

**Research Centre
Hotelschool The Hague**

*Report of the assessment
9 November 2021*

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Assessment Agency for Higher Education

Colophon

Research group

Hotelschool The Hague
Research Centre

Panel

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Conclusions and recommendations

On 9 November 2021 an assessment committee of AeQui visited the Research Centre of Hotelschool The Hague (HTH). The committee judges the quality of the Research Centre as **good**. The Research Centre has an elaborated research profile and strategy, that ties in well with the mission and objectives of Hotelschool The Hague. The topics of the research programme are clearly derived from the HTH-profile, show good coherence and are well articulated for the target groups. The Research Centre has high relevance for both the professional practice and society as well as for education and professionalisation. The organisation of the Research Centre is adequate, as is the use of research methods.

Research profile and portfolio

The assessment committee rates the research profile and portfolio as **good**. The Research Centre has an elaborated research profile, with two central questions around which its research is clustered: What is hospitality and what is hospitable behaviour? And: What is the future of the hospitality professions? The research profile is ambitious and challenging and matches with the view and needs of stakeholders. The Research Centre has a versatile approach to explore and study pressing topics as they arise, or maybe even to put new issues on the industry's agenda. Its research integrates the perspective of the school of 'Critical Hospitality Studies' that proposes the study of Hospitality as a Social Sciences discipline in itself, rather than Hospitality Management in exclusively commercial settings.

The committee has established that the profile ties in well with the general mission and objectives of Hotelschool The Hague. The two central questions are translated in five focus areas: 1. City Hospitality, 2. Strategic Foresight, 3. Hospitality, Happiness and Care, 4. Business Resilience, and 5. Digital Transformation. The topics from the research programme are clearly derived from the HTH-profile, show good coherence and are well articulated for the target groups. To analyse the performance of the Research Centre, ten relevant KPIs have been formulated.

Organisation

The assessment committee rates the organisation of the Research Centre as **sufficient**. The Research Centre's staff comprises fourteen people with a total of 9.2 FTEs. The Research Centre is organised as a single team, led by a programme director. The Research Centre members work in subgroups or individually on research projects. Hotelschool The

Hague has made substantial investments in research, allowing for a sustained growth of research activities, and an increasing integration with education. The Research Centre is positioned in parallel to the educational teams. Although the Research Centre is well supported by Hotelschool The Hague, it is still a relatively small Research Centre and therefore the question is relevant how to increase size and increase productivity. The Research Centre follows two ways to increase its research capacity. One is through the collaboration with education and increasing involvement of lecturers and students. The other is through structural strategic alliances with academia and industry.

Although the pressure on acquiring external funds has decreased, external funds are still very helpful for maintaining the research capacity, according to the committee. Moreover, they are important for the reputation of the research and for the network. Some funds can be used more often like the SIA-Raak funds. To make the Research Centre more productive, the committee feels that more support in contract research and so-called valorisation and in marketing and communication can be organised by Hotelschool The Hague. The Research Centre is sufficiently connected to its internal and external environment; the Research Centre and the Hotelschool The Hague have a large and rich network. However, a more systematic and strategic analysis of the existing network and the desired network should be made. Choices for structural partnerships can then be made, based on well-defined criteria. The involvement of Research Centre with education is growing, becoming less ad hoc and more structural, building valuable relationships with education, while also maintaining a more independent quality assurance role.

Methodology

The assessment committee rates the research methods of the Research Centre as **sufficient**. The Research Centre has a thorough process for preparing, conducting and evaluating practice-based research. The initiation of projects is discussed in an open and positive critical culture. The research carried out complies with the explicit standards; projects are very seriously monitored and tough decisions (e.g. termination) are taken when needed. However, the decision criteria and responsibilities to initiate research should be more transparent (and strategic). The standards of the Netherlands Code of Conduct for Research Integrity have been integrated in the procedures of the Research Centre. Nonetheless, formal research integrity procedures should be formalised for Hotelschool The Hague as a whole and policies or a vision on the use of open access and open science for Hotelschool The Hague should be developed. On a short-term implementation of an Open Access-policy may increase visibility and reputation of Hotelschool The Hague. The first step of an Open Science policy may be the establishment of a common Hotelschool The Hague data management infrastructure.

Output

The assessment committee rates the output of the Research Centre as **good**. The Research Centre has high relevance in the professional practice and society and in education and professionalisation. The committee believes that the output is even better than could be expected from such a small Research Centre. The knowledge development within the research field is sufficient. The vision and insights of the research Centre have relevance for the international community. To increase the impact and reputation of Hotelschool The Hague and the Research Centre, the Research Centre could develop an internationalisation strategy. The Research Centre could extend the impact abroad, by publishing in international trade journals and adopting Open Access principles, but also by co-authoring scientific publications with international top academic peers. The international research symposia organised by Hotelschool The Hague seem to be a good way to disseminate results, discuss future trends and to intensify collaboration and contributes to the strategy of "Thought leadership".

Quality assurance

The assessment committee establishes that the Research Centre **meets this standard**. The Research Centre evaluates its functioning periodically, through six-yearly visitations and interim midterm audits. The Research Centre was visited in 2014. The Research Centre's own mid-term audit was held in 2019. Representatives of traditional research universities as well as from international competitors were invited to assess the progress and performance in research. In addition, the Research Centre regularly evaluates the quality with, for example, weekly workflow meetings and monthly content sessions. Evaluation results are considered and lead to adjustments. Partly in response to the recommendations of the visitation committee in 2014, a quality assurance system was developed.

Recommendations and suggestions

Although the assessment committee has rated the quality of the Research Centre as good, several recommendations can be made. The committee divides these into suggestions and recommendations. Some of these suggestions and recommendations are addressed to the Hotelschool The Hague organisation as a whole, others only to the Research centre.

The committee issues the following recommendations:

- Implement the formal procedures of the Netherlands code of conduct for research integrity for Hotelschool The Hague as soon as possible.
- Give top priority to the (continuation of the) implementation of HR policies for Hotelschool The Hague as a whole. Think of: the professionalisation of lecturers, using personal development plans and budgets for developing research skills, recruitment of lecturers with research skills, creating incentives and development of instruments for lecturers to participate in research. This will all together increase the quality of research and increase the research capacity of the Research Centre.
- Agree on maximum and minimum levels of each KPI used in the Research Centre in order to keep balance in output of the Research Centre and raise the bar in the Research Centre. The com-

mittee especially advises to be clear on the minimum level of scientific output and of externally contracted funds for the Research Centre. Consider increasing RAAK funding of NWO (Dutch Research Council). Acquiring external funds is also an indicator for acknowledgement, esteem, acknowledgement, network and reputation.

- Make a strategic network analysis and develop criteria for strategic alliances. Identify gaps in the network. Seek academic partners who have joint ambitions in SDG's and vision on education and are willing to invest (in time) in this.
- Develop a policy or a vision on the use of Open Access and Open Science as Hotelschool The Hague. Make the policies feasible and SMART. The committee suggests to work together with other UAS and to make an implementation plan.
- Develop with urgency a policy on Learning Communities and be clear about mandatory participation in these communities.

In order to bring the research to an even higher level of quality in the future, the committee issues the following suggestions:

- Develop and use a KPI on integration of education and research e.g. a KPI on participation of lecturers in research projects.
- Establish a research support office to improve support for the Research Centre.
- Continue and if possible expand research symposia.
- Strategically plan publications, preferably together with (potential) strategic international academic and industrial partners in order to raise impact.
- To gain visibility and get recognition of the unique and profile, consider –as Hotelschool The Hague - to participate in U multirank.
- Consider as Hotelschool The Hague to join the network of UAS4Europe and/or establish a European university network.
- Describe the decision criteria and process at the initiation of projects.

All standards of the BKO assessment framework are assessed positively.

On behalf of the entire assessment committee,
Utrecht, January 2022

Anton Franken
Chair

Linda van der Grijspaarde
Secretary

Introduction

Hotelschool The Hague is a small, internationally operating university of applied sciences. The school has two campuses, one in The Hague and one in Amsterdam. The Hospitality Research Centre is the single Research Centre at this monodisciplinary institute. Hotelschool The Hague has commissioned AeQui to review the research of the Research Centre in cooperation with an independent expert committee. This document is a report of the assessment by the relevant committee in accordance with the Research Quality Assurance Sector Protocol (BKO) 2016-2022 of the Netherlands Association of Universities of Applied Sciences. The report follows the five standards of the protocol and uses the information as described in the self-evaluation report of the Research Centre.

The institute

Hotelschool The Hague is a small, internationally operating university of applied sciences that was founded in 1929. The mission is to be a leading educational community that develops students into sought-after hospitality graduates. The school has two campuses, one in The Hague and one in Amsterdam with a total of over 2600 students of 60 nationalities following the English-language bachelor Hospitality Management, MBA master programme in International Hospitality Management or the new master Leading Hotel Transformation. More than 250 employees from different countries work at the school.

The research group

At Hotelschool The Hague, research activities started in 2005, when a small research group laid the foundations for what later became the Research Centre.

In line with the school's vision of the hospitality profession as one of "High Tech, High Touch" (i.e. combining innovation with human attention to people's needs), the Research Centre has defined two central questions around which its research is clustered, allowing for a degree of versatility to explore and incorporate new topics within those two areas:

1. What is hospitality and what is hospitable behaviour (e.g. City Hospitality, Hospitable Behaviour towards Guests, Hospitality in Health Care);
2. What is the future of the hospitality professions (e.g. Strategic Foresight, Digital Transformation,

Business Resilience, Sustainability and Circularity, Talent Management).

The Research Centre currently has four lectors (including the Research Director), plus one vacant position, eight research fellows and an office manager. While the lectors have a leading academic role, the Research Centre is organised as a single team and not subdivided in smaller units.

The assessment

Hotelschool The Hague assigned AeQui to perform a quality assessment of its Research Centre. In close co-operation with the management, AeQui convened an independent and competent assessment committee. A preparatory meeting with representatives of the research group was held online to exchange information and plan the date and research group of the site-visit.

In the run-up to the site visit, the assessment committee has studied the self-evaluation report and reviewed a sample of output.

The site visit was carried out on the Hotelschool The Hague at the location in Amsterdam on 9 November 2021 according to the program presented in attachment 2. Two members of the committee attended online. The committee has assessed the research group in an independent manner; at the end of the visit, the chair of the assessment committee presented the initial findings of the committee to representatives of the research group and the institution.

In this document, the committee is reporting on its findings, considerations and conclusions according to the BKO framework. A draft version of

the report was sent to the research group management; its reactions have led to this final version of the report.

1. Research profile and portfolio

Standard 1: The Research Centre has a relevant, ambitious and challenging research profile and research programme with corresponding goals that are operationalised in a number of indicators.

The assessment committee assesses the research profile and portfolio as **good**. The Research Centre has an elaborated research profile, with two central questions around which its research is clustered: 1. What is hospitality and what is hospitable behaviour? And 2: What is the future of the hospitality professions? The research profile is ambitious and challenging and matches with the view and needs of stakeholders. The Research Centre has a versatile approach to explore and study pressing topics as they arise, and even to put new issues on the industry's agenda. The Research Centre seeks a combination of academic rigour and industry relevance. It positions itself as part of both social studies as well as business studies and has a focus on innovations and future developments in the hospitality profession. The profile ties in well with the general mission and objectives of Hotelschool The Hague. The central questions are translated in five focus areas: 1. City Hospitality, 2. Strategic Foresight, 3. Hospitality, Happiness and Care, 4. Business Resilience, and 5. Digital Transformation. The topics from the research programme are clearly derived from the HTH-profile, show good coherence and are well articulated for the target groups. To analyse the performance of the Research Centre, ten relevant KPIs have been formulated. A KPI on the interaction/integration with education may be helpful, e.g. think of an KPI on involvement of lecturers in research. Maximum and minimum levels can be set for each KPI to balance the output of the Research Centre and raise the bar in the Research Centre.

Findings

The strategic ambition of the Research Centre is to achieve 'thought leadership' for Hotelschool The Hague. This primarily stands for the desire to become a knowledge provider for the industry, rather than a follower. Pursuing thought leadership means developing, collecting and disseminating new insights on the pressing questions that are currently, or will become in the near future, of interest or of concern to professionals and society, with the objective of becoming a reference for those questions when they arise.

The Research Centre aspires to become a reference for innovative insights in the hospitality profession and to play an internationally acknowledged role in the academic debate within the hospitality discipline. Because of this ambition, the school has chosen for a generic approach rather than a specialisation, with the timely detection of emerging topics as a differentiating quality. It has integrated the perspective of the school of 'Critical Hospitality Studies' that proposes the

study of Hospitality as a Social Sciences discipline in itself, rather than Hospitality Management in exclusively commercial settings.

In line with the school's vision of the hospitality profession as one of "High Tech, High Touch" (i.e. combining innovation with human attention to people's needs), the Research Centre has defined two central questions around which its research is clustered, allowing for a degree of versatility to explore and incorporate new topics within those two areas:

1. What is hospitality and what is hospitable behaviour (e.g. City Hospitality, Hospitable Behaviour towards Guests, Hospitality in Health Care);
2. What is the future of the hospitality professions (e.g. Strategic Foresight, Digital Transformation, Business Resilience, Sustainability and Circularity, Talent Management).

The focus areas of the lecturers are: 1. City Hospitality, 2. Strategic Foresight, 3. Hospitality, Happiness and Care, 4. Business Resilience, and 5. Digital Transformation.

The focus area City Hospitality focusses on how hospitality can contribute to a welcoming city community. The aim is to connect and engage, and to enrich lives with hospitality. The ambition is to further internationalise activities, while at the same time further completing the strategic shift from revenue driven research to wider social and academic relevance. For visibility and positioning in the (academic) field the focus of City Hospitality research is on the social dimension of hospitality: the hospitable encounters between host and guest, the experiences of both groups as well as the impact of stakeholders' hospitable behaviour on meaningful experiences and its contribution to welcoming and socially cohesive communities through human orientation and cohesion.

The focus area Strategic Foresight is defined as 'a systematic assessment of trends, issues, plans and projections' with the objective of building strategic response capacity. The first Foresight project concerned the potential evolution of 'home-sharing' (Airbnb), its impact on hotels, consumers and destinations. A conceptual scenario study identified commercialisation as one of the salient risks of the phenomenon, something that was not yet commonly understood at the moment of publication. A next topic was the exponential growth and impact of tourism in city destinations. The main topic since early 2020 has been the Covid crisis.

The main goal of the focus area Hospitality, Happiness and Care is to explore hospitality in healthcare and to improve both the patient and employee experience from a hospitality perspective. According to the Self-Evaluation report, a strong focus on the non-medical side of healthcare, with a focus on soft skills and entrepreneurship, can help healthcare organisations look differently at their major challenges.

By the end of 2020, it was decided to create two new research lines led by two respective lecturers. These research lines were meant to strengthen the expertise at Hotelschool The Hague and the positioning of the school with regard to two urgent and emerging topics: Digital Transformation and Business Resilience. Digital Transformation is a topic that had been discussed at strategic meetings and with the International Advisory Board as a development that was expected to profoundly change the hospitality industry and guest experiences. Business Resilience had been studied in the context of restaurant business failure and survival in multiple smaller projects; obviously the Covid-crisis made this topic expansive to the entire hospitality industry. The 2021 virtual Research Conference was dedicated to this topic.

Considerations

The assessment committee gathered that the Research Centre has an elaborated research profile, programme, objectives and indicators. The research profile with two key questions in the hospitality/hospitableness area is ambitious and challenging and matches with the view and needs of stakeholders. The Research Centre has a versatile approach to explore and study pressing topics as they arise, or maybe even to put new issues on the industry's agenda. The emphasis is on innovations and future developments in the hospitality industry. The Research Centre positions itself within both the social and business sciences. According to the committee, this profile ties in well with the general mission and objectives of Hotelschool The Hague. The topics from the research programme are clearly derived from the HTH-profile, show good coherence and are well articulated for the target groups.

To gain visibility and get recognition of the unique Hotelschool The Hague profile, the committee suggests that Hotelschool The Hague could participate in U multirank. According to the committee, U multirank may show the unique character of Hotelschool The Hague and the research. The committee has noted that U Multirank

already uses some data of Hotelschool The Hague, but they are not complete.

To analyse the performance of the Research Centre, ten KPIs have been formulated. The committee establishes that these are relevant, simple and straightforward. According to the committee, a KPI on the interaction/integration with education may be helpful, e.g. think of an KPI on involvement of lecturers in research. Further standardisation of the use of KPI's may be necessary, according to the committee.

The committee recommends agreeing on maximum and minimum levels of each KPI in order to keep the balance in the output of the Research Centre and to raise the bar in the Research Centre. The committee especially advises to be clear on the minimum level of scientific output and of externally contracted funds for the Research Centre, and keep in mind the possibility of obtaining RAAK funding. According to the committee, acquiring external funds is also an indicator for acknowledgement, esteem, acknowledgement, network and reputation.

Although the key questions as such are very clear and the team of the Research Centre works in a very good way together, the committee wishes to remark that there are two risks. The first is the risk that the Research Centre may evolve to a more "consultant – like" role for education and professional practice at the cost of knowledge production and scientific contribution. To obtain and hold a good balance between the contribution of the Research Centre to education, professional practice and science/knowledge production, it is suggested that the Research Centre and board

agree on a minimum and maximum level for each KPI for the Research Centre. This can also be used to raise the bar for the Research Centre. If KPI's are translated to individual contributions of research workers and in a personal development plans, this can also be used to raise the quality of the Research Centre. Secondly, there is a risk that choices within the programme are made in a non-transparent way based on unclear criteria. This is not the case now, and can be tackled by giving the programme more structure e.g. by using decision criteria and involving advisory boards with stakeholders in the process of the discussions. The committee advises to make reports of the important discussions and to use of transparent decision criteria.

The committee notes that the research profile, programme, objectives, and indicators have demonstrable internal and external support. The committee suggests to consider to establish a research support office for support specifically tailored to the Research Centre, for example around marketing and knowledge transfer ('valorisation').

In summary, the committee states that the clear and very relevant research profile of the Research Centre demonstrates a connection to the research vision of Hotelschool The Hague and has the support of internal and external stakeholders. The research programme contains concrete goals. The Research Centre has established indicators (KPI's) that provide insight into input, products, usage and assessment to measure and make these goals transparent. Therefore, the assessment committee evaluates the research profile and portfolio as **good**.

2. Organisation

Standard 2: The manner in which the unit is organised, the use of people and resources and internal and external collaborations, networks and relationships enable the implementation of the research profile.

The assessment committee assesses the organisation of the Research Centre as **sufficient**. The Research Centre's staff comprises fourteen people with a total of 9.2 FTEs. The Research Centre is organised as a single team, led by a programme director. The Research Centre members work in subgroups or individually on research projects. Hotelschool The Hague has made substantial investments in research, allowing for a sustainable growth of research activities, and an increasing integration with education. The Research Centre is positioned in parallel to the educational teams. Although the Research Centre is well supported by Hotelschool The Hague, it is still a relatively small Research Centre and therefore the question is relevant how to increase size and productivity. External funds will help. They are important for the reputation of the research and for the network. Some funds can be used more often like the SIA-Raak funds. The Research Centre can be more productive when the support in marketing, communication and contract research and the so-called "valorisation" is better organised with competent support staff. The Research Centre is sufficiently connected to its internal and external environment; the Research Centre and the Hotelschool The Hague have a large and rich network. However, a systematic and strategic analysis of the existing network and the desired network should be made. The involvement of Research Centre with education has increased, has become less ad hoc and more structural, building valuable relationships with education, while also maintaining a more independent quality assurance role.

Findings

The Research Centre's staff comprises fourteen people with a total of 9.2 FTEs. The Research Centre is organised as a single team, led by a programme director. Senior academic positions are held by the three lecturers, who have the main academic responsibility for their topics within the two main research areas. Other team members are eight research fellows as well as lecturers that dedicate part of their time (temporarily or permanently) to research. The Research Centre members work in subgroups or individually on research projects. The office manager has a support role, has the lead in the practical organisation of events and liaises with Strategic Marketing and Communication.

Hotelschool The Hague has facilitated a sustained growth of its research capacity. In addition, the need for specific expertise in a research project, or the availability of funding (e.g. a PhD. grant), may lead to the incorporation of new members into the team. For example, the Research Centre intends to appoint one more lecturer to cover the

areas mentioned in standard 1. Furthermore, faculty who do not yet pertain to the Research Centre can submit their research projects; on approval, their research hours will be assigned to the Research Centre budget. Since 2021, the option for faculty to develop their research skills and participate in projects has become a structural part of the HR cycle.

Although, in theory, Research Centre meetings and project participation are open to all faculty of the Research Centre, the practicalities and work pressure of educational activities have made it hard to activate this option. The ambition for the coming five years is to increase and activate this engagement through HR policies, or for instance by providing periodical trainings on research skills, tools and methods. According to the Self-Evaluation Report, more regular interaction, on operational and tactical level, between research and education management can support this.

Academic Cooperation

Research Centre members are integrated in the international research community in their discipline, first of all through their participation in organisations such as EuroCHRIE, CHME, THE-ICE and Hotelschools of Distinction, plus their corresponding conferences and meetings. Furthermore, individual partnerships arise out of specific research topics.

The strategic goal is to establish sustainable relations on an institutional level. In the Netherlands, such partnerships are explored with the Universities of Amsterdam, Leiden, VU, Nyenrode Business University and TU Delft. Internationally, a MoU has been signed with Hong Kong Polytechnic. In Erasmus+ projects and proposals, there are partnerships with U. Ghent, U. Tampere, Technological University Dublin, Haaga Helia UAS and Universitat de les Illes Balears, among others.

Cooperation with Education

Research for and with education is a key focus in the Research Strategy Policy 2021-2025.

Research skills are addressed in various courses throughout the bachelor programme. Research Centre colleagues take part in designing and delivering courses in all curricula and programmes, while further vertical and horizontal alignment can be established. According to the Self-Evaluation Report, an explicit learning line in research skills could strengthen this further and is currently developed. The Research Centre will be further and more intensively involved in assessing the quality of research in education and assessments in the graduation products of bachelor students, which will also contribute to the knowledge base and skills of coaches, and to the alignment of assessments.

Moreover, the Research Centre is involved in Hotelschool The Hague strategic project Integrated Practical Learning, aimed at strategy formulation and a change process for strengthening the positioning of the school via further integrating practicals, education and research, in order to foster

meaningful, industry real and research based learning for students.

Industry contacts

Hotelschool The Hague is closely connected to the industry. Although valorisation in all research areas has taken place in externally contracted research, it is the lack of centralised attention to these activities that is a concern, according to the self-evaluation. At the same time, Hotelschool The Hague sees intensifying the relations with industry and improving 'valorisation' as an important challenge for the years to come.

Considerations

The committee considers that the Research Centre is organised effectively and efficiently. Hotelschool The Hague has made substantial investments in research, allowing for a sustainable growth of research activities, and an increasing integration with education. The committee establishes that the Research Centre is relatively well supported by the executive board and that is a good thing in view of the ambition of "thought leadership". The position of the Research Centre is prominent and very clear. The committee agrees with the straightforward organisational embedding of the Research Centre in the mono-disciplinary Hotelschool: it is positioned in parallel to the educational teams. Although the Research Centre is well supported by Hotelschool The Hague, it is still a relatively small Research Centre and therefore the question is relevant how to increase size and increase productivity. External funds can help; therefore, the committee advises not to give up on acquiring external funds. They are important for the reputation of the research and for the network. Some funds can be used more often like the SIA-Raak funds.

The committee establishes that the deployment of people and means in the Research Centre is quantitatively and qualitatively adequate. Although small, the Research Centre is able to realise the stated objectives and ambitions. With the employment of new lecturers, the committee expects

that the Research Centre is able to address all topics that are derived from the HTH-profile.

The committee welcomes the ambition of Hotelschool The Hague for the coming five years to increase and activate this engagement through HR policies, or for instance by providing periodical trainings on research skills, tools and methods.

A concern to the committee is the lack of centralised attention to contract research and so-called valorisation; the Research Centre could have more support in valorisation. The Research Centre has given signals that support by for example marketing and communication departments and the alumni office is not optimal. The committee thinks these signals are very understandable given the development of research at a University of Applied Sciences, and this is a general phenomenon that is also seen at other Universities of Applied Sciences. Support staff should be aligned with Hotelschool The Hague and research strategy. HR-policies stimulating the contribution of support staff to research are crucial. However, according to the committee the development of support staff could be accelerated by organising a (virtual) research support office. A research support office can give support in policy development, trend analyses, grant submissions and valorisation. Such a (virtual) office has employees with interest and affinity for research and expertise in subsidies, marketing and communication, policy development and grant writing.

The committee notes that Hotelschool The Hague is closely connected to the industry. The committee welcomes the ambitions to create a structural cooperation with industry partners in research. The committee agrees with Hotelschool The Hague that the Hotelschool would benefit from the increasing exposure and collaboration of industry with the Research Centre research, and decrease the risks of research projects acquired mainly through personal channels of researchers and colleagues.

The committee finds that the Research Centre is sufficiently connected to the internal and external environment; the Research Centre and Hotelschool The Hague have a large and rich network. The committee advises a systematic and strategic analyses of the existing network and the desired network. It suggests to analyse how to get the maximum out of this network in order to realise higher quality in research but also to increase research capacity. According to the committee, Hotelschool The Hague probably needs to invest in mapping its network and characterising its importance by the use of transparent criteria, e.g. ambition within certain SDG's, student exchange possibilities, innovation and sustainability, vision on research and education, quality. The committee suggests that the marketing and communication department and alumni office could support this by performing the analysis as requested. Once the existing and desired network is analysed and criteria are clear, then it might be relatively straightforward to establish alliances in a more strategic way. The committee suggests that Hotelschool The Hague use and join existing organisations like Nether, UAS4Europe and existing EU programmes. In Europe the European University network could be fit for Hotelschool The Hague (see European Universities Initiative | Education and Training (europa.eu)). According to the committee, this will also enhance the speed of internationalisation in research cooperation. It is not clear to the committee how the Research Centre wants to deal with SME's in their network. While SME's most of the time do not pay research contracts, they are still an important target group for dissemination of results and contribute to the reputation of Hotelschool The Hague. Also SME's are looking for ways to bridge "the last mile" in the "valorisation process" from research to application.

The committee notes that the involvement of Research Centre with education is good. It has become less ad hoc and more structural, building valuable relationships with education, while also maintaining a more independent quality assurance role. A compliment should be given to the

Research Centre for their role during the Covid Pandemic. The Research Centre gave many students the opportunity to participate in research on real life cases. The committee welcomes the aspiration of the Research Centre to further integrate and sustain a leading role in the quality and change process. The concept of Learning Communities (LC) can play a role in connecting goals in knowledge production, dissemination, links to both industry as education and personal development of staff. The Self-Evaluation Report of the Research Centre states "The concept of learning communities can play a role in connecting goals in knowledge production, dissemination, links to both industries as education and personal development of staff". The committee supports this, and therefore suggests developing with urgency a policy on learning communities. The committee

supports the bottom-up approach, but also raises attention to individual participation in a learning community, like for instance mandatory participation.

In summary, the committee states that the Research Centre fulfils the prerequisites for implementing the research profile and research programme. The way in which the Research Centre is organised, with a single team and subgroups for research projects, supports this. The use of people and resources is sufficient, both qualitatively and quantitatively. The internal and external collaborations, networks and relationships are sufficiently relevant and intensive. However, the network can be used more strategically. Therefore, the assessment committee evaluates the organisation as **sufficient**.

3. Research methods

Standard 3: The research carried out by the Research Centre meets the standards applicable to research in this discipline

The assessment committee assesses the research methods of the Research Centre as **sufficient**. The Research Centre has a thorough process for preparing, conducting, and evaluating practice-based research. The initiation of projects is discussed in an open and positive critical culture. The research carried out complies with the explicit standards; projects are very seriously monitored and tough decisions (e.g. termination) are taken when needed. However, the Decision criteria and responsibilities to initiate research should be more transparent (and strategic). Even though the standards of the Netherlands Code of Conduct for Research Integrity have been integrated in the procedures of the Research Centre, research integrity procedures should still be formalised for Hotelschool The Hague as a whole. Policies for open access and open science could strengthen knowledge dissemination, increase visibility and improve data management infrastructure of Hotelschool The Hague as a whole.

Findings

Project proposals can be submitted by Research Centre members, and hypothetically also by other faculty and staff. This latter option is still rare. New research projects and project progress are discussed by the Research Centre team. In weekly workflow meetings and monthly content sessions, the relevance/fit in the research programme, feasibility, and potential for academic quality, including definition of deliverables and ethical aspects, is discussed. Besides the discussion on conducted research and findings, the monthly meetings are also used for team development and coordination, e.g. through methodological and IT trainings. However, criteria and responsibilities in this decision process were not very clear to the assessment committee.

A yearly moment of reflection is the composition of the Yearly Report. This is an accessible overview of research performed over the last year, targeted at students and alumni. The yearly symposium is an occasion to benchmark and showcase research, and to celebrate achievements. After the pandemic lockdowns it was decided to keep the weekly meetings online, and to combine the monthly meetings with an informal dinner for the team.

In the Fall of 2018 and the beginning of 2019, the standards of the Netherlands Code of Conduct for Research Integrity inspired further discussion and created awareness of several issues that had to be addressed and in the procedures of the Research Centre. This led to increased attention to Data Management, for researchers as well as students. Also, discussions about ethical issues have become more prominent, and more formal.

Even though the standards of the Netherlands Code of Conduct for Research Integrity have been integrated in the procedures of the Research Centre itself, the discussion in Hotelschool The Hague is ongoing about where in the organisation the control of Research Centre work and decisions must be placed. Data procedures are currently being revised organisation wide, in the new i-Strategy of Hotelschool The Hague.

When a project is halfway, or at any other moment when there is a need to, its progress is discussed in the weekly Research Centre meeting. If project design and planned deliverables have not changed, and progress halfway the project duration is more than 50%, normally its continuation is not discussed. However, if there are issues, the Research Centre meeting can agree to discontinue a project.

Finalised projects are evaluated on completion. Learnings are discussed. These learnings can be at programme level (e.g. do not do this type of projects again), at process level (e.g. ask for company feedback at an earlier stage) or at project level (e.g. involve more students). Recently, this process has been updated.

Considerations

The committee considers that the Research Centre has relevant, explicit research standards at its disposal for the conduct of the research. The researchers have sufficient knowledge of the explicit standards and take them into account sufficiently when conducting the research. The code of conduct of practice-based research is well known as well as the Netherlands Code of Conduct for Research Integrity. Colleagues of the Research Centre serve as each other's peers when help and additional expertise is needed. The process of preparation, execution and evaluation of practice-based research is very thorough. The initiation of projects is discussed in an open and positive critical culture. The research carried out complies with the explicit standards; from the examples the committee has seen we have noted that projects are very seriously monitored and tough decisions (e.g. termination) are taken when needed.

However, the committee feels that the decision criteria and decision process (who is accountable and responsible) for starting a (new) project are not very clear. In terms of transparency and quality assurance this should preferably be described and implemented more explicitly, without losing the collegial process.

The Research Centre has an open culture to discuss problems and dilemma's regarding integrity. According to the committee, this is very important because many issues are not "black and white" cases. In the past, the Research Centre has found ways to address integrity issues in a good way and the committee appreciates and strongly encourages to continue open discussions about

integrity. However, some formal procedures regarding the research integrity code still have to be implemented for Hotelschool The Hague as a whole. This is planned for 2022. The Netherlands Code of Conduct for Research Integrity has been valid since January 2018 and adopted by the collective of Universities of Applied Sciences (Vereniging van Hogescholen). Therefore, the committee urges Hotelschool The Hague to implement the formal procedures ((Scientific Integrity Complaints Procedure, Confidential Counsellor, etc.) as soon as possible. Collaboration with other Universities of Applied Sciences is advised for efficiency reasons. Note that these procedures are relevant for the whole organisation of Hotelschool The Hague and not only the Research Centre, and it is therefore advisable not to organise this only within the Research Centre.

Open Science is seen by the collective of Universities of Applied Sciences as a way to increase impact of practice-based research by universities of applied Science. The committee advises Hotelschool The Hague to develop a vision and a policy on open access within the Research Centre or Hotelschool The Hague, because open access may contribute to visibility, knowledge dissemination and the reputation of Hotelschool The Hague. According to the committee, a vision on Open Science is needed and translated into necessary data infrastructure and competences needed in the future. Therefore, the committee also suggests seeking cooperation with others.

In summary, the committee states that the Research Centre has a thorough process for preparing, conducting, and evaluating practice-based research. The committee recommends to make the decision criteria and responsibilities to initiate research more transparent (and strategic). Furthermore, formal research integrity procedures should be formalised and policies for open access and open science could be developed. Therefore, the assessment committee evaluates the methods as **sufficient**.

4. Output

Standard 4: The Research Centre achieves sufficient relevance in the following areas: 1. Professional practice and society; 2. Education and professionalisation; and 3. Knowledge development within the research field. The research has a sufficient impact on these areas

The assessment committee assesses the output of the Research Centre as **good**. The Research Centre has high relevance in the professional practice and society and in education and professionalisation. The output on some aspects is even better than could be expected of such a small Research Centre. The knowledge development within the research field is sufficient. The vision and insights of the Research Centre have relevance for the international community. To increase the impact and reputation of Hotelschool The Hague and the Research Centre, the Research Centre should think of an internationalisation strategy. Part of such a strategy is to find the right international partners for collaboration and scientific publications. The Research Centre could extend the impact and reputation abroad, by publishing in strategically chosen international trade journals, for example. The international research symposia organised by Hotelschool The Hague seem to be a good way to disseminate results discuss future trends and intensify collaboration and contributes to the strategy of "Thought leadership".

Findings

Relevance for education and professionalisation

The Research Centre is involved in the curriculum innovation. A reflection on the evolution of hospitality education from its vocational roots to tertiary education led to the book *Innovation in Hospitality Education. Anticipating the Educational Needs of a Changing Profession* (Springer, 2018), co-edited by the school's three lecturers (at that moment).

In 2018, the project "Towards a design oriented and research informed curriculum in hospitality management" aimed at the improvement of educational quality in Dutch universities. The central idea of this project was to implement design-oriented research ('field problem solving') throughout all the educational activities of Hotelschool The Hague. This integration is in progress for the existing programmes (Bachelor and MBA) and has been the design principle for the new MA Leadership in Hotel Transformation. The Research Centre aims at further expanding this involvement at design and development level to the actual engagement of researchers in education delivery (for which a target of 15% of appointment

time has been defined), thus also increasing the visibility of the Research Centre and its professors and researchers for students and faculty.

According to the Self-Evaluation Report, the involvement at design and development level needs to be further expanded to the actual engagement of researchers in education delivery (for which a target of 15% of appointment time has been defined), thus also increasing the visibility of the Research Centre and its professors and researchers for students and faculty. Furthermore, the practical support and opportunities for faculty to participate in research deserve further attention, Learning Communities must become a vehicle for the circulation of knowledge between students, faculty, researchers and the wider Hotelschool the Hague Community.

Relevance for professional practice and society

As an independent Hospitality Business School, Hotelschool The Hague has close industry contacts. The industry dissemination and use of knowledge developed by the Research Centre is a key criterion for the relevance of the research that is done, as is shown by the importance given to presence in professional media (over 40 articles

in the past five years on a wide range of topics), presentations for professional audiences (over 120), and in particular research projects directly commissioned by industry stakeholders: in the past five year, 20 projects were realised for an average amount of €10.000. Furthermore, it has been possible to reach out to professionals in different subsectors (hotels, tourism, restaurants, health care) for research events or in the preparation of research grant proposals (even though not all of these have been awarded).

With regard to the relevance of Hotelschool The Hague research for practitioners, the capacity for the timely detection of emerging topics has been especially important. Publications in trade journals and keynotes at professional conferences have contributed to the broader visibility of research. Invitations for these activities depend on the relevance and impact of research outputs.

The relevance for practitioners or for society in general has also led to frequent references to Hotelschool The Hague research in general news media. Practitioners have frequently been involved in co-creating the designs for larger projects. Examples are city hospitality projects with municipalities, marketing organisations and other stakeholders in The Hague and Amsterdam, contributions to Kennisnetwerk Destinatie Nederland and Health Care projects aimed at improving patient guest journeys with health professionals in hospitals and other institutes.

As a general policy, research findings published in academic outlets are also made available in more professional presentations for practitioners, preferably in trade journals or on Hotelschool The Hague blog. With an output of approximately one trade journal publication every month, the Research Centre contributes to a sustained awareness in the school's professional environment. Unlike academic publications, most of these publications have been in national outlets. The ambition for the coming five years is to increase but above all to internationalise this visibility.

Hotelschool The Hague has the ambition to obtain a stronger cooperation between the Research Centre, Strategic Marketing and Communication and Industry Relations, which has been included in recent strategic plans. The number of 'mentions in the news' is used as an indicator of social relevance and interest for the research. Although in the past period this indicator has exceeded expectations thanks to the impact of the research on the evolving social debates around Airbnb and 'Over tourism', the Research Centre finds it also desirable to strategically plan publications in general news media in a dedicated science communication effort.

The two International Research Symposia that were organised at the Amsterdam Campus (2019) and online (2021) sought to bridge the gap between the academic and the professional world. These were attended by a mixed audience. The external visibility of the research and its coverage in professional media has led to frequent invitations to Hotelschool The Hague to speak at professional conferences. These invitations are considered to be a signal for 'thought leadership' and have therefore been included in the job profile for lecturers. This activity must be expanded in the next period, both internally to more Research Centre members, and geographically, to reach professional audiences at the most relevant conferences.

According to the Self-Evaluation Report, a current weakness is that Hotelschool The Hague does not act as one coordinated channel that offers research as a market proposition. Multiple organisational units and activities could potentially end up competing internally for research projects, leading to missed opportunities and confusion for market partners. Until now, the Strategic Marketing and Communication Department is not able to fully support external dissemination in e.g. trade journals. The ambition for the coming years is to go from these abundant, but sometimes improvised contacts, to a more structural and profound cooperation with a more limited number of industry partners, coordinated by the Research

Centre as well as by Industry and Alumni Relations.

Relevance for knowledge development in the research field

For academic publications, relevance is sought by the Research Centre by prioritising impact over quantity; the ambition is to publish a minimum of two impactful articles (with more than ten citations) per year.

Considerations

The committee considers that the productivity of the Research Centre meets the set targets and indicators. The output and impact of the Research Centre is high. Hotelschool The Hague has been able to combine its academic development with maintaining its strong industry contacts and reputation. The Research Centre has been an early explorer of emerging topics, which has led to ample exposure in general news media and in trade journals.

According to the committee, the impact of the developed knowledge products on professional practice is largely present and, in most cases, does not only relate to individual organisations but to the entire professional group. They are well-appreciated, which is evidenced by sufficient use of the knowledge products in professional practice. The committee experienced that the relevance of the research and impact for various professional practices is perceived as high e.g. hospitality in hospitals, innovative hotel concepts and city hospitality. The committee also noted some very interesting and good examples of relevance and impact (e.g. AirBNB and food circularity). Also the representatives from professional practice support the change in education. Hotelschool The Hague Alumni are “do-ers”, and there is a need for critical reflective and analytical professionals. Research helps in the development of such professionals.

The vision and insights of the Research Centre have relevance for the international community,

and to increase the impact and reputation of Hotelschool The Hague and the Research Centre, the committee advises the Research Centre to think of a better formulated internationalisation strategy. The publications in trade journals to mainly Dutch industry communities seem to be very important in dissemination of knowledge and the visibility of the Research Centre. The committee has not seen any data on the efficiency of these trade publications. The committee agrees that also a shift in focus from national to international networks is needed to increase dissemination and visibility. Mentions in the news are indicators for visibility and – perhaps- for social relevance. The committee supports the idea of the Research Centre to strategically plan scientific and trade publications. Also the support of the marketing and communication should be included in the planning and implementation process, may be as part of a research support office.

Internally, despite the good and intensive industry contacts, Hotelschool The Hague is not fully capable of getting the research results used. The Self-Evaluation Report said “Hotelschool The Hague’s own channel for the valorisation of research findings is not being used as it could”. The main channel is obviously through direct personal contacts, also the students’ projects are dependent on individuals. Industry and alumni relations should play a more central role, according to Self-Evaluation Report. With regard to this, the committee suggests to establish a research support office. However, as one of the representatives of the professional practice noted, the Research Centre also has to decide how far they want to go in “valorisation” (technology and knowledge transfer). To implement new insights into practice, a lot of energy and time is needed. Does the Research Centre want to “walk the last mile” from valorisation to application together with their business partners or does the Research Centre want to stop its activities earlier in the process? What type of vehicles are needed to bridge the gap between knowledge and application: a

knowledge and technology transfer office, a separate consultancy firm, a separate contract research office, etc.?

According to the committee, the international research symposia organised by Hotelschool The Hague seem to be a good way to disseminate results, discuss future trends and intensify collaboration, and contributes to the strategy of "thought leadership". The symposia could evolve to separate and joint network events for strategic partners. Sometimes, a thematic approach could be followed, sometimes a more generic approach. The committee thinks segmentation is probably needed.

As far as education is concerned, the committee notes that the knowledge products have been developed in a planned and coherent manner. The impact not only relates to individual educational innovations but also to coherent educational policy. Involvement by the Research Centre in education has increased since 2015, especially in the design of educational programmes. The contribution of the Research Centre to education and the integration with education is an example for many Universities of Applied Sciences. The Research Centre proved its relevance to education during the Covid-19 pandemic by contributing to the final projects of many students. The Research Centre provided many real-life cases for these students, and thereby demonstrated the purpose of practice-based research.

The Research Centre aims 15% of its time to be involved in education. The committee admires and encourages this. As stated already in standard 1, the committee feels there is a slight risk that Research Centre can be seen and used as an "an exclusive consultant" for education. The research Centre should be seen as a great business partner that works with lecturers and students on innovative approaches and gaining new insights. The committee thinks this could be supported by an agreement between Research Centre and board of Directors on a minimum output on all aspects of practice-based research (10 KPIs).

The committee notes that the impact of the developed knowledge products of the Research Centre contributes to knowledge development within the research domain and receives considerable internal and external recognition. The committee agrees with the choice of the Research Centre for quality of impact over quantity. The productivity of the Research Centre so far is high. Some of the research publications are very well cited. In the research domain of hospitality Hotelschool The Hague is relatively small and therefore their quantitative impact cannot compete with that of bigger competitors. Therefore, strategically planned collaborations and publications may help to increase the impact. The committee feels it is also relevant to set minimum performance levels especially for the contribution to the research and science domain of the research Centre.

So far, the Research Centre is doing well in terms of output, relevance and impact, in spite of their relatively small size. The big advantage for the research Centre is that it is operating in a tremendous, big network. So, there are many opportunities. To support strategic choices, the committee supports the idea to strategically plan scientific publications (including a strategy on open access). Especially when the research Centre wants to raise the bar- which the committee supports- this is urgently needed.

In summary, the committee states that the Research Centre has high relevance in the professional practice and society in education and professionalisation. The output is on some aspects is better than could be expected of such a small Research Centre. The knowledge development within the research field is sufficient. The Research Centre could extend the impact abroad, by scientific publications with international academics and by publishing in international trade journals, for example. Therefore, the assessment committee evaluates the output as **good**.

5. Quality assurance

Standard 5: The Research Centre regularly and systematically evaluates its research processes and results. The outcomes are used by the Research Centre to make the necessary improvements.

The assessment committee establishes that the Research Centre **meets this standard**. The Research Centre evaluates its functioning periodically, through six-yearly visitations and interim midterm audits. The Research Centre was visited in 2014. The Research Centre's own mid-term audit was held in 2019. Representatives of traditional research universities as well as from international competitors were invited to assess the progress and performance in research. In addition, the Research Centre regularly evaluates the quality with, for example, weekly workflow meetings and monthly content sessions. Evaluation results were taken seriously considered and recommendations led to adjustments. Partly in response to the recommendations of the visitation committee in 2014, a quality assurance system was developed.

Findings

The Research Centre evaluates its functioning periodically, through six-yearly visitations and interim midterm audits. In addition, the Research Centre regularly evaluates the quality with, for example, weekly workflow meetings and monthly content sessions, as explained under standard 3. Evaluation results are considered and lead to adjustments.

The Research Centre was visited in 2014. Partly in response to the recommendations of the visitation committee, a quality assurance system was developed in 2015. This system avoids unnecessary complexity and addresses the isolation of research by claiming a strategic role in both the generation of insights for education and in enhancing the reputation of the school through external visibility. The choice was made for a generic hospitality focus around two central questions. From that moment onward, the Research Centre became heavily involved in the redesign and evaluation of educational processes. The redesign was not aimed at expanding the role of traditional research courses, but rather at attention to students' inquisitive skills as a preparation for a volatile professional future. The Research Centre had therefore participated in the preparation of the 2018 Hotelschool The Hague accreditation, supporting the evaluation and improvement measures of student graduation research.

The Research Centre's own midterm audit was held in 2019. Representatives of traditional research universities as well as from international competitors were invited to assess the progress and performance in research. The committee was invited to (1) to provide feedback on the research lines as developed by the members of the Centre; (2) to critically evaluate the research strategy and its relevance for the school, the hospitality industry and the academic discipline; and (3) to reflect on the achievements of the past three years. The recommendations of the Midterm Audit endorsed the choice for a closer cooperation between research and education and called for a further removal of organisational and cultural barriers. These recommendations were leading in defining the new Hotelschool The Hague Research Strategy 2021-2025.

The audit was in general positive about the research conducted by members of the Research Centre, but also indicated that the formally identified research lines "variously perform in terms of industry significance, curriculum impact, and academic contribution". This difference in performance has been addressed by adjusting the composition of the Research Team; the internal discussion reflected in the team strategy document

and in the departmental and institutional research strategies are further outcomes of this judgement.

The introduction of new research approaches — such as experimental research— and the debate in Dutch higher education have contributed to a growing awareness of research ethics and research integrity. The Project Start procedure has been amplified with queries whether projects potentially affect the respect, justice or beneficence or research participants. Since potential issues are expected to arise especially in those areas in which researchers cooperate with organisations that have an institutionalised ethical assessment (e.g. hospitals in the case of health care related research), approval has been made contingent on the assessment by external partners, in which case the Ethical Committee evaluates whether the project is admissible and appropriate. As part of the Project Start process, researchers are required to submit a Data Management Plan. Data used in research are stored, for verification purposes, on a protected server at Hotelschool The Hague that can be accessed only by Research Centre management and by the school's IT services.

Quality, ethical and integrity procedures were initially seen as part of Research Centre activities. In the next period Hotelschool The Hague chooses to organise these procedures independently from

the Research Centre team. Fully developed ethical and integrity policies must be in place by Summer 2022.

Considerations

The committee considers that the research processes and results of the Research Centre are evaluated regularly and systematically. To this end, the Research Centre uses a coherent set of measuring and evaluation instruments. Based on the interviews and examination of the underlying documentation, the assessment committee established that the measurement and evaluation results lead to reflection and improvement in either the research profile, the research programme and the organisation or implementation of the research strategy. Since the new quality assurance system was introduced in 2015, the Research Centre has a good quality culture, according to the committee. Project initiation and monitoring is key and is well organised. The committee states that one of the most pressing topics for the Research Centre are for the future the implementation of HR policies that supports "raising the bar", improvement alignment of support staff and getting a better integration between research and education.

The assessment committee establishes that the Research Centre **meets this standard.**

Attachments

Attachment 1 Assessment committee

Anton Franken, chair

Anton Franken holds a PhD in agriculture and environmental sciences and is an independent educational consultant and non-executive board member. Until 2020 he was member of the executive board of HU University of Applied Sciences Utrecht and a.o. responsible for practice-based research and valorisation.

Éléonore Vial, member

Éléonore Vial is Dean at the Institut Paul Bocuse in France, which offers Bachelor's degrees, Master's degrees and Doctorates programs in the fields of Hotel, Restaurant and Culinary Arts.

Truls Engstrøm, member

Truls Engstrøm is Associate Professor and former Dean of the Norwegian School of Hotel Management, Stavanger Norway. He is the past President of the Hotels school of Distinction and the past Head of R&D Forum of the Norwegian Center of Expertise in Tourism.

Dim Hemeltjen, member

Dim Hemeltjen is senior development director at Groupe Pierre & Vacances Center Parcs and alumni of The Hotel School The Hague (2000).

De committee was supported by **drs. Linda van der Grijspaarde**, external NVAO-certified secretary.

All committee members signed a declaration of independency and confidentiality.

Attachment 2 Program of the assessment

9th November 2021

Campus Amsterdam

<i>Time</i>	<i>Activity</i>
8:45-10:15	Standard 1. A relevant, ambitious and challenging research profile and programme, with associated goals, operationalised in relevant indicators (including pitch)
10:15 -10:45	Poster presentations and Coffee break
10:45 – 11:30	Standard 2. Organisation, Resources and Partnerships enable the realisation of the research profile (including pitch)
11:30 – 12:15	Standard 3. Research standards
12:15 – 13:15	Lunch
13:15 – 14:15	Standard 4. Relevance for practitioners and society, education and professionalisation and knowledge building in the research domain
14:15-14:30	Coffee Break
14:30-15:15	Standard 5. Evaluation of Research Processes and Results (including pitch)
15:15-16:15	Internal meeting panel
16:15-17.00	Feedback session
17:00-18.00	Drinks

Attachment 3 Documents

- Self-Evaluation Research Centre Hotelschool The Hague
- Hotelschool The Hague Institutional Research Strategy 2021-2025
- Comenius Proposal 2017
- Mid Term Evaluation Recommendations Report 2019
- Institutional Plan 2018-2023
- Multi Annual Plan 2019-2021
- Overview Bachelor and Masters Programmes Research Courses
- Study Guide BA Programme
- Study Guide MA Programme
- Study Guide MBA Programme
- VKO Report and Reaction 2014
- Procedures
- Monday Com Overview Research Centre Indicators
- Monday Com Overview Research Centre Projects
- Research Centre Meeting Agendas 1
- Research Centre Meeting Agendas 2
- Research Centre Meeting Agendas 3
- Student Research Data Management
- Examples of Discontinued Projects
- Internal Project Evaluation
- External Project Evaluation
- Research Centre Yearly Overview 2018
- Research Centre Yearly Overview 2019
- Research Centre Yearly Overview 2020
- Addendum standard 3

Research products

1. Koplopersgroep Circulaire Hotels
2. Berlin Had Some of the World's Most Restrictive Rules for Airbnb Rent
3. Gastvrij Overijssel Onderzoeksverslag
4. How Association with Physical Waste Attenuates Consumer Preferences for Rescue Based Food
5. The Hospitality Model Revisited
6. Report Comenius Fellow Practice Well Being at the Heart of Hospitality
7. Presentatie Voedingscentrum
8. Urban Consumption Spaces as Living Labs
9. Airbnb
10. Van Adhoc Oplossingen Naar Strategisch HR Management
11. RAAK Eindrapportage
12. Guest Delight Genuinely Hospitable Employees
13. Hotel Room Rates Human Work or Algorithmic Plaything
14. Hospitality in Hospitals
15. Samen Bouwen Aan Gastvrije Bestemmingen Leidraad Voor DMO's

