student Barometer (ISBSB) Survey

Due to the aberrant conditions created by the COVID-19 pandemic, THE-ICE did not award rankings for 2020 and 2021. However, THE-ICE will return to awarding rankings in 2022 and to recognising institutions who attain a #1 global ranking.

i-graduate rolled out the In Touch online platform in 2021, enabling institutions to personalise their survey directly and to immediately access response rates, and worked with institutions to enhance usage of the portal in 2022.

6.2 360° Quality Evaluation

THE-ICE was initially created as a quality assurance agency and operated in much the same manner as all other agencies, with experts conducting an evaluation of an institution based on the evidence provided in a self-evaluation report and, if successful, awarding accreditation for a period of five (5) years. As such, quality was viewed through the 'lens' of external experts alone.

Partnering with i-graduate changed the operation and ethos of THE-ICE, by providing a second 'lens' on the quality of members based on student satisfaction, gathered through the International Student Barometer and Student Barometer (ISBSB) Survey. Furthermore, since the ISBSB was repeated annually, THE-ICE was able to provide detailed feedback to institutions each year and, over time, to provide time series analysis.

Subsequently, THE-ICE had refined the delivery of ISBSB feedback to:

- present streamlined and tailored results to each institution
- link the results from one year to those of preceding **and** subsequent years
- ensure results are addressed through specific actions at each institution
- link the performance of institutions as reflected in the ISBSB to their subsequent re-accreditation.

Member institutions are expected to develop action plans to enhance their performance in selected criterion (KPIs) in the following year.

In this way, THE-ICE aims to encourage members to adopt THE-ICE Quality Enhancement Cycle in both their preparations for and participation in the ISBSB and their preparations for (re-)accreditation. This approach is central to the stated objective of THE-ICE to shift its emphasis from quality assurance to quality enhancement.

The partnership with Hosco enables THE-ICE to further develop this process, since it provides a critical third 'lens' on quality from the perspective of alumni. Although the process is only in its second year, the reports produced will, from 2022, provide comparable time series data, which may be used to develop performance indicators.

THE-ICE will use the ISBSB and Hosco reports, alongside the reports produced by the experts of THE-ICE Assessment Panel, to provide members with a more comprehensive and usable perspective on their quality. Furthermore, the detailed annual THE-ICE Executive Reports will enable institutions to clearly identify areas of excellence (to develop and promote) and areas of weakness/concern (to monitor and address).

THE-ICE aims to develop further initiatives designed to provide institutions with other lenses on their quality and performance, working towards a unique 360° evaluation of quality.

7. Financial report

The financial statements of THE-ICE for the financial year ended 30 June 2022 will be presented to the Members for approval at the Annual General Meeting (AGM) scheduled for 9 November 2022.

Although a deficit budget of -\$24,764 was approved by the Board for the 2021/22 financial year, THE-ICE achieved a surplus of \$47,843 due to a continuation of favourable events during the year primarily driven by:

- Consistent revenue year-on-year due to good membership retention
- Lower than forecasted expenses (-\$65,563) driven mainly by the inability for staff to travel or attend conferences due to ongoing issues from the COVID-19 pandemic
- Careful financial management by THE-ICE Executive Team.

This surplus has allowed THE-ICE to maintain membership fees for 2022/2023 at the same level as the last few years. The Board has approved a deficit budget of -\$35,330 for the 2022/23 financial year to ensure that member benefits continue to be enhanced without the burden of increased membership fees.

I am pleased to report that THE-ICE remains in a strong financial position with a healthy cash balance and is able to pay its debts as and when they fall due.



Professor Peter Ryan
Director and Treasurer
THE-ICE Board