



# THE-ICE Annual Report 2022/23

**September 2023**

## Annual Report 2022/23

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## 1. Introduction

In 2022/23 THE-ICE placed a renewed emphasis on face-to-face contact, with the objective of cementing existing relationships and building new ones. Recognising that institutions would be cautious following the wake of the global pandemic, this year THE-ICE has endeavoured to increase engagement with and between existing members whilst, at the same time, engaging with potential new members. This Annual Report 2022-23 reports on the period between the 2022 AGM (9<sup>th</sup> November 2022) and THE-ICE International Panel of Experts (IPoE) Forum 2023.

The year started with THE-ICE 15<sup>th</sup> IPoE Forum, proudly hosted by The Emirates Academy of Hospitality Management in Dubai, United Arab Emirates, which marked the return to a full 'in-person' event. The range of expert presenters, with increasing participation from external industry experts, created a stimulating and informative Forum. The dynamic location and a vibrant social programme ensured all attendees enjoyed a truly memorable in-person experience.

Through the year THE-ICE Executive Team has visited more than three quarters of all members and have presented the highest ever number of 'in-person' Executive Reports. Furthermore, THE-ICE has been represented at the annual conferences of EuroCHRIE, EUHOFA, APacCHRIE, and Alliance Network. THE-ICE Operations Manager, Ms Elise Lawrence, attended APacCHRIE 2023 in Clark, Philippines, as an invited panellist to address *Quality Assurance in the Fourth Industrial Revolution*, and was also able to visit THE-ICE members Lyceum of the Philippines University, University of Santo Tomas, and Far Eastern University during her time in the Philippines.

During this period THE-ICE has continued to explore innovative ways to enhance the value of membership and to stimulate engagement, marked by the launch of THE-ICE Diploma Supplement and THE-ICE Incentive Fee Structure.

However, there was limited accreditation activity during the year with only one institution, Mae Fah Luang University, Thailand, successfully completing re-accreditation with THE-ICE, and we extend to them our heartiest congratulations on this significant achievement.

This will be my final annual report and IPoE Forum as Chair of THE-ICE – I will be stepping down at the upcoming AGM. It has been a great privilege and honour to have served THE-ICE community as your Chair for the last few years, and as a Director before that. May I take this moment to acknowledge the great work of my fellow Directors on the Board, the Executive Team, the Auditors, the College of Fellows and last, but certainly not least, all members of THE-ICE community. I am constantly amazed (but not surprised) by the commitment and vigour and resilience of our community, especially during the very dark days of the COVID-19 lockdowns. I leave in the very safe and competent hands of our Board and Executive Team, led by our CEO, Craig Thompson. I wish THE-ICE and its thriving community well for a very successful future.

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 March, following a year in the role of Administrator, the title of Project Coordinator was conferred on Ms Jade Rheeder.

### 2.2 AGM 2022

Three Directors resigned from THE-ICE Board between the AGM 2021 and AGM 2022:

- Mr John Daly
- Professor JS Perry Hobson
- Associate Professor Scott Richardson

Furthermore, the following Directors' terms ended at the AGM 2022:

- Ms Gienke Osinga
- Dr Lilibeth Aragon
- Dr Atty Gezzez Giezi G Granado
- Professor Stephen Pratt (who did not seek re-election)

As a result, there were seven (7) vacancies for Director of THE-ICE. Three (3) nominations were received for re-election, and three (3) new nominations were received for election. Given that the number of vacant positions was greater than the number of nominations received, all Directors were duly elected, as follows:

Name	Position at time of election	Decision
Ms Gienke Osinga	Dean, Hotel Management & Facility Management, Breda University of Applied Sciences, The Netherlands	Re-elected to the Board and position of Deputy Chair
Dr Lilibeth Aragon,	Dean, College of International Tourism and Hospitality Management, Lyceum of the Philippines University Manila, Philippines	Re-elected to the Board
Dr Attorney Gezzez Giezi G. Granado	Dean, College of Tourism and Hospitality Management, University of Santo Tomas, Philippines	Re-elected to the Board
Ms Tanja Florenthal,	Dean, César Ritz Colleges Switzerland, Switzerland	Elected to the Board
Ms Isobel Stockdale	Head of the Centre for Contemporary Hospitality and Tourism, University of Derby, United Kingdom	Elected to the Board
Dr Wei-Ting Joey Jou	Assistant Professor, National Kaohsiung University of Hospitality and Tourism (NKUHT), Taiwan	Elected to the Board

## 3. Accreditation

### 3.1 Assessment Panel meetings

THE-ICE Assessment Panel meets once each year, with the meeting being a standing item of THE-ICE IPoE Forum schedule. The most recent meeting was on Monday, 7<sup>th</sup> November 2022, at The Emirates Academy of Hospitality Management, Dubai, United Arab Emirates. The meeting was attended in person by three (3) representatives of the Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT) and Dr Craig Thompson (CEO, THE-ICE). The Chair (Professor Brian King), Deputy Chair (Professor (FH) Mag. Eva Werner), and six Auditors of THE-ICE Assessment Panel attended the meeting virtually.

Following a review of the limited accreditation activity in 2022, the meeting considered the introduction of the accreditation feedback session, and challenges associated with this. Proposals to develop a new Interim Report template, an Auditor manual, and to potentially revise THE-ICE Standards of Excellence were also discussed.

### 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 (1) accreditation was successfully completed in 2022-23:

- **EHL Swiss School of Tourism and Hospitality, Switzerland**, successfully completed accreditation in January 2023, advancing from Associate Member to C2Q Accredited Member. The audit was undertaken by Professor Tom Baum and Professor Jane Ali-Knight.

Two (2) institutions are currently in the process of preparing for accreditation by THE-ICE:

- **Ferrandi Paris, France**. Following a visit by Dr Thompson in December 2022, Ferrandi Paris applied for pre-accreditation in May 2023, and were approved by THE-ICE CEO. Accordingly, Ferrandi Paris are currently preparing an application for C2Q Accreditation.
- **Hangzhou City University (formerly Zhejiang University City College), China** applied for pre-accreditation in May 2023, and was approved by THE-ICE Operations Manager. Accordingly, the institution is currently preparing an application for C2Q Accreditation.

### 3.4 Re-accreditation

One (1) member successfully achieved re-accreditation in 2022-23:

- **Mae Fah Luang University, Thailand** successfully completed THE-ICE re-accreditation process in September 2023. The audit was undertaken by Professor (FH) Mag. Eva Werner and Professor Jane Ali-Knight.

Furthermore, **Lyceum University of the Philippines University, The University of the South Pacific, and University of Santo Tomas** are currently preparing applications for re-accreditation by THE-ICE.

## 4. Membership and Networking

### 4.1 Membership overview

- i. New members
  - Sunway University, Malaysia, became an Observer of THE-ICE in August 2023 and is currently the only institution from Malaysia to be a member of THE-ICE.
- ii. Accreditations completed
  - EHL Swiss School of Tourism and Hospitality, Switzerland
- iii. Accreditations in progress
  - Ferrandi Paris and Hangzhou City University are currently preparing the applications for C2Q accreditation.
- iv. Re-accreditation completed
  - Mae Fah Lang University, Thailand
- v. Re-accreditation in progress
  - Lyceum of the Philippines University, Philippines
  - University of Santo Tomas, Philippines
  - The University of the South Pacific
- vi. Prospective members
  - Ferrandi Paris, France
  - Hangzhou City University, China
  - Van Lang University, Vietnam
  - Nankai University, Tianjin, China

### 4.2 Incentive Fee Structure

Since 2020 THE-ICE has placed an emphasis on increasing the benefits available to members by endeavouring to continually improve the value of THE-ICE IPoE Forum and launching THE-ICE Research Grant Scheme (RGS) and THE-ICE Global Revenue Management (GRM) Challenge. However, the success of these initiatives, and indeed the success of THE-ICE as a whole, is entirely dependent on the extent of engagement by members. Given this, THE-ICE has sought to encourage engagement through the introduction of THE-ICE Incentive Fee Structure.

The Structure, which was approved by THE-ICE Board in April 2023 and came into operation in July, benefits existing and new members. THE-ICE Incentive Fee Structure, which applies only to C2Q Accredited Members, offers an incentive of AUD\$1,000 per year to members for engaging in each of the signature benefits offered by THE-ICE (THE-ICE IPoE Forum, RGS, and GRM). As such, members who engage in all 3 benefits will receive a discount of AUD\$3,000 on the annual membership fee for the subsequent year.

Furthermore, recognising that new members may not be able to immediately engage fully with all the benefits available, under the Incentive Fee Structure the annual membership fees for new members are adjusted, with the annual fee being reduced from AUD\$21,000 to AUD\$18,000 for new members and remaining at this level if they engage in all benefits progressively over the first three years of membership.

### 4.3 THE-ICE Diploma Supplement

THE-ICE Diploma Supplement was developed in response to a request from a member institution for a document that could be presented to graduating students to provide evidence that the programme they had completed was internationally recognised. THE-ICE Diploma Supplement Template was launched through a webinar on 8<sup>th</sup> March 2023 and has been subsequently adapted and used by several members. Anecdotal evidence suggests that the Diploma Supplement has been well received by graduating students.

### 4.4 Significant changes in membership

- **Non-renewal of memberships**

The Free University of Bolzano (UNIBZ), Italy, elected not to renew their membership of THE-ICE and thus ceased to be a member as of 1<sup>st</sup> July 2023.

### 4.5 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 national and international QAAs 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 HEEACT, developing a series of joint documents and a joint accreditation manual.

Dr Thompson will attend the HEEACT International Conference on 19<sup>th</sup> October 2023 and it is intended that the commencement of joint accreditations will be announced at this event.

- **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 2023.

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

THE-ICE is a long-standing member and supporter of INQAHE, but due to travel restrictions did not participate in the INQAHE forums in 2022 or 2023. It is however intended that Dr Thompson will attend the 2024 Forum in Bucharest (11-12 June).

- **Association Tourism Academics (TUADER)**

TUADER 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. TUADER and THE-ICE signed (remotely) a Memorandum of Understanding (MoU) in January 2023. However, the economic situation in Turkey is expected to preclude immediate developments.

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

The CEA-AVU&C and THE-ICE signed a Memorandum of Understanding on 18<sup>th</sup> January 2023 at a ceremony in Hanoi attended by representatives of the Vietnamese Ministry of Education and Training (MOET) and the Australian Embassy. THE-ICE is currently seeking approval from MOET to operate as an external accreditation agency in Vietnam. Subject to this approval CEA-AVU&C and THE-ICE propose to collaborate with the objective of conducting joint accreditations in Vietnam.

## 4.6 Partnerships and Alliances

In line with THE-ICE ethos of collaboration, THE-ICE has actively sought to develop partnerships and alliances throughout this reporting period:

- **Hosco**

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 the survey were presented in person by Mr John Lohr, Hosco Director of Strategic Partnerships and Innovation, at THE-ICE IPoE Forum 2022 in Dubai.

Hosco and THE-ICE have agreed to alternate the Alumni Survey and alumni data capture each year, meaning that at THE-ICE IPoE Forum 2023 the highlights of the Hosco Global Report on alumni of members of THE-ICE will be presented.

- **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 generated nearly 700 responses from industry and academia, which were distilled into an informative and challenging report. Professor Peter Jones presented the results to members of THE-ICE in a webinar on 5<sup>th</sup> April 2023. On the 17<sup>th</sup> May THE-ICE joined forces with EUHOFA to conduct a follow up meeting and discussion.

- **Institut Lyfe (formerly Institut Paul Bocuse, IPB) Alliance Network**

Institut LYFE, formerly Institut Paul Bocuse, successfully obtained international accreditation with THE-ICE and joined THE-ICE global network in April 2021. Subsequently, during a visit to IPB in December 2022, the potential for the global networks of both organisations to collaborate was identified.

On the 8<sup>th</sup> June 2023 Dr Craig Thompson, CEO of THE-ICE, and Mr Maxime Moïse, Strategic Partnerships Manager of the Alliance Network, signed a formal partnership agreement between THE-ICE and the Alliance Network in Lyon, France. The agreement offers benefits and opportunities to the members of each network and paves the way for deeper collaboration in the future.



## 5. Promotion of Excellence

### 5.1 THE-ICE Webinar Series

THE-ICE webinars are conducted as and when topics of interest and benefit are identified by members and/or THE-ICE. In this reporting period three webinars were conducted:

- THE-ICE Diploma Supplement, 8<sup>th</sup> March 2023.
- Future trends in the hospitality industry and changing skills needs, 5<sup>th</sup> April 2023.
- The industry's future skills needs, 17<sup>th</sup> May 2023, in association with EUHOFA.

### 5.2 International Panel of Experts (IPoE) Forum

THE-ICE 15<sup>th</sup> IPoE Forum 2022 was proudly hosted by The Emirates Academy of Hospitality Management (EAHM) in Dubai, United Arab Emirates, from 7<sup>th</sup> – 9<sup>th</sup> November 2022 and also marked EAHM's 20<sup>th</sup> anniversary. THE-ICE IPoE Forum 2022 addressed the theme *Hospitality and Tourism Higher Education; Connecting Minds and Creating the Future*.

THE-ICE 16<sup>th</sup> IPoE Forum 2023 will be proudly hosted by William Angliss Institute, in Melbourne Australia, from 30<sup>th</sup> October – 1<sup>st</sup> November and will address the theme *Leading change in challenging times – Finding and framing the transformative TH&E graduates for the 21<sup>st</sup> century*.

### 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 recipients of THE-ICE Research Grant Scheme (RGS) 2023 were:

- Dr Christopher S. Dutt (Al Rayyan International University College, Qatar), Bincy Baburaj Kaluvilla (Emirates Academy of Hospitality Management, United Arab Emirates) & Leonard Cseh, Phil Hardy and Yukari Iguchi (University of Derby, United Kingdom) for their proposal entitled *Integrating Collaborative Online Interactive Learning experiences*.
- Myla Medrano Loreto, PhD & Simon David Lloyd (Dusit Thani College, Thailand) for their proposal entitled *Best practices in the integration of leadership competencies into hospitality education*.

The research projects and available results will be presented in the Roundtable Workshop Series (RWS) during THE-ICE 16<sup>th</sup> IPoE Forum 2023.

### 5.4 THE-ICE Global Revenue Management (GRM) Challenge

THE-ICE GRM Challenge 2023, our global student competition exclusively for students of THE-ICE accredited member institutions, brings together students and staff across our global network, providing an opportunity to engage and build international skills and experience.

THE-ICE GRM Challenge 2023 attracted 67 students representing 10 institutions, who were grouped into international and inter-institutional teams to compete in an innovative and exciting challenge that tested and developed their hospitality and tourism revenue management skills.

The winning teams in THE-ICE GRM Challenge 2023 were:

- **1<sup>st</sup> Place** – students and staff from University of Santo Tomas, Far Eastern University, Lyceum of the Philippines University, and EHL Swiss School of Tourism and Hospitality.

All members of the team will receive an AUD\$1500 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.

- **2<sup>nd</sup> Place** – students and staff from EHL Swiss School of Tourism and Hospitality, Far Eastern University, Dubai College of Tourism, and Lyceum of the Philippines University.

All members of the team will receive a free registration on the Certification in Advanced Hospitality and Tourism Industry Analytics (CAHTA) AND a free registration on the Hospitality Business Acumen (HBA) Certificate programme.

- **3<sup>rd</sup> Place** – students and staff from University of Santo Tomas, The University of the South Pacific, César Ritz Colleges Switzerland, Far Eastern University, and Lyceum of the Philippines University.

All members of the team will receive a free registration on the Hospitality Business Acumen (HBA) Certificate programme.

## 5.5 THE-ICE Awards

- **Fellow of THE-ICE**

The Directors agreed the following deserving individuals be awarded Fellows of THE-ICE at the IPoE Forum Gala Dinner 2022, hosted by The Emirates Academy of Hospitality Management, Dubai, United Arab Emirates:

**Professor Perry Hobson** - For his outstanding individual support of THE-ICE.

**Dr Fu-Teng Li** - For his outstanding academic contribution to tourism and hospitality education, training, and research.

**Professor Scott Richardson** - For his outstanding academic contribution to tourism and hospitality education, training, and research.

**Mr John Daly** - For his outstanding individual support of THE-ICE.

- **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

After a two-year break due to COVID-19, in 2022 THE-ICE once again produced rankings based on THE-ICE International Student Barometer and Student Barometer (ISBSB) Survey and presented awards at the IPoE 2022 Gala Dinner to institutions who had attained a #1 global ranking.

The ISBSB Survey was open from April to July 2022 and attracted over 180,000 student responses. Nine members of THE-ICE achieved Global Premier Rankings, collectively achieving the highest student satisfaction rates with respect to 75 elements:

- Institut Paul Bocuse, France
- University of Santo Tomas, Philippines
- César Ritz Colleges Switzerland, Switzerland
- EHL Swiss School of Tourism and Hospitality, Switzerland
- The Emirates Academy of Hospitality Management, United Arab Emirates
- Hotelschool The Hague, The Netherlands
- Lyceum of the Philippines University, Philippines
- Dusit Thani College, Thailand
- Vistula School of Hospitality, Poland

## 7. Financial report

The financial statements of THE-ICE for the financial year ended 30 June 2023 will be presented to the Members for approval at the Annual General Meeting (AGM) scheduled for 1 November 2023.

THE-ICE achieved significant surpluses during the years impacted by COVID-19 due to generous financial support from the Australian government and restrictions on international travel. In order to return these surpluses from previous years to members, the Board approved a deficit budget of -\$35,330 for 2022/23. The financial statements record an actual deficit for the year of -\$53,197 which was -\$17,867 more than forecast, primarily driven by lower than forecast membership income offset by careful management of expenses by THE-ICE Executive Team.

A summary of the financial forecasts versus actual results for the years impacted by COVID-19 and after are shown in the following table:

YEAR	BUDGET	ACTUAL	VARIANCE
2019/2020	-\$22,848	\$94,435	\$117,283
2020/2021	\$3,075	\$66,443	\$63,368
2021/2022	-\$24,764	\$47,843	\$72,607
2022/2023	-\$35,330	-\$53,197	-\$17,867
2023/2024	-\$26,128		

The Board has approved a deficit budget of -\$26,128 for the 2023/2024 financial year. This budget reflects not only the Board's commitment to maintaining membership fees at the same level that they have been for many years, but also accounts for the implementation of the new Incentive Fee Structure outlined in section 4.2 of this report.

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**