

Commissie Evaluatie Kwaliteit Onderzoek
To the attention of: F. van der Duyn Schouten
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Subject

Response Visitation report

Dear Mr van der Duyn Schouten,

On the 9th November 2021 a visitation of our Research Centre took place by a committee of AeQui. Mr A. Franken was the chairman of the committee. Please find our response below. We attach the visitation report and the declarations of independency of the committee members.

We would like to thank the committee for the careful analysis of the state of affairs in the development and quality assurance of the Research Centre at Hotelschool The Hague. We express our appreciation for the extensive report highlighting the positive points and the identification of points that, in their opinion, need improvement.

This observation fits in with our view of what has already been achieved and what we are planning to further develop in our research ambitions. We are therefore confident that we will take further steps in the next phase of development. We see the committee's recommendations as an important guideline in this regard.

In the overview below, we indicate how the recommendations will be integrated into the further development of the Research Centre.

We reiterate our gratitude for the work done by the committee.

With kind regards and best regards,

Arend Hardorff, MSc.

Dean and Member of the Board of Directors



General recommendations	Intended actions for improvement
<p>Implement the formal procedures of the Netherlands code of conduct for research integrity for Hotelschool The Hague as soon as possible.</p>	<p>The recommended actions were in the preparatory stage, further measures will receive highest priority to be implemented latest Summer 2022.</p>
<p>Give top priority for the (continuation of the) implementation of HR policies for Hotelschool The Hague as a whole. Think of: the professionalization 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.</p>	<p>We fully agree with this recommendation, that was already included in Hotelschool The Hague's Institutional Research Strategy, which in general envisions a stronger embedding of all research activities throughout the organisation for the upcoming years. Special attention will need to go to developing research career paths, including HR tools needed for that, for lecturers, researchers and professors (as was mentioned in the Institutional Research Strategy 2021-2025).</p>
<p>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. We especially advise to be clear on the minimum level of scientific output and of externally contracted funds for the research centre. Consider to increase RAAK funding of NWO (Dutch Research Council). Acquiring external funds is also an indicator for acknowledgement, esteem, acknowledgement, network and reputation.</p>	<p>Although we do not perceive the current situation as indicative of an imbalance, we do agree with the suggestion of setting minimum KPIs (a maximum is not necessary) for researchers. For the lecturers, such a minimum has already been established. For other researchers, these targets will be incorporated in the yearly appraisal cycle starting in 2022. We do agree that grants can be seen as an indicator for acknowledgement and success. The coming period we need to explore which possible subsidies and grant trajectories fit best our research and institutional goals.</p>
<p>Make a strategic network analyses 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.</p>	<p>This will be part of the current Hotelschool The Hague Strategy development process for the years 2023-2026. This ambition was already formulated in the Institutional Research Strategy 2021-2025.</p>
<p>Develop as Hotelschool The Hague a policy or a vision on the use of on Open Access and Open Science. Make the policies feasible and SMART. Work together with other UAS. Make an implementation plan.</p>	<p>We agree with this recommendation. This plan will be developed in 2022.</p>
<p>Develop with urgency a policy on Learning Communities and be clear about mandatory participation in these communities.</p>	<p>We agree with this recommendation. We are in the process of creating a learning community policy before summer 2022 that will describe our vision on learning communities, how we will organise them within the</p>



	<p>organisation including roles and responsibilities and how we will monitor the quality. We will also create an action plan in which we will describe how we will get to a pilot stage in which we facilitate the current active learning communities within HTH to create a transition to a learning community model that will be fully in line with the policy.</p>
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Further improving the quality of research	Intended actions for improvement
Develop and use a KPI on integration of education and research e.g. a KPI on participation of lecturers in research projects.	Thank you for this valuable suggestion, whose implementation will be proposed to the educational departments.
Establish a research support office to improve support for the Research Centre.	The Institutional Research Strategy has acknowledged the need for a more structured institutional report to research activities. This recommendation helps address that need. The feasibility of a dedicated office will have to be evaluated.
Continue and if possible expand research symposia.	We will follow this recommendation in the upcoming years.
Strategically plan publications, preferably together with (potential) strategic international academic and industrial partners in order to raise impact.	As a consequence of the Research Strategy, steps are already being taken in the Research Centre to progress in this direction. We agree with and follow this recommendation for the upcoming years.
To gain visibility and get recognition of the unique and profile, consider –as Hotelschool The Hague - to participate in U multirank.	This recommendation will be discussed in the current strategy development process for the years 2023-2028.
Consider as Hotelschool The Hague to join the network of UAS4Europe and/or establish a European university network.	This recommendation will be discussed in the current strategy development process for the years 2023-2028.
Describe the decision criteria and process at the initiation of projects.	We will follow this recommendation and further clarify the decision criteria in the upcoming years.