

## Board Of Trustees Supervisory Framework

This Board of Trustees Supervisory Framework describes how the Executive Board's activities are monitored and which substantive principles underlie this process. The framework differentiates between formal supervision, i.e. supervision within the context of governance, and policy content supervision, namely the monitoring of the quality of education, research and valorisation.

### Supervision principles

The Board of Trustees' basic aim is to reach the conclusion that the Hotelschool's Executive Board is effectively managing the process of achieving the strategic objectives, the quality of education and research, the effective use of people and resources, and the Hotelschool's continuity. It is important to identify risks early on so that they can be adequately managed in a timely fashion.

Hotelschool The Hague is characterised by its strong international focus, orientation and reputation. Hotelschool The Hague forms part of the Dutch public higher education system. The Board of Trustees considers it its task to ensure that the resources which society and students have made available to the Hotelschool are used in a responsible manner.

The Board of Trustees has a proactive attitude, with respect for, and trust in, the professionalism of the board members, faculty and staff members. When conducting supervisory activities, the Board always takes the Hotelschools' specific situation into account. In certain situations, the Board functions as a sparring partner, at other moments it may be necessary to intensify its supervisory role. The Board will always promote and support the Executive Board's ability to stay in control. The Board of Trustees, together with the Executive Board, ensures the provision of up-to-date, timely and relevant information. This applies to meetings, but also in the case of emergencies, and /or acute financial or legal problems, serious complaints regarding the education and research quality, or any other publicity which could damage the Hotelschools' reputation.

The Board of Trustees has adopted a definition of quality for the education and research which is shared with the Executive Board and disseminated to faculty, staff and the students. The definition has to lead to observable and objective facts:

*The definition of quality is the extent to which the Hotelschool fulfils its promises to the student and the professional field. This implies that students learn a great deal during their studies and are able to get off to a good start in their professional careers, or successfully continue their studies at a higher level. Our quality also encompasses the fact that our students enjoy their study and will act as the Hotelschool's ambassadors for the rest of their lives. For the professional field this implies that they view our graduates as professionals and will gladly employ them thanks to their usable, practical knowledge. This is achieved through a combination of education and research designed to fulfil the needs of professional practice, providing an integral connection with the international field.*

The Board reflects on the following questions:

1. Wherein lies the quality of our school?
2. Does the Hotelschool achieve the quality we aim for?
3. How does the Hotelschool make the quality visible?
4. Is this image shared by students and the professional field?
5. Which actions can be taken in response to information acquired about our quality?

Appendix 1 provides an overview of the supervision in relation to governance, as well as the quality of education and research.

## Appendix 1: Governance Assessment Framework

### Supervisory activities in relation to execution of strategy and results

| Substantive principle   | KPI   | Source                                   | Period           |
|---|---|--|------------------|
| The institution's plan includes a proposed strategy which links to the Hotelschool's mission and vision.<br><br>The strategic plan is translated into the budget every year, together with the associated framework letter and departmental annual plans. | The Board of Trustees approves the institutional plan, whereby both the content and process are tested.   | Hotelschool The Hague Institutional Plan | Every four years |
|   | The Board of Trustees will continue to supervise how the institutional plan is translated within the organisation.                                      | Budget, framework letter, annual plan    | Annual           |
| The implementation of the strategic choices and the related policy are systematically monitored.  | Transparent results and policy choices resulting from the institutional plan.   | Annual report                            | Annual           |
|   | The Board will be informed regarding the status of the annual plan in relation to its implementation by the different departments, four times per year. | Management information letter            | Per quarter      |
|   | The institutional plan will be discussed in light of social developments on an annual basis.  | Strategic session SB/EB                  | Annual           |

### Supervisory activities in relation to people, resources and processes

| Substantive principle   | KPI  | Source  | Period           |
|---|--|---|------------------|
| The Hotelschool's core values are visible in the organisation's culture, as well as in its employees' and students' actions.<br><br>The Hotelschool promotes a good and safe working climate through an adequate Occupational Health & Safety policy and a Health & Safety plan.  | The Board is given the opportunity to evaluate the proposed policy/regulations and receives information regarding its execution.   | Code of Ethics, undesirable behaviour regulation, whistle-blower regulation | Biennial         |
|   | The Board is given the opportunity to evaluate the proposed policy/regulations and will receive information regarding its execution.   | Social annual report  | Annual           |
| The employees' perception of their work is monitored.   | Information regarding the results is available to the Board, as well as information regarding any proposed measures.   | Employee satisfaction survey  | Biennial         |
| Hotelschool The Hague stimulates the personal and professional development of all its employees.  | The proposed professionalization plan will be discussed by the Board of Trustees and the Board will be given the opportunity to monitor the progress.  | Professionalization plan  | Every four years |
|   |  | Social annual report  | Annual           |
| The Hotelschool ensures the continuity of the institution within the international professional field, in particular by establishing an appropriate use of resources.<br><br>The Board of Trustees is responsible for the (management of) appropriate external financial controls | Hotelschool The Hague will prepare a timely and correct budget, multi-annual budget, framework letter, annual plans, as well as an annual account/report for the Foundation and Limited Companies (BV's).                      | HTH annual statements   | Annual           |
|   | The budget and annual account satisfies the indicators for solvency, profitability and liquidity approved by the Board of Trustees, as well as agreements entered into regarding teaching and non-teaching employees (OP/NOP). | HTH annual statements   | Annual           |

|  |  |                                    |                  |
|--|--|------------------------------------|------------------|
| <p>The Hotelschool is responsible for an appropriate system of risk analysis and management.</p> <p>The Hotelschool is responsible for appropriate educational support processes.</p> <p>The Hotelschool is responsible for appropriate housing facilities.</p> <p>The Hotelschool's ICT facilities adequately match the needs of both staff and students.</p> | <p>The Hotelschool will ensure the lawful acquisition and an effective and legitimate use of the resources, as apparent from the approved statement provided by an external accountant in the annual accounts.</p>       | HTH annual statements              | Annual           |
|  | <p>The Board of Trustees approves the system and its function, as part of the PDCA cycle.</p>  | Risk heat map                      | Annual           |
|  | <p>All educational support processes are fully described and periodically monitored.</p>   | Quality Assurance report processes | Annual           |
|  | <p>The Hotelschool provides suitable study and work facilities, both in quantity and quality.</p> <p>The Board of Trustees approves the specific housing plan and is informed regarding progress (planning, budget).</p> | Housing plan                       | Every four years |
|  | <p>The proposal for (strategic) ICT choices is presented to the Board of Trustees.</p>   | ICT Roadmap                        | Every four years |

#### Supervisory activities in relation to quality of education and research

| Substantive principle   | KPI   | Source   | Period  |
|---|---|--|---|
| <p>The Hotelschool is responsible for the quality of both its education and research.</p>                   | <p>The results of inspection and accreditation processes for the Bachelor and Master programmes are shared with the Board.</p>  | <p>Inspection / NVAO decision</p>  | <p>Every six years</p>                                |
| <p>The school has operationalized its internal quality culture in a practical quality assurance system.</p> | <p>The Board of Trustees periodically reviews the system for quality assurance. The annual plans for the courses and departments include a quality section.</p> <p>A quality report is produced by the Quality Assurance team once a year, including, if applicable, internal and external audits, accreditations, inspections, (inter)national benchmark surveys, student satisfaction surveys (internal/NSE), alumni satisfaction surveys (internal/HBO monitor).</p> | <p>Quality Assurance System</p> <p>Quality Assurance Report</p>                                | <p>Every four years</p> <p>Annual</p>                 |
| <p>A strategic plan is periodically prepared for the Research Centre.</p>                                   | <p>The Hotelschool applies the assessment cycle for research (BKO) and research units, as established by VKO.</p> <p>Each year, the Board of Trustees monitors the situation in relation to the Research Centre's strategic plan.</p>   | <p>Inspection report Research Centre/ VKO assessment</p> <p>Research Centre strategic plan</p> | <p>Every six years</p> <p>Every four years/annual</p> |

This is the English translation of 'het Toetsingskader Raad van Toezicht' which is adopted by the Board of Trustees on 22<sup>nd</sup> March 2016.