

Saxion
University of Applied Sciences

Hospitality Management (Hotel Management)
- Bachelor (full time, part time)

Limited Programme Assessment

July 2018

Summary

In May 2018, an audit panel conducted a limited programme assessment of the existing Bachelor of Business Administration programme in Hotel Management of Saxion University of Applied Sciences in Apeldoorn. The audit panel assesses the quality of the programme as **good**.

Standard 1: Intended learning outcomes

Students of Saxion Hotel Management are educated to become hospitality business professionals who can adapt, apply and develop new hospitality concepts in different industries. The educational programme is based on the national profile and competencies. The competencies and the learning outcomes are related to the Dublin descriptors (EQF level 6). The level and orientation of the programme fit well within the national framework.

Saxion Hotel Management has a unique selling point with the broad field they aim at with the competencies for hospitality. The audit panel appreciates the fact that they do not restrict the profile to the hotel branch. Together with the internationalization policy Hotel Management prepares students to become global citizens with an entrepreneurial attitude who can look beyond geographical and cultural borders. The Industry Advisory Board offers good support to the programme.

The audit panel assesses Standard 1 as good.

Standard 2: Teaching-learning environment

The audit panel has established that curriculum, staff, services and facilities are well in place and support students in achieving the learning outcomes. The curriculum is well-balanced with clear vertical learning lines: Hotel Industry, Economics and Marketing, Management and Organisation, Human Resource Management, writing Skills, Event Management, Languages (Business English and one elective foreign language), and Research. The content of the programme is suited to the hospitality industry. Students get familiar with contemporary management theories which they have to apply to the context of hospitality industry-specific operations. Attention is given to tactical and strategic management in areas like event management, financial management, human resource management, revenue management and entrepreneurship. Next to these generic managerial skills students also acquire research skills and practical skills. Internationalization has been incorporated in the curriculum and it is mandatory for students to spend part of the study (at least 30 EC's through an internship, study abroad and/or thesis) abroad.

Hotel Management has a broad view on hospitality that includes not only hotels and restaurants but also other industries like health care and banking. Based on the advice from the industry Hotel Management does not have a student restaurant or hotel. All the practical training is done in real-life companies. Hotel Management has an impressive network to accommodate the students for internships and practical periods in hospitality companies.

A study career counsellor is assigned to each student at the start of the programme for the whole four years. The lecturers form a dedicated and enthusiastic team who know the hospitality business. According to the audit panel Hotel Management has created a good and fitting teaching and learning environment, which is supported by a very involved staff, good facilities and personal attention to students.

The audit panel assesses Standard 2 as good.

Standard 3: Assessment

Hotel Management has a very well-balanced test policy in place. There is a variety of tests and assessments that are suitable for checking whether the learning outcomes are realized. All information on tests as well as the tests done by students are stored in the Grade Centers on Blackboard in a very systematic and transparent way, both for students and lecturers, that was much appreciated by the audit panel. In tests and assignments real-life contexts are used. The grading is done, based on rubrics with direct links to the competencies. The grading sheets are transparent and ensure consistency. The feedback for students is well-organized and is much appreciated by students.

The audit panel was also impressed by the guarantees in the programme to ensure the quality. Not only is the Examination Board doing an excellent job, but also the examiners. Two examiners are involved in developing tests and they all discuss in calibration sessions how they are grading. The systematic way in which the test policy is operationalized and is supported by the quality assurance of assessment is an example for other programmes.

The audit panel assesses Standard 3 as good.

Standard 4: Achieved learning outcomes

The audit panel concludes that the students that graduate from the Hotel Management Bachelor programme have achieved the intended learning outcomes. The audit panel finds the graduates well-prepared for the hospitality and hospitality-related industry. Graduates are prepared for jobs in a wide range of companies that are somehow related to hospitality. This is in line with the aims of Hotel Management. Both alumni and the industry are satisfied with the hospitality attitude and managerial skills of the graduates.

The audit panel has reviewed theses from both the full time and the part time programmes and is satisfied with the results, both for research and professional advice, as with the grades awarded. The audit panel advises Hotel Management to change the name 'thesis' into 'advisory or consultancy report', because it really is an applied product.

The audit panel was very pleased with the grading sheets in the form of rubrics. They are very transparent and ensure a consistent and reliable grading. The audit panel also appreciates the inclusion of the client comments as part of the overall judgement of the student.

The audit panel assesses Standard 4 as good.

Contents

Summary	2	
Introduction	5	
Short outline of the programme	7	
Standard 1 Intended learning outcomes	9	
Standard 2 Teaching-learning environment		12
Standard 3 Assessment	17	
Standard 4 Achieved learning outcomes	19	
General conclusion of the study programme	21	
Recommendations	22	
Appendices	23	
Appendix 1 Programme for the site visit	24	
Appendix 2 Documents examined	38	

Introduction

This report contains the assessment of the existing BBA study programme in Hospitality Management (full time and part time, CROHO 34411) that is offered by Saxion University of Applied Sciences in Apeldoorn. The assessment was conducted by an audit panel that had been approved by the NVAO, prior to the assessment.

The report describes the audit panel's conclusions and the substantiation for the conclusions. It also contains some recommendations for the study programme. The report has been prepared in accordance with the *Assessment framework for the higher education accreditation system of the Netherlands* (NVAO, 2016).

The site visit took place on 22 and 23 May 2018.

The audit panel consisted of:

Drs. Liesbeth Schöningh MPA (chair)

Dr. Thomas Bauer

Dr. Ralf Burbach

Dr. Andy Nazarechuk EdD

Philippe Rossiter Hon DUniv Hon DLitt MBA FIH FRGS

Wout Witteveen (student member)

Drs. Nel Göbel, free lance auditor, acted as secretary of the panel.

The assessment is part of a cluster assessment. To ensure alignment between separate audit panels, all panel chairs and members have received a similar instruction with regard to the assessment framework. Alignment is further guaranteed by creating sufficient overlap between different panels. Although every audit has an individual programme as its starting point, the panel members who take part in several audits within an audit group can reflect on former and upcoming audit visits within the same audit group if this is relevant. Finally, alignment between panels is secured by employing two secretaries and two panel chairs for all seven audits.

The study programme has provided the panel with a self-evaluation report. Its form and content comply with the requirements of the appropriate NVAO assessment framework. The panel studied the self-evaluation report as well as a sample of theses completed in 2016-2017 and 2017-2018. The self-evaluation report and other materials (ref. Appendix 2) have enabled the panel to reach a well-considered judgement.

The panel declares that the assessment of the study programme was carried out independently.

July 2018

Panel chair

Lead auditor

Liesbeth Schöningh

Nel Göbel

Short outline of the programme

Saxion University of Applied Sciences offers a broad range of Bachelor programmes and a limited number of master programmes in Apeldoorn, Deventer and Enschede. Saxion wants to be an innovative and enterprising university that offers students high-quality education and an inspiring learning environment. There are over 26.000 students, of which more than 3.000 are international students.

The Hospitality Business School (HBS) is one of the 13 Schools within Saxion. The Hotel Management (HM) programme is one of the programmes offered by the Hospitality Business School, next to Bachelor programmes Tourism Management, Facility Management, Interior Design and Styling, and three Master programmes: Master in Business Administration, Master in Management, and Master in Facility and Real Estate Management.

Hotel Management started as an independent Bachelor in Business Administration programme in Apeldoorn in 2001. Initially the course was offered only in Dutch, for full-time students and later also for part-time students. In 2008 an English programme was established next to the Dutch programme.

Two years ago, the Hotel Management part-time programme was redesigned and transferred from the Hospitality Business School to the Saxion Part-time School. Accreditation of the redesigned programme will be the responsibility of the Saxion Part-time School. The out-phasing part-time programme is included in the visitation of the Hotel Management programme.

Following the previous accreditation in 2013 Hotel Management has improved the way students are prepared for the thesis project. According to the internal audit in 2016 the efforts to improve the quality of achieved learning outcomes have paid off. The suggestions from the internal audit have resulted in a plan of action to improve even further on the quality of education.

Standard 1 Intended learning outcomes

The intended learning outcomes of the programme have been concretised with regard to content, level and orientation; they meet international requirements.

In this chapter the audit panel describes the findings, considerations and conclusions on the intended learning outcomes. The panel assesses this standard as **good** for the full time and the part time Bachelor programme.

Conclusion

Students of Saxion Hotel Management are educated to become hospitality business professionals who can adapt, apply and develop new hospitality concepts in different industries. The educational programme is based on the national profile and competencies. The competencies and the learning outcomes are related to the Dublin descriptors (EQF level 6). The level and orientation of the programme fit well within the national framework.

Saxion Hotel Management has a unique selling point with the broad field they aim at with the competencies for hospitality. The audit panel appreciates the fact that they do not restrict the profile to the hotel branch, but also include other industries like health care and banking. Together with the internationalization policy Hotel Management prepares students to become global citizens with an entrepreneurial attitude who can look beyond geographical and cultural borders.

The audit panel concludes that Hotel Management has a good relationship with a external partners, e.g. the Industry Advisory Board.

Substantiation

Profession and competences

Hotel Management wants to educate students “to become dedicated, innovative, entrepreneurial, international hospitality business professionals who are able to adapt, apply and develop new hospitality concepts in different relevant industries.”¹

The programme objectives for the Bachelor programme Hotel Management are in line with the nationally determined bachelor competencies as laid down in the National Competency Profile (2012-2017). The ten competencies concern innovation, research, policy and decision making, HRM-People management, operations, financial management, change management, entrepreneurship, communication, and hospitality performance. In the document ‘HBS 10 competencies’ each competency is explained in terms of description, relation to other competency cards, and assessment aspect with an explanation. The connection to the Dublin descriptors is made evident. Each assessment aspect has several performance indicators that are translated into rubrics. The audit panel is very pleased with the detailed way in which the competencies are broken down.

¹ THE-ICE Full-accreditation, Application Proforma

Profile

in line with the vision of the Hospitality Business School, Hotel Management aims to be “an internationally oriented programme with an innovative educational approach and integrated research that is focussed on solving issues from the rapidly changing (inter)national field of hospitality.”² Hotel Management wants the students to become professionals and global citizens who distinguish themselves as employees and entrepreneurs that look beyond their own geographical and cultural boundaries and contribute to a hospitable society. Based on the work of Professor C. Lashley, Hotel Management embraces a broad definition of hospitality, that is not restricted to the hotel branch, but includes a wide range of branches. According to Hotel Management students should have some experience on an operational level, but not necessary in detail. The audit panel appreciates this vision on hospitality that is a unique selling point of this school. On the other hand the name ‘Hotel Management’ might be confusing as the programme educates students for a business degree with a focus on hospitality. The audit panel thinks this focus might be stressed in communications with e.g. potential students.

The programme of Hotel Management is based on four characteristics:

1. a broad understanding of hospitality. Hotel Management educates students for every context that requires experts in hospitality. Students learn to differentiate between different layers of hospitality (from basic needs like food and shelter to higher levels of needs like a heart-warming welcome) and to different hospitality domains and cultures. In the vision of Hotel Management hospitality involves all host-guest interactions (e.g. transportation, accommodation, leisure and entertainment, food and beverages, relaxation and personal care).
2. real-life authentic learning. Hotel Management strongly believes in students learning in real-life situations because of the dynamics of the industry. The industry representatives consistently advised the programme to collaborate with them. This has resulted in a programme in which students are able to learn operational, tactical and strategic skills in practice. Theory and practice are intertwined.
3. international context. Full time students can opt for Dutch or an English taught programme. In both programmes the international orientation is present in the form of a global perspective. The programme wants to prepare students for the international character of the industry where neither supply nor demand of tourism and hospitality products is limited by geographical or cultural borders.
4. living technology. Hotel Management is taking up living technology, or smart solutions as it was called during the site visit, as a distinguishing feature of the programme. Technology is important for the future hospitality professional as is stressed in the national professional and educational profile.

Internationalisation

In the level of the Hospitality Business School there is an internationalization policy in place that applies to all programmes within the school. In the coming years HBS wants to transform from a Dutch oriented school with a strong emphasis on internationalization towards a true international business school. This implies an international approach towards teaching and learning, multilingual communications, international staff and student body, and the world as the labour market. Hotel Management already incorporates many international aspects, e.g. the programme is taught in Dutch and in English, and it is compulsory for full time students to take 30 credits abroad. The audit panel is satisfied with the development of internationalization so far, and advises Hotel Management to take it a step further by formulating goals for the school and the programme, as well as explicit learning objectives for the students.

² *Fostering Hospitality for a Smart World*, Self Review of the HM programme, Saxion University of Applied Sciences, p.14.

Professional field

Hotel Management has an Industry Advisory Board in place with around seven members. They meet four times a year. Although the Board covers a range of hospitality expertise (e.g. meeting and events, culinary arts, hotel operations and software supply) it is felt, both by the Board and by the audit panel, that dynamics could be enhanced by including (more) different disciplines and nationalities in the Board. The advice of the Board is taken seriously as the audit panel was told in the interview with members of the Industry Advisory Board. The Board is asked for feedback on trends, changes in society and input for modules. Members are asked to give guest lectures or to sit in on examinations. The audit panel thinks Hotel Management has a loyal and good partner with this board.

Partnerships and memberships

Hotel Management is a member of the Association of Dutch Hotel Management Schools. This association aims at enhancing the quality of the hotel schools in the Netherlands. Hotel Management is also engaged in the European Mise en Place Cup, EuroCHRIE, Foodservice network, HotelloTop, the United Nations World Tourism Organization, the Young Hoteliers Summit, the Academic Cooperation Association, and the European Association of International Education.

HBS has signed collaboration agreements with 47 partner universities, most of them concern Inter-Institutional Agreements within the scope of Erasmus+. Hotel Management has an excellent network of national and international companies where students can do internships or practical assignments. The audit panel was pleased to hear that a number of account managers maintain relationships with these companies (ref. Standard 2).

Standard 2 Teaching-learning environment

The curriculum, staff and programme-specific services and facilities enable the incoming students to achieve the intended learning outcomes.

In this chapter, the audit panel describes the findings, considerations and conclusions on the teaching-learning environment. The panel assesses this standard as **good** for the full time and the part time Bachelor programme.

Conclusion

The audit panel has established that curriculum, staff, services and facilities are well in place and support students in achieving the learning outcomes. The curriculum is well-balanced with clear vertical learning lines. The content of the programme is suited to the hospitality industry. Internationalization has been incorporated in the curriculum and it is mandatory for students to spend at least 30 EC abroad.

Hotel Management has a broad view on hospitality that includes not only hotels and restaurants but all companies where hospitality is essential. Based on the advice from the industry Hotel Management does not have a student restaurant or hotel. All the practical training is done in real-life companies. The audit panel was impressed by the network Hotel Management has to accommodate all students for internships and practical periods.

According to the audit panel Hotel Management has created a good and fitting teaching and learning environment, which is supported by a very involved staff, good facilities and personal attention to students.

Substantiation

Programme structure and contents

Hotel Management distinguishes three phases: First Year, Main Phase 1 (year 2) and Main Phase 2 (year 3 and 4). The design of the curriculum of the Hotel Management programme is based on the ten competencies (ref. Standard 1) and supports, as the audit panel has seen, the broader view on hospitality as starting point. In the self-evaluation report Hotel Management shows how the competencies are distributed over the years. For instance, the competencies research and policy & decision making have more emphasis in Main Phase 2, whereas the competency communication is stressed more in the First Year.

The curriculum is built up along vertical learning lines. The learning lines are defined as Hotel Industry, Economics and Marketing, Management and Organisation, Human Resource Management, writing Skills, Event Management, Languages (Business English and one elective foreign language), and Research. All the learning lines are present in the First Year to represent the programme that follows and give students an insight into the full scope of the international hospitality business. First of all students gain a theoretical basis. Next to that they get first-hand experience of the industry through practical assignments, a short internship and excursions. In the part time programme the theory is often directly applied in practical assignments that students carry out in the companies where they are employed. The modules are presented in a coherent way around three themes: Hospitality, Business

and Communication.

In the Main Phase students acquire generic skills. They get familiar with contemporary management theories which they have to apply to the context of hospitality industry-specific operations. During classes attention is given to tactical and strategic management in areas like event management, financial management, human resource management, revenue management and entrepreneurship. Next to these generic managerial skills students also acquire research skills and practical skills. To deepen their knowledge in a specific field students from the full time programme can participate in a minor of their choice for one semester. At the end of the Main Phase students show they are starting professionals by writing an advice report on a strategical management problem for a client.

The curriculum, full time and part time, is designed in a concentric manner: all competencies are assessed at least once in every phase, but in each phase on a higher level and in different, more complex contexts. The curriculum and the content of the English programme is almost identical to the Dutch programme. They differ in the use of literature: English literature in the English programme and a mix of English and Dutch Literature in the Dutch programme. Furthermore the English programme has more international case studies and learning tasks and pays more attention to (intercultural) communication.

Practice

In all phases of the curriculum students get the opportunity for real-life learning as the curriculum and some of the modules are co-created by real companies in collaboration with lecturers and students. Representatives from the industry are also involved in projects, designing cases, delivering guest lectures, hosting excursions and evaluating students' performances. The audit panel concludes that students get to know the industry first hand from these representatives.

The Industry Advisory Board strongly advised Hotel Management not to create a 'laboratory' restaurant or hotel, but to have students experience the spirit and dynamics of a real hotel and/or other hospitality enterprises. The same goes for Event management. Events with real clients are used as a context for gaining experience and developing hospitality skills and attitude. Because of this, Hotel Management has set up structured and sustainable relationships with a large number of hospitality enterprises. Hotel Management has appointed account managers to keep in touch with the companies. The audit panel was positively surprised by the number of structural contacts and the willingness of the industry to have students, even inexperienced ones, for internships.

The internships in the programme consist of:

- Introduction week: one-day field trips to get a first glimpse of hospitality companies.
- Industry Experience (year 1): a short eight-days internship to get acquainted with a hospitality company and hotel operations. In addition, there is the Holland Tour, that consists of a one-week excursion visiting a range of hotel and food&beverage concepts.
- Internship 1 (year 2): a five-month operational internship at a hospitality company. Under supervision of an experienced professional, students carry out tasks at an operational or tactical level. Students have to apply their theoretical knowledge and get insight in practical situations. During the internship students have to submit three exams.
- Management internship (year 3 or 4): an optional five-month internship to gain management experience. This internship is offered as an elective for the minor semester. Students carry out complex tasks in and work on a management problem. This internship includes three exams: analysis of the problem and a Management Advice Report, and an evaluation of the skills that the student demonstrated.

- Thesis (year 4): a five-month research and advice project carried out in a hospitality context. Students work independently on an advice or a new design to a strategic management problem for a client. The proposal and the report are assessed.

Another way of having student experience real hospitality is by preparing, organizing and evaluating the impact of events. There are three modules on event management in the programme: Event Organisation (year 1), Event Management (year 2) and Impact of Events (year 3). During these modules students practice with real events and actual stakeholders. The audit panel saw such an event project in progress, as a group of second year students with six different nationalities, organized the site visit and they did an excellent job.

SaxEvents is a unit within Saxion where companies can send a request for students to organize an event. SaxEvents also supports students when organizing events that take place within Saxion.

Internationalization

The hospitality industry is international by nature and is not restricted by geographical or cultural borders. Hotel Management aims at educating students that can be employed globally. Students have to be prepared for a changing world, have to be flexible, adaptable, entrepreneurial and know their languages. In all the competencies an international component is present. The programme is offered in Dutch and in English, both with an international orientation. In many modules of the Dutch programme and in all modules of the English programme, the learning context is international. International hospitality enterprises are used in case studies, representatives of the international hospitality industry give guest lectures etc. A module like *International Hospitality* concentrates on international and intercultural competencies.

Foreign languages are compulsory. English is offered to all students for three consecutive years. In addition, students choose another foreign language as an elective. Depending on the student's background this can be Dutch, French, German or Spanish. During the language courses students are also prepared for cultural differences.

Every year in March first-year students participate in the Saxion international week. Students attend presentations by key note speakers and international guest lecturers. In mixed groups students work on an interdisciplinary case study.

It is mandatory for full time students from Hotel Management to spend one semester abroad. This can be done in the form of an internship, a study abroad or the thesis project. Students can opt for more experience abroad. Saxion has created three 'mobility windows' (internship, minor, thesis) that are integrated in the Saxion programmes. This integration is regarded as a European best practice by ACA (Academic Cooperation Association). The audit panel also appreciates the opportunities Saxion has created for students to have international experience and concludes that Hotel Management has made good progress in becoming a really international programme.

Research

The curriculum contains a research learning line which enables students to use and apply research as part of an evidence-based management approach. Research is specifically applied in internships and thesis projects, and is integrated in the modules *Introduction to research* (year 1), *Quantitative Research* (year 2), *Qualitative Research* and *Academic Review* (year 3).

There are three Saxion research groups that contribute to the Hotel Management programme: Experience and Service Design, Ethics and global Citizenship, and Ethics and Technology. The research groups share their research in guest lectures and conferences, and also advise students on their thesis research projects. The focal point 'technology' is incorporated in the research centers

because all projects should have links to technology and/or sustainability. The audit panel has seen that 'technology' is not yet a distinguishing feature of the curriculum of Hotel Management, but the Curriculum Committee is looking for ways to implement technology and smart solutions. The Industry Advisory Board supports this focal point as was mentioned in the interview with some of its members. The Board stressed the importance of technology, sustainability and security as elements of social responsibility.

Research groups include (associate) professors, theme lecturers and students. Theme lecturers are the linking pins between the research groups and the Hotel Management programme as they translate the outcome of research into education. In collaboration with the Curriculum Committee they have developed (parts of) modules that relate to Experience of Hospitality, Good Food, Travel Technology, Living Technology, Mobile Technology, Human Rights, Responsible Travel, Impact of Events, Destination Development, Heritage Tourism, Intercultural Hospitality, Hospitality & Service Design, Business Ethics & Global Citizenship, Intercultural Human Resource Management and Hospitable Human Resource Management.

Didactic principles

The curriculum of Hotel Management is competency-based. Students are trained to carry out complex and authentic professional tasks. For these tasks they have to integrate knowledge, skills and attitude to be successful. Learning outcomes are described at three levels: operational, tactical and strategic within hospitality management. At each level the tasks, content and context, get more complex, in line with the concentric approach of the programme, and students have to show a growing independence in their professional performance.

All modules are designed by the module teams in close cooperation with the Curriculum Committee and representatives of the industry to ensure practical relevance. The professional tasks students have to perform are supported by the advice from guest lecturers and other professionals.

Study guidance

A study career counsellor is assigned to each student at the start of the programme for the whole four years. The study career counsellor is the first contact person for the student, checks the student's study progress, and helps the student making choices. Study career counsellor and student meet on a regular basis. The study career counsellor is also the lecturer of the first-year module Personal Development. During this module students write a portfolio on their talents, learning how to study, reflection and networking.

A mentor student is also assigned to a first-year group who assists the study career counsellor by answering questions and providing first-hand experience to the students. Students who have delayed their studies get customized support from a study career counsellor expert. Surveys show that students are very satisfied with the study career counseling as was confirmed in the meeting with students.

During the internship students are assigned an internship supervisor who supports students from the start of the internship and has several meetings (phone, Skype or live meetings) with the students to keep informed and check the progress. Within the company the company tutor is responsible for coaching the students. Companies are checked on their suitability for internships (experience for the student, coaching by the company). In case of emergencies abroad there is an emergency phone number available.

Students receive feedback from the internship supervisor and the company tutor. As most students carry out their internship abroad, a welcome back event or internship café is organized after completion of the internships. Students can share and discuss their internships with fellow students.

Although students are satisfied with the internships, there is still room for improvement according to Hotel Management. Presentations on internship possibilities are scheduled earlier (a semester in advance), so students can think about their options. Another improvement is the formulation of an internship supervisor profile to better match students and supervisor. The audit panel concludes that Hotel Management is well aware of the need of students and acts on it. It thinks the programme offers students good personal attention.

Teaching staff

During the site visit the audit panel met almost all staff members and was very pleased to see their dedication and enthusiasm. All staff members are very involved in the programme. Students and alumni appreciate the fact that lecturers know what they are talking about.

There are 25 lecturers and practical instructors specifically for Hotel Management, and 15 other lecturers from Hospitality Business School who also contribute to the programme. Almost all teaching staff (92%) holds a Master degree and two hold a PhD and two are working on it. The audit panel was impressed by the small scale of the classes they attended: around 16 students in one class. This small scale enhanced students' engagement in class as the audit panel observed. Small scale could well become a distinguishing feature for Hotel Management.

All lecturers are involved in a variety of tasks. They are stimulated by the management to join a research group or to write articles. Performance interviews are held three times a year and one of the topics is student satisfaction.

Facilities

Hotel Management believes in real-life authentic learning and therefore has no student restaurant or student hotel. In close collaboration with industry partners Hotel Management organizes the practical experience for students in real hotels, restaurants and other companies with a focus on hospitality. The audit panel was impressed by the structural relationships Hotel Management maintains with the industry.

Staff and students use Blackboard intensively. All the basic information is published on Blackboard, like module information, assessment forms, assignments, and rubric sheets, but also tests, feedback and appraisal sheets. According to students Blackboard works very well.

Hotel Management is located near the railway station of Apeldoorn in an old industrial building. This building has been turned into a modern facility and suits the programme very well.

Quality assurance

The Hospitality Business School, of which Hotel Management is part, has a thorough quality assurance system in place. The system prescribes regular surveys (quarterly, annually etc.) and enquiries, like module evaluations and internship evaluations. Each quarter the team manager of Hotel Management has a meeting with a selection of first-year students to discuss students' experiences regarding modules, lecturers, processes and facilities. Advice from the students is taken seriously, e.g. language classes have been extended from one semester to a full year.

Besides evaluations on the level of Hotel Management, the programme makes use of the procedures, instruments and facilities developed at University level, e.g. National Student Enquiry, HBO-Monitor, Employee Satisfaction Survey, mid-term audits and accreditations. The results of the internal mid-term audit were used to improve the alignment of the modules. All feedback and improvements are listed on the PCDA-chart. The audit panel appreciates the formal and informal process of quality assurance.

The Programme Committee (PC) is a legal body in which students and faculty are represented. Members are elected by staff and students. Its role is to oversee the quality and coherence of the educational programmes. Students have an active part in the evaluating, improving and developing the programme, as is also clear from the extensive evaluation in the students' chapter of the self-evaluation report.

Standard 3 Assessment

The programme has an adequate assessment system in place.

In this chapter the audit panel describes the findings, considerations and conclusions on the assessment system. The panel assesses this standard as **good** for the full time and the part time Bachelor programme.

Conclusion

The audit panel concludes that Hotel Management has a very well-balanced test policy in place. There is a variety of tests and assessments that are suitable for checking whether the learning outcomes are realized. All information on tests as well as the tests done by students are stored in the Grade Centers on Blackboard in a very systematic and transparent way that was much appreciated by the audit panel. In tests and assignments real-life contexts are used.

The audit panel is very impressed by the way the grading is done, based on rubrics with direct links to the competencies. The grading sheets are transparent and ensure consistency. The feedback for students is organized well and is much appreciated by students.

The audit panel was also impressed by the guarantees in the programme to ensure the quality. Not only the Examination Board is doing a very fine job, but also examiners discuss in calibration sessions how they are grading. The systematic way in which the test policy is operationalized and is supported by the quality assurance of assessment is an example for other programmes.

Substantiation

Test policy

Hotel Management aims at a system of assessment that is reliable and transparent, because it is a powerful tool to stimulate the development of students. All assessments should serve and support the students' development and learning. The assessment policy of Hotel Management is in line with the frameworks both of Saxion and the Hospitality Business School. The policy is laid down in the document "HBS exam plan Hotel Management 2017-2018".

The ten competencies are assessed in each phase. Although the aspects, performance indicators and assessment scales remain largely the same, the audit panel has seen a clear rise in level from one phase to the next. In each phase, the complexity level varies in terms of the input (assignments) and the degree of guidance (student's independence) while doing the assignments, in line with the desired development of the students. Some examples of how input complexity can vary, and include dealing with uncertainty (vision/outcomes), and authenticity (in practice, internship, external client).³

The audit panel was introduced to the Exam files on I-drive of Saxion. The Exam file contains the following documents for every exam that forms part of the module: an exam matrix, the pass mark, including justification, the description of the exam or assignment, the instructions for students, the assessment form and the instructions for assessors, the grading sheet, the evaluation method for the

³ HBS exam plan Hotel Management 2017-2018

exam, exam analysis (after the exam), and PDCA document for the exam which shows evaluation-based conclusions about the quality of the exam and the module as well as improvement points for the next academic year. The module team is responsible for ensuring that the Exam file is in order.⁴ The audit panel was very impressed by the detailed and transparent Exam files that are stored on the I-drive of Saxion. Although the Examination Board did find some files that were not completely up to scratch, the management has already taken action, the audit panel thinks Hotel Management has a highly commendable system in place.

Tests and assignments

Hotel Management uses a variety of exams to assess the students. There are (digital) written individual exams, including open-ended questions or multiple choice questions, oral individual exams, course work (individual or group-based), presentation, assessment (oral, written or practical exam), and portfolio. The form of the exams should fit the competencies showing increasing levels of complexity, and representing the broad hospitality industry as well as different student learning styles. Written and digital tests are developed by at least two of the lecturers involved, to ensure validity and reliability.

The audit panel has reviewed several exams during the visit to Apeldoorn. It is satisfied that the exams used are of good quality and assess the realization of the learning objectives of the modules. The competencies involved in the exams are broken down in different aspects and performance indicators with criteria that can be scored. All written exams are assessed using a grading rubric based on the right answers and mistakes commonly made. Rubrics and grading sheets are published in the `Grade Centers on Blackboard for all students to consult. The audit panel has studied several appraisal sheets, mostly in the form of rubrics, that are very transparent. The audit panel commends Hotel Management on this exemplary use of grading rubrics.

The audit panel appreciates the fact that students receive feedback on a structural basis. Feedback sessions are organized where the outcome of exams are discussed. Students feel they can get all the feedback they need. To provide students with even more feedback the audit panel learned from the management that they want to include more formative assessments.

Quality assurance of assessment

The Curriculum Committee takes care that different exam types are applied, both within a semester and within the curriculum as a whole. In the first year the emphasis is on written and digital test. In Main Phase 2 the number of written tests is smaller, whereas the number of coursework and assessments is bigger. The exam matrices supply the Curriculum Committee with information on the competencies that are assessed. The Curriculum Committee ensures that concentric learning is applied and that all competencies are assessed in the right balance. The audit panel concludes that Hotel Management has a rigorous assessment system in place.

All lecturers are required to participate in courses and training directed at the construction, execution and evaluation of exams (BKE). At the time of the visitation 45 percent of the lecturers had finalized this course.

The Examination Board operates as described in the WHW (Dutch law on higher education). The members are appointed each year by the Executive Board. The Examination Board acts independently from management and staff. Its functions consist of for instance issuing propaedeutic certificates and diplomas. It grants exemptions, and acts on appeals and complaints. The Examination Board appoints examiners and monitors tests and examinations. The Examination Board checks the thesis outcome by double checking on a small sample. This is done by a third examiner.

⁴ HBS exam plan Hotel Management 2017-2018

Standard 4 Achieved learning outcomes

The programme demonstrates that the intended learning outcomes are achieved.

In this chapter the audit panel describes the findings, considerations and conclusions on the achieved learning outcomes. This standard is assessed as **good** for the full time and the part time Bachelor programme.

Conclusion

The audit panel concludes that the students that graduate from the Hotel Management Bachelor programme have achieved the intended learning outcomes. The audit panel finds the graduates well-prepared for the hospitality industry. Graduates are prepared for jobs in a wide range of companies that are somehow related to hospitality. This is in line with the aims of Hotel Management (ref. Standard 1).

The audit panel has reviewed theses from both the full time and the part time programmes and is satisfied with the results, both from the perspective of research and professional advice, as the grades awarded. The audit panel advises Hotel Management to change the name 'thesis' into 'advisory or consultancy report', because it really is an applied product in which students advise an organization on a management problem.

The audit panel was very pleased with the grading sheets in the form of rubrics. They are very transparent and ensure a consistent and reliable grading. The audit panel also appreciates the inclusion of the client comments as part of the overall judgement of the student.

Substantiation

Final proof

The thesis is the final proof of achievement of the intended level in the full time and the phasing out part time programme. Students need to individually show that they are capable of dealing with the Hotel Management exit level. The thesis consists of the thesis proposal defense (6 EC) and the research and advisory report (24 EC). There are six competencies involved: Policy and decision making, Research, Financial management, Communication, Hospitality Performance and Innovation. In an overview in the self-evaluation report Hotel Management lists the competencies and in which module all the competencies are assessed on exit level.

Students select a real-life strategic/tactical management question containing hospitality aspects. Students are expected to advise a client on this complex management question and the advice must be based on both relevant theory and research conducted. Students write a Thesis proposal that is assessed by the first examiner who also has several feedback sessions with the students. Students have to present and defend their proposal before two examiners. Because the feedback after the defense of a thesis is of little use to students, Hotel Management has chosen for an oral defense of the thesis proposal. At the end students hand in a research and advisory report which is graded by both examiners and by the thesis client (15 percent of total points). The grading sheets are filled in by both examiners before discussing the final grade. The grading sheet contains a caesura per thesis part: introduction with a management and research question, research, advice, advice as assessed by client, afterword/epilogue and writing. The audit panel concludes that the grading sheets are very transparent and ensure a consistent and reliable grading.

Examiners involved all hold a Master's degree. They should have sufficient knowledge of both research and hospitality business before they can coach students in this final project. At least one of the two examiners is a registered examiner (BKE). Annually, four peer-to-peer sessions take place for both first and second examiners. In the discussion the focus is both on current issues and on calibration.

Level achieved

The audit panel has reviewed 15 theses from the full time programme and 4 from the part time programme. All theses represent the exit level Hotel Management aims for. The audit panel has no doubts concerning the content and the quality of the theses. The only thing the audit panel was really surprised about, was the name 'thesis'. This name is ordinarily used for academic work on a master level. The reports of the students from Hotel Managements are applied products, in the form of advisory or consultancy reports. The audit panel strongly advises Hotel Management to change the name to get it more in line with the content and the goal. Especially because in future Hotel Management wants to have the professional product as the central part of the final year.

In general the audit panel agrees with the research questions, the research done and the analyses performed by the students. Although in some cases a more specific formulation of the research question could have enhanced the quality of the work. The recommendations for the client are useful, as is also clear from the client comments in the overall judgement of a student. The grades varied from 6 to 10 and the audit panel fully agrees with the grades awarded.

Graduates find job positions in a wide range of the hospitality industry or hospitality related industry. During the site visit the audit panel met some twenty alumni of which only a small number (4) was working in the hotel industry. All graduates agreed that the Hotel Management programme was very beneficial to their careers. This is in line with the view on the professional practice Hotel Management aims for. Surveys also show an increase of the satisfaction of the hospitality industry with the qualities of the graduates. The attitude of the graduates in combination with their managerial competencies distinguishes graduates from this Hotel Management programme.

An estimated 20 percent of the graduates continues studying a Master programme. The fields they choose are mostly communication studies, marketing, business administration or human resource management. Hotel Management has a special arrangement with the University of Twente in Enschede which offers a transfer minor for students to prepare them for an academic master.

In 2014 the Saxion Hospitality Alumni Association was founded, including the Hotel Management programme. The association organizes two events per year, one event focuses on a current hospitality topic and another one with a stronger emphasis on socializing and networking. One of the challenges for Hotel Management is to have more alumni joining the association.

General conclusion of the study programme

Assessment of the standards

The audit team comes to the following judgements with regard to the standards:

Standard	Assessment Bachelor full time	Assessment Bachelor part time
<i>Standard 1 Intended learning outcomes</i>	good	good
<i>Standard 2 Teaching-learning environment</i>	good	good
<i>Standard 3 Assessment</i>	good	good
<i>Standard 4 Achieved learning outcomes</i>	good	good

Considerations and conclusion

The audit panel concludes that Hotel Management achieves what it claims. Hotel Management educates students to become hospitality business professionals who can adapt, apply and develop new hospitality concepts in different industries. The advice of the industry to have students learn practical skills in real hospitality companies has resulted in a strong and structural network and no 'laboratory' restaurant or hotel of the school. The hospitality attitude and the managerial skills of the graduates are much appreciated by representatives of the industry and alumni.

The audit panel was well impressed by the systematic and thorough approach of assessments by Hotel Management. The Exam files on the I-drive of Saxion contain all relevant documents as well as tests of each exam, including rubrics. This guarantees a consistent and transparent assessment and grading that is exemplary for other programmes.

The audit panel assesses the quality of the professional programme in Hotel Management of Saxion University of Applied Sciences as good.

Recommendations

The audit panel offers the following recommendations:

Standard 1

- The name 'Hotel Management' might be confusing as the programme educates students for a business degree with a focus on hospitality and not specifically for the hotel branch. The audit panel recommends Hotel Management to stress its focus in communications with e.g. potential students.
- The audit panel advises Hotel Management to take internationalization a step further by formulating goals for the school and the programme, as well as explicit learning objectives for the students.

Standard 4

- This name 'thesis' is mostly used for academic work on a master level. The reports of the students from Hotel Management are applied products, in the form of advisory or consultancy reports. The audit panel strongly advises Hotel Management to change the name to get it more in line with the content of these reports.

Appendix 1 ; Final programme site visit SAXION UAS as supported by NVAO/THE-ICE, panel and cluster management

Day-0, Monday 21st May, 2018

Time	Activity	Participants	Venue
In the afternoon	Arrival of Audit Panel THE-ICE/NVAO	<ul style="list-style-type: none"> Audit Panel & Anne Klaas Schilder 	Train Station Apeldoorn / Bilderberg Hotel The Keizerskroon
15.30pm - 16.00pm	Pre-site audit catch-up and briefing	<ul style="list-style-type: none"> Anne Klaas Schilder Audit Panel 	Bilderberg Hotel The Keizerskroon
16.00pm - 19.00pm	Preparation meeting Audit panel	<ul style="list-style-type: none"> Audit Panel 	Bilderberg Hotel The Keizerskroon - Meeting room
19.00pm - 21.30pm	Dinner	<ul style="list-style-type: none"> Audit Panel 	Bilderberg Hotel The Keizerskroon – Kingstreet Restaurant

Day-1, Tuesday, 22nd May, 2018

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
08:30am	Hotel pick-up Audit Panel			<ul style="list-style-type: none"> Audit Panel 	Bilderberg Hotel The Keizerskroon
08.45am - 09.15am	<ul style="list-style-type: none"> Meet & greet by events group Welcome with coffee/tea Acquaintance Audit Panel and Saxion Hotel Management Team 			<ul style="list-style-type: none"> Hotel Management Team Audit Panel 	Front Office Area (next to KE.05)
09.15am - 09.40am	<ul style="list-style-type: none"> Welcome presentation of Saxion Hotel Management Presentation of programme and products by students 	Overall verification of standards	Verify statements provided, with particular focus on criteria 4, 5, 8	<ul style="list-style-type: none"> Hotel Management Team Audit Panel 	KE.09
09:40am - 10.00am	<ul style="list-style-type: none"> Introduction of audit by the Chair of the Audit Panel: Ms Liesbeth Schöningh Brief presentation of NVAO (by the Chair Ms Liesbeth Schöningh) & THE-ICE (by the Auditor: Mr Thomas Bauer or 			<ul style="list-style-type: none"> Audit Panel Hotel Management Team 	KE.09

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
	Mr Andy Nazarechuk)				
10.00am - 10:15am	Coffee Break			<ul style="list-style-type: none"> • Audit Panel • Hotel Management team members 	Front Office Area (next to KE.05)
10:15am - 11:00am	Meeting with board and key liaisons senior executives and key liaisons from Saxion Hotel Management for auditors to gain understanding of the overall strategic direction of the institution, theme vision, policy, strategic level, choices of curriculum design, content and context of the programme		Verify statements provided, with particular focus on criteria 1 to 5, 7, 12, 13 and 14 – in part or in full	<ul style="list-style-type: none"> • Audit Panel • Management Team: Derk Blijleven (Head of School) Jolande Algra (Manager) • Team Manager: Harold Neijenhuis • Head of Internationalisation and Industry Relations: Jan Willem Meijerhof • Professor: Brenda Groen 	KE.05
11:00am - 11:15am	Panel preparation			<ul style="list-style-type: none"> • Audit Panel 	KE.05
11:15am - 12:15am	Review of digital documents e.g.: <ul style="list-style-type: none"> • Originals of registrations/licences • Sample syllabus of academic programmes • Graduate destination data (such as: student satisfaction survey reports) • National and/or international membership certificates • Sample agreements, exchange programme etc. • Annual report, where applicable • Teaching & exam regulations • Self-evaluation report • Exam products such as theses Possibilities for: <ul style="list-style-type: none"> • Unsupervised observation of lecture/s in session • Tour of the School facilities, in particular the learning resource centre/library 	Overall verification of documentation	Verification of statements & claims made under all criteria, in part or in full	<ul style="list-style-type: none"> • Audit Panel • Tour of the school facilities by Jos Poth and Marc Vink, lecturers Hotel Management. • Patrick Klunder/Vera de Groen (Support Office and available for additional documents) 	KE.05

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
12:15am - 12.30am	Panel preparation			<ul style="list-style-type: none"> Audit Panel 	KE.05
12:30pm - 13:30pm	Lunch with students or representatives of student union (unsupervised)	Gain understanding from students' perspective	Gain understanding from students' perspective with particular focus on criteria 4, 5, 7, 8, 9 and 13, in part or in full	<ul style="list-style-type: none"> Hotel Management Students (delegation of students from both Dutch and English HM programme) <i>List of participants will be provided during the site visit</i> Audit Panel 	Personnel Meeting Room
13:30pm - 13.45pm	Panel preparation			<ul style="list-style-type: none"> Audit Panel 	KE.05
13:45pm - 15.15pm	Meeting with alumni of Saxion Hotel management <ul style="list-style-type: none"> Alumni market 	Further verification of standards	Collect evidence with particular focus on criteria 4, 5, 7, 9, 10 and 13, in part or in full	<ul style="list-style-type: none"> Audit Panel Alumni <i>List of participants will be provided during the site visit</i> 	Personnel Meeting Room
15.15pm - 15.45pm	Coffee Break			<ul style="list-style-type: none"> Audit Panel Hotel Management Team members: Erik Pakkert, Frederiek Slijkoord, Maria Sadaba Puig, Anton Dijkstra, Marion Offereins, Marco van der Kraan and Katya Pushkarskaya 	KE.05/ Front Office Area (next to KE.05)
15.45pm - 16.45pm	Meeting with representatives of the industry <ul style="list-style-type: none"> Industry Advisory Board (IAB) 	Further verification of standards	Collect evidence with particular focus on criteria 4, 5, 7, 9, 10 and 13, in part or in full	<ul style="list-style-type: none"> Audit Panel Saxion Industry Advisory Board members: Piet Boogert (GM Lloyd Hotel & Cultural Embassy) Arco Buijs (Owner of Arcotello Hospitality Management & a software-company founded with partners: Next Gen Opti Nico Dingemans (Owner of Hospitality in Health) Ingrid van Veen (Vice President of Operations at Cycas Hospitality) 	KE.05

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
				Erik Werners (Owner of WL Hospitality Group)	
16.45pm - 17.30pm	Panel meeting			• Audit Panel	KE.05
17:30pm	Transfer Audit Panel back to the Hotel			• Audit Panel	Bilderberg Hotel The Keizerskroon

Day-2, Wednesday, 23th May, 2018

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
08:30am	Hotel pick-up of Audit Panel			• Audit Panel	Bilderberg Hotel The Keizerskroon
08:45am - 09:00am	Panel preparation			• Audit Panel	KE.05
09:00am - 09:45am	Curriculum development, starting-point-subjects of the HM Vision	Standard 1, 2, 3 & 4	Collect evidence with particular focus on criteria 4, 5, 6, 7, 9, 10 and 13, in part or in full	• Audit Panel • Curriculum Committee: Nico Kerssens (Chair) Marijke van Bokhoven Frederiek Slijkoord Marc Vink	KE.05
09:45am - 10:00am	Panel preparation			• Audit Panel	KE.05
10:00am - 10:45am	Internationalisation, including foreign practical experiences	Standard 1 & 2	Collect evidence with particular focus on criteria 4, 5, 7, 9, 10 and 13, in part or in full	• Audit Panel • Head of Internalisation and Industry Relations: Jan Willem Meijerhof • Internship Committee: Tatiana Alekseeva (Chair) • Study abroad: Sophie van den Broecke • Account Managers: Jos Poth (UK & Ireland) Vanessa Urdaneta (Mexico & Colombia)	KE.05

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
10:45am - 11:15am	Coffee Break			<ul style="list-style-type: none"> Audit Panel 	KE.05
11:15am - 12:00am	Meeting with Board of Examiners, Exam Board, including thesis coordinator, 1 st and 2nd thesis examiners to verify the quality of exams and to verify the end level and the quality of end products	Standard 3 & 4	Collect evidence with particular focus on criteria 6, in part or in full	<ul style="list-style-type: none"> Audit Panel Examination Board: Geertje Tonnaer (Chair) Justin Meerenburgh (Secretary) Thesis Committee: Marieke Rijpma (Chair) Examiners Thesis: Shira Godfried Rienk van Marle Kim Meijer 	KE.05
12:00am - 12:15pm	Panel break/preparation			<ul style="list-style-type: none"> Audit Panel 	KE.05
12:00am - 12:15pm	Announcement additional questions (if necessary)			<ul style="list-style-type: none"> Audit Panel 	KE.05
12:15pm - 13.00pm	Lunch with Hotel Management team members (unsupervised)	Gain understanding	Collect evidence with particular focus on criteria 3, 4, 5, 6, 7, 9, 11, 13 and 14, in part or in full	<ul style="list-style-type: none"> Audit Panel Hotel Management Team members: Eric Wagelaar, Louisa Hendriks-Liu, Bastienne Bernasco, Niek Leferink op Reinink, Erik Pakkert, Mark van Buuren, Gerrit Schreiber 	Personnel Meeting room
13.00pm - 13.15pm	Panel break/preparation			<ul style="list-style-type: none"> Audit Panel 	KE.05
13.15pm - 14.00pm	Meeting with lecturers and Professor <ul style="list-style-type: none"> Education Research Study Career Counseling Quality Assurance 		Collect evidence with particular focus on criteria 3, 4, 5, 6, 7, 9, 11, 13 and 14, in part or in full	<ul style="list-style-type: none"> Audit Panel Hotel Management Team members: Dienneke Dijkstra (Chair Programme Committee, lecturer) Frank Evers (lecturer) Michiel Flooren (Professor) 	KE.05

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
				Esther Bosch (Chair Study Career Counseling) Manon Tennekes (Study Career Counseling, additional pilot) Petra Manders (Quality Assurance)	
14:00pm - 14:15pm	Panel preparation			• Audit Panel	KE.05
14:15pm - 15:00pm	Review of documents (continue from Day-1), if required. Possibilities for: <ul style="list-style-type: none"> Unsupervised observation of lecture/s in session 	Overall verification of documentation	Verification of statements & claims made under all criteria, in part or in full	• Audit Panel	KE.05
15:00pm - 16:30pm	Meeting with panel members			• Audit Panel	KE.05
16:30pm - 17:00pm	Feedback Audit Panel on standards NVAO to management team, followed by feedback Audit Panel on standards NVAO to all participants			• Audit Panel • Management Team • Head of Internationalisation and Industry Relations • Hotel Management Team • All participants	K2.51
17:00pm - 18:00pm	Drinks & Bites			• Audit Panel • All participants	La Fabrique
18:00pm	End of visitation on NVAO standards Transfer back to the hotel or train station			• Audit Panel	Bilderberg Hotel The Keizerskroon

Day-3, Thursday, 24th May, 2018

Time	Activity	Focus		Participants	Venue
		NVAO	THE-ICE		
08:30am	Hotel pick-up of Audit Panel THE-ICE			• THE-ICE Panel members • Account Managers	Bilderberg Hotel The Keizerskroon
9.00am - 10.15am	Site visit Campus Saxion Deventer <ul style="list-style-type: none"> Hospitality Business School 		Collect evidence with particular focus on criteria 4, 8 and 9	• THE-ICE Panel members • Account Managers: Gerben Coelingh (NL)	Deventer

	<ul style="list-style-type: none"> Library: the opportunity to have a short meeting with the Librarian International Office Saxion 			Jos Poth (UK & Ireland) <ul style="list-style-type: none"> Team Manager: Harold Neijenhuis Doro Heine (Librarian) Manager International Recruitment & Relations: Ngoc Ngo Team Leader Unit Scholarships and Student Services: Alicete Winkel 	
10.15am - 13.00pm	Site visit Internship company: Thermen Bussloo WellNess & Hotel (including travel time)		Collect evidence with particular focus on criteria 4, 8 and 9	<ul style="list-style-type: none"> THE-ICE Panel members Intern: Nadia van Dijk Account Managers: Gerben Coelingh (NL) Jos Poth (UK & Ireland) Team Manager: Harold Neijenhuis 	Voorst
13.00pm - 13.30pm	Lunch Apeldoorn			<ul style="list-style-type: none"> THE-ICE Panel members Account Managers: Gerben Coelingh (NL) Jos Poth (UK & Ireland) Team Manager: Harold Neijenhuis 	La Fabrique
13.30pm - 14.45pm	Presentation of Mr Dr. Andy Nazarechuk			<ul style="list-style-type: none"> THE-ICE Panel member: Mr Dr. Andy Nazarechuk Saxion Hotel Management students Marijke van Bokhoven (lecturer, member Curriculum Committee) 	K2.51
14.45pm - 15.30pm	Panel preparation			<ul style="list-style-type: none"> THE-ICE Panel members 	K2.25
16.00pm - 16.30pm	Feedback Audit Panel on standards of the THE-ICE to management team, followed by feedback Audit Panel on standards THE-ICE to all participants			<ul style="list-style-type: none"> THE-ICE Panel members Management Team Hotel Management Team All participants 	K2.25
16.30pm - 17.00pm	Drinks & Bites			<ul style="list-style-type: none"> THE-ICE Panel members All participants 	La Fabrique

17.00pm	End of visitation on THE-ICE standards Transfer Audit Panel back to the Hotel			• THE-ICE Panel members	Bilderberg Hotel The Keizerskroon
Whole day	Time to write the concept audit report NVAO	Secretary for NVAO		Secretary will work from home	

Day-4, Friday, 25th May, 2018

Time	Activity	Participants	Venue
Whole day	Time to write the concept audit reports	<ul style="list-style-type: none"> • Auditors for THE-ICE • Secretary for NVAO 	Saxion Secretary will work from home

Day-5, Saturday, 26th May, 2018

Time	Activity	Participants	Venue
Whole day	If required, time to write the concept audit reports	<ul style="list-style-type: none"> • Auditors for THE-ICE • Secretary for NVAO 	Bilderberg Hotel The Keizerskroon Secretary will work from home

This programme of the Saxion Accreditation Hotel Mangement is subject to minor changes

Appendix 2 Documents examined

	THE ICE list of attachments
number	name
1	Strategic Agenda for Higher Education and Research 2015-2025
2	Saxion organisational chart
3	HBS overview committees 2017-2018
4	HBS HM overview personnel 2017-2018
5	HBS strategy 2017-2020
6	HBS HM vision, fostering hospitality for a smart world
7	HBS evaluation of academic cooperation 2017-2018
8	Internationalization of Higher Education Handbook
9	HBS voorstel taalbeleid 2016-2017
10	HBS HM curriculum overview
11	HBS HM exam plan
12	HBS 10 competencies
13	HBS HM team plan 2017-2018
14	HBS HM alumni overview
15	HBS semester guide internship 1 2017-2018
16	HBS semester guide management internship 2017-2018
17	HBS semester guide thesis 2017-2018
18	HBS HM students internship and thesis 2017-2018
19	National professional educational profile 2017-2022
20	HBS overview theme lecturers 2017-2018
21	Auditrapport Hotel Management 2016
22	Management summary internal audit 2016
23	Saxion strategic plan 2016-2020
24	HBS reflection on internship module evaluation
25	HBS reflection on internships NSE 2017
26	HBS plan of action quality assurance 2017-2018
27	HBS HM planning evaluation curriculum 2017-2018
28	Uitvoeringsagenda internationalisering 2016-2020
29	HBS internationalisation strategy 2017-2020
30	HBS HM overview internationalisation at home
31	HBS HM library subjects and shelf holdings 2018
32	HBS HM programmaboekje open dag Apeldoorn
33	HBS HM overview industry advisory board members
34	HBS HM examples publications and conference papers 2014-2017
35	National professional educational profile 2012-2016
36	HBS HM quality and performance indicators
37	HBS HM plan van aanpak interne audit 03062017
38	HBS HBO monitor rapportage HHO 2016

39	HBS HM groepsrapportage MTO 2017
40	HBS HM NSE 2017
41	HBS WTO 2017
42	HBS visie op onderwijs leren en toetsing 2016-2017
43	Toetsbeleidskader Saxion 2017
44	Smart Practitioners (2017)
45	HBS exam policy 2017-2021
46	HBS education and examination regulations EER 2017-2018
47	HBS annual report Exam Review Committee 2016-2017
48	HBS annual report Examination Board 2016-2017
49	HBS HM thesis term justification 2017-2018
50	HBS policy Saxion Hospitality Alumni Association 2015-2016