

**Hotelschool The Hague Institute plan 2007 – 2010**

Extending Hotelschool The Hague's leading international position

## **HDH Institute plan 2007 - 2010**

Introduction

1. Hotelschool The Hague now

2. Mission

3. Goal

4. Objectives

5. Developments 2007 – 2010

6. Strategic policy 2007 – 2010

Justification

## Introduction

*Quality is what matters.*

Hotelschool The Hague was founded in 1929 by HORECAF, the trade organization for the catering and restaurant industry at the time.

As a niche player Hotelschool The Hague's focus is on ensuring that its core competence is of the highest quality: enabling the implementation of the available knowledge, skills and learning in the world that is relevant to the hospitality industry and to the development of the management of (inter)national hospitality companies.

As part of this focus, from a human perspective, the priority of Hotelschool The Hague is to help students develop their abilities and ensure that they are optimally equipped with the knowledge, skills and attitude necessary for a managerial position in the hospitality industry.

It is essential that this development is not limited to a combination of being guest-oriented and businesslike, but that it answers the need for managers to develop the hospitality industry as a sustainable, *socially aware* and responsible sector. In this regard the Hotelschool also wishes to show its social awareness through its actions.

The Hotelschool has grown into an international, specialised hotel management school, offering a 4-year bachelor programme in Dutch and English, an International Fast Track programme, which is a short Bachelor programme for (inter) national students with a lower qualification. Since October 2001 the Hotelschool offers a masters programme, Master in Hospitality, in collaboration with Erasmus University Rotterdam. The Hotelschool educates young people for a career as an entrepreneur and manager in the hotel, restaurant and catering industries.

Hotelschool The Hague is a small-scale autonomous and independent institute that is considered by the industry to be among the top three hotel schools in the world. Hotelschool The Hague's strategy for the coming years is to build further on this position among the top three of the world. The leitmotiv of this strategy will be quality.

To put it briefly, the school is ready to make an important contribution to the most international industry in the world by training young people 'who are suited perfectly to the job'.

Wim Dooge  
Chairman of the Board of Directors

## **1. Hotelschool The Hague now**

The school is characterised by a number of core values.

### Business-oriented

The school has its origins in the world of business and has managed for more than 70 years to preserve its good connections with trade and industry during this time. This explains in part why the school is a business-oriented school *par excellence*. The school will continue to work unremittingly on maintaining and expanding its good relationship with the international hotel business and related industries.

### International

Twenty years ago the school started to widen its outlook in response to the internationalisation of the industry. The school has now built up a network of more than 250 placement companies over the whole world. Many graduates start off their careers in the international hotel business. Through the network provided by The Leading Hotel Schools of the World the school's contacts with other hotel schools abroad spread three continents. With approximately 30% international students and 25% of staff with an international background, Hotelschool The Hague may rightly call itself an international school.

### Individual

The school's endeavour is for excellence, not growth. Quality is what matters, not quantity. With the achievement of its current size the school's continued existence as an independent school is guaranteed. Spread over two campuses with a total of approximately 2.000 students, of which about 25% are permanently way on placement, produces a scale of school community in which not only almost all the students come into contact with each other, but in which staff members also know the students by name. Personal contact between people, so characteristic of the hospitality industry, is a fundamental part of our programme.

### Innovative

The school has a reputation for being an innovative school; often taking the lead in modernising (and updating) the curriculum in order to keep in step with the rapidly-changing hospitality industry. That is why – in consultation with staff members – it was decided to completely revamp the curriculum once more. The renewed programme, Curriculum 2008, was introduced in January 2008.

## **2. Relevant developments**

The environment to which Hotelschool The Hague must respond is constantly changing due to national and international developments. These changes concern not only the intake of students, political influences in The Netherlands and the field of education, but also the industry for which it is educating its students.

## Political influences

Slowly but surely politicians seem to have recognised the success of HBO schools (professional universities). In comparison to academic universities, HBO schools have had to undergo a process of emancipation. This has (ultimately) resulted in their managing to earn the recognition of politicians and other groups in Dutch society.

## The field of education

### *1. Expansion*

Not so very long ago was a time when there was a desire to create large institutions by fusing smaller HBO schools. This operation to increase scale has contributed to the decrease in the number of HBO schools and from the almost 400 HBO schools in 1984 just 45 schools remain. Hotelschool The Hague chose to preserve its independence and autonomy in order to safeguard and further expand its distinct profile as a top-class institute for a specific sector.

### *2. Intake*

The number of students choosing HBO education has substantially increased during recent years to approx. 360,000 in 2007. The intake at Hotelschool The Hague is restricted, owing to the limitations of its accommodation capacity.

### *3. Knowledge*

During recent years HBO schools have developed from a collection of 'institutes of learning' into a group of institutes with a focus on knowledge. Investing in applied research and lectorships have played an important role in this development.

### *4. Ministry of OC&W/HBO-Raad*

The growing number of rules and instructions from the *Ministerie OC&W* (Ministry of Education, Culture and Science) and the *HBO-raad* (Council for Higher Professional Education) such as regulations concerning accreditation, the implementation of a corporate governance code, collective labour agreements, etc. puts (great) pressure on smaller schools in particular to constantly fulfil all of these demands.

## Hospitality industry

The hospitality industry is a sector that is becoming ever more international, with a globalisation of its activities and increasing professionalism.

### **3. Mission**

Hotelschool The Hague is, for (potential) students, the international business world and its employees, one of the leading and most innovative international business schools in the world, focussing exclusively on the hospitality industry.

### **4. Goal**

Hotelschool The Hague seeks to build further (in the broadest sense) on its position as one of the top three higher hotel schools in the world by producing talented managers for the hospitality industry.

## 5. Objectives

Hotelschool The Hague wants to:

- \* continue to exist as an independent small-scale institute;
- \* expand its international character in the widest possible sense and strengthen its ties with the hospitality industry;
- \* on the basis of its unique educational concept “entrepreneurial learning” with its measured balance of theory and practice, prepare young people excellently well for managerial positions in the hospitality industry
- \* be innovative in the way it maintains its vanguard position, not only through its educational concept, but also through the way in which it uses ICT for education and other purposes in the school.
- \* inspire and stimulate students in such a way that they successfully complete the programme within the set period:
- \* optimise the realistic content of the programme, so that the students are prepared as well as possible for their later positions;
- \* give its employees a challenging and motivating work environment.

## 6. Strategy 2007 - 2010

At the heart of the Hotelschool The Hague's strategy 2007-2010 is its intention to extend its position among the top three. Hotelschool The Hague wants continue to be and remain a global player next to the other famous hotel schools of the world: Lausanne and Cornell. In various international trade publications for the sector there are clear indications that this is the case.

‘Caterer & Hotelkeeper’, one of the most authoritative trade magazines in Europe, wrote in August 2006: “Hotelschool The Hague, along with the Ecole Hôtelière de Lausanne and the School of Hotel Administration at Cornell University in the USA, make up the big three international centres of hotel education. All three are recognized around the world as beacons of excellence and have turned out many of the world's top-level hotel managers”.

Here is a quote from the September edition of the Spanish hospitality trade magazine ‘Editor’ that clearly expresses what the industry has declared so often: “Hotelschool The Hague finds itself in the major league for hotel schools of the world”.

The strategy of Hotelschool The Hague for the coming years is aimed at building further on this position among the top three of the world. With its current student population now numbering more than 1,850 students and having achieved the desired growth in the number of students in 2006, the Board of Directors has decided to direct its entire focus on improving quality in the widest sense. The key word in this strategy is therefore the word quality; quality that is related to six areas: educational programme, students, employees, facilities, image of the school and the market.

### Quality educational programme

Quality in its educational programme means that the programme's links to developments in the hospitality sector must improve continuously, for these developments are moving more rapidly than ever before. That is one of the reasons for the development of a new curriculum in English that was introduced in January 2008. This curriculum will:

- be integrated (reality in all its aspects);
- be characterised by a cross cultural perspective (the hospitality industry is an international work environment);
- pay attention to aspects of sustainability .

With this totally renewed curriculum we hope to be able to respond even better to the wishes and needs of the international hospitality industry, thereby enabling us to interest even more international students in our institute.

In the summer of 2007 a new English International Fast Track Programme started for students with a hotel school/catering school education at secondary level.

In 2001 the Hotelschool started a Masters of Hospitality Management programme in collaboration with Erasmus University Rotterdam. On the one hand the Masters programme offers our own students the possibility of continuing their studies at a higher level and on the other it attracts more foreign students to The Hague.

#### Quality van students

Over recent years the Hotelschool has succeeded in developing ties with different target groups. In addition to the normal group of Dutch students for the 4-year bachelor programme, there is also a large group of foreign students wishing to follow the 4-year bachelor programme. At the campus in The Hague almost 50% of the new student intake comes from abroad, and in Amsterdam the first group of foreign started in the summer of 2007.

It is our aim to further increase the number of foreign students in the coming years, for they not only give the school its international atmosphere but their high degree of motivation also has a positive influence on the quality of the programme. In addition, (inter)national students from vocational secondary schools are managing increasingly to find their way to Hotelschool The Hague.

#### *Lectorship*

In addition to education, Hotelschool The Hague strives to devote more attention to applied research and the development and dissemination of knowledge. An important part in this process of developing and disseminating knowledge is set aside//reserved for the lectors and their knowledge groups. A lectorship for the field of Strategic HR management in the hospitality industry was established several years ago and is functioning to our complete satisfaction. Two other lectureships are at the start-up stage and will definitely be operating in the coming years.

#### Quality of employees

Hotelschool The Hague's employees are its most valuable asset. They have to provide the high quality that the school is striving for on a daily basis. It is they who inspire, motivate and stimulate. This offers the employees many new challenges on the one hand, but requires a willingness to constantly learn and a great amount of flexibility on the other. Hotelschool The Hague provides its employees with ample opportunities for further professionalisation. Incidentally, an increasing number of our employees have an international background.

#### Quality of facilities

Over the coming years we shall work continuously on improvements to the quality of the school buildings and the interior. A huge step was taken in 2007 at the campus in The Hague with a new wing, the Student Plaza and the opening of the new restaurant according to the La Place concept. In Amsterdam the school moved to a new building. It is expected that the entire campus in Amsterdam will move to a completely new school building within five years.

#### Quality of the image of Hotelschool The Hague

We must continually build on the image of Hotelschool The Hague, nationally as well as internationally. A whole range of instruments are employed to achieve this: from participating in fairs to visits to hotel schools abroad. In this context the school will endeavour to expand the network of The Leading Hotel Schools of The World.

#### Quality of the market

Partly within the same framework of strengthening its image, the Board of Directors will work on strengthening ties with the large(er) international chains, as it will with the catering industry. Hotelschool The Hague also wishes to forge ties with the food service industry. After all, the boundaries between these industries are beginning to disappear more than ever before. Good ties with different companies will offer our students the possibility of making a career in these industries as well.

#### *Alumni policy*

Since it was founded 80 years ago, the Hotelschool has trained more than 5.000 young people. It is of vital importance to the school to maintain its ties with these former students and to build on them. They 'provide' the placement training places, offer our students their first jobs, play a role in the development of the school's curriculum, give guest lectures, etc. And in addition to this they act as ambassadors of the school by drawing potential students' attention to the Hotelschool's programme. That is why in 2008 our alumni policy will take on a more professional form.

#### *Centre of Training and Education for the industry*

Hotelschool The Hague wants to (continue to) play a meaningful role as a centre of training and education for (inter)national companies in the hospitality industry in the widest sense. The activities resulting from this policy are organised in a number of subsidiary companies, each of which specialises in a certain field of expertise. For example, HDH Performance Management BV offers e-learning courses and training programmes for the hospitality industry and HDH Curriculum Consultancy advises hotel schools over the whole world in the development of new curricula. Employees of the school are – where possible – involved in these activities.

#### **Accountability**

Hotelschool The Hague supports an open and transparent relationship with its stakeholders. That is the reason why each year it accounts for its policy to various bodies/committees and examines thoroughly, in open dialogue, the policy that it has pursued. A policy that is aimed at one objective: the expansion of Hotelschool The Hague's top position for the benefit of the students who study at the school and the employees who work there.