



HOTELSCHOOL THE HAGUE

Hospitality Business School

Hotelschool The Hague Board of Trustees Profile (This text is a translation of a Dutch original)

General

Hotelschool The Hague was founded in 1929 and is therefore the oldest and also the only independent Hotelschool in the Netherlands. Hotelschool The Hague is an institute of higher education with an international reputation and ambition, which works on innovation and the professionalisation of the hospitality industry through high quality education and research, especially in the field of management, leadership and personal development of talent.

The Hotelschool's principal programme, the 'Business Administration in Hotel Management' Bachelor's degree, scored an excellent rating in 11 of the 16 categories in the NVAO accreditation. The school has two (equivalent in size) campuses, one in The Hague and one in Amsterdam. There are currently 2000 students and 44 different nationalities studying at the Hotelschool. The Hotelschool also has a Research Centre and over 250 employees originating from over 25 different countries. The Hotelschool has an annual budget of approximately € 23 million. Hotelschool The Hague graduates generally continue on to hold management positions in the hospitality industry all over the world.

The school's core ambitions are:

- to achieve high quality intensification of the educational programme;
- to strengthen relationships with the industry;
- to realise a leading international position (students and faculty).

Board of Trustees

The Board of Trustees' minimum statutory number of members is five. The members are appointed for a 4 year term. It is the Board of Trustees' duty to supervise the Board of Directors' policy and the general running of the school and to support the Board of Directors with advice. The duties and authorities are recorded in the foundation's Articles of Association and the Board of Trustees Regulations. The basic guiding principle is the code of good governance for schools of higher education (HBO). The following three committees have been set up within the Board of Trustees:

- The Audit Committee provides advice in relation to internal risk management and control systems and the Hotelschool's financial operational management;
- The Audit Quality Committee provides advice in relation to the quality of the Hotelschool's core business: education and research.
- The Remuneration Committee provides advice in relation to the Board of Trustees' role as employer and the board members' remuneration;

The committees prepare for decision making by the Board of Trustees in their specific areas. The composition of the committees is such that they have the necessary expertise at their disposal.

Criteria relating to the composition of the Board of Trustees

The composition of the Board of Trustees is such that its members are able to operate independently and critically of each other and the Board of Directors. Each member of

the Board of Trustees must be suited to the task of judging the main lines of the total policy. At least one member of the Board of Trustees is an expert in the field of finance, in the sense that this member possesses relevant knowledge and experience in the financial management of a similar legal entity. In addition to this, at least one member of the Board of Trustees is an expert in the field of education (including quality care) and at least one member is an expert in Human Resource management and talent development. In addition to the requirements for eligibility and the necessary broad expertise within the Board of Trustees, it must also consist of individuals who complement each other and who are able to work well together. The composition of the Board of Trustees should be widespread in both age and diversity. The RAC is entitled, based on this profile, to nominate someone for membership of the Board of Trustees.

Board of Trustees Profile

The Board of Trustees as a whole must fulfil the following:

- have an affinity with education, research, knowledge valorisation and the hospitality industry;
- have experience with managing large professional organisations;
- have financial expertise;
- have a broad network at its disposal which contributes to the functioning of the board;
- have an understanding of national and international social developments;
- have expertise at management level in the areas of Didactics, Educational Theory and the Science of Teaching (including quality care), Human Resource Management (including talent development), Marketing & Communications, Technology & ICT and Public Affairs.

The Board of Trustees Chairman's competencies

The Chairman is able to lead the Board of Trustees regarding the Board's different roles and fulfils the following specific requirements:

- has a firm belief in the social and public value of the Hotelschool;
- is able to enthusiastically propagate this belief through his reputation, stature and behaviour and uses his relevant network for that purpose and is able, as a figurehead, to represent the Board of Trustees and the Hotelschool both internally and externally;
- has experience as a manager with final responsibility in an organisation of at least equal size and complexity (public or private);
- is able to fulfil employer responsibility towards the Board of Directors.

The Board of Trustees members' competencies

The members of the Board of Trustees must fulfil the following requirements:

- endorse the goal and principles of Hotelschool The Hague and work on the realisation of the formulated vision and strategic goals;
- prepare realistic estimations of the threats and opportunities for the Hotelschool in relation to the risks associated with the activities;
- have experience as a leader and administrator and/or expertise as an adviser;
- have a relevant network;
- are able to critically evaluate own contribution as supervisor;
- are socially active and sufficiently available to adequately fulfil the position;
- have knowledge of and experience in supervisory roles.

General profile characteristics:

- Constructive and critical, strategic and independent thinker;
- Honest with a strong sense of standards;
- Analytical powers of judgement;
- Practical and solution oriented;
- Mediator;
- Available for a sufficient amount of time;
- Ability to kindle enthusiasm.

Approval

This profile was approved by de Board of Trustees during the meeting of 16 June 2014 after seeking advice from the RAC.