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31<sup>st</sup> August 2022

# Year Report **2021** for the Stichting Wittenborg University of Applied Sciences Executive

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This report<sup>1</sup> contains updated (basic) statistics and (basic) information about the current activities and programmes of Wittenborg University of Applied Sciences B.V. (**WUAS**) prepared for its shareholder **Stichting (WUAS) Executive**.

In **2021** WUAS

- gained **NVAO** re-accreditation (2<sup>nd</sup> cycle) of its master's MBA programme<sup>2</sup>;
- fulfilled conditions of the **NVAO** initial accreditation (1<sup>st</sup> cycle) of its master's MBM programme<sup>3</sup>;
- completed stage 2 of **AACSB** accreditation (initial self-evaluation report was accepted with further reporting requirements),
- purchased a **new campus** building (Brinklaan 268, Apeldoorn),
- started building **75 student studio** apartments at Ruyterstraat 5, Apeldoorn,

In **2021** WUAS continued

- the process to prepare for AACSB accreditation,
- the process to prepare for AMBA / BGA accreditation,
- the process to prepare for EFMD programme accreditation,
- the (slow) process of developing TNE in Germany (Munich) and Austria (Bad Vöslau), whilst undergoing audits and corrections instigated by the inspectorate as a result,

In **2021** WUAS has published its Strategic Plan 2022-2026<sup>4</sup>, introduced a system of Assurance of Learning, and developed a system of Academic Titles and Classification of Faculty.

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<sup>1</sup> **NB:** This document version is not for general publication or for use in Accreditation Appendices. It is singularly to fulfil the requirement of the Dutch Ministry of Education.

<sup>2</sup> <https://www.nvao.net/en/decisions/wittenborg-university-of-applied-sciences/m-master-of-business-administration>

<sup>3</sup> <https://www.nvao.net/en/decisions/wittenborg-university-of-applied-sciences/m-master-of-business-management>

<sup>4</sup> [https://www.wittenborg.eu/wuas\\_sp\\_2026.htm](https://www.wittenborg.eu/wuas_sp_2026.htm)

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## Introduction

Wittenborg University of Applied Sciences (henceforth WUAS), is a privately funded (not for profit) institution for higher education that operates fully in English. It has operated solely in English since 2008.

WUAS is a “Legal Entity for Higher Education” (*NL: Rechtspersoon voor hoger onderwijs*). This status means that it is permitted to offer accredited higher education programmes and award bachelor and master degrees under the Netherlands Act of Higher Education (WHW<sup>5</sup>), and that for programmes accredited by the Netherlands NVAO<sup>6</sup>, students are entitled to study grants and the study loan system that was introduced in 2015.

WUAS’ Netherlands Ministry of Education registration number (BRIN) is 25AY.

WUAS is based in the Dutch town of Apeldoorn and currently offers Bachelor and Master programmes to around 1000 students a year (**2021**) from the Netherlands and around the world. WUAS counts its student numbers based on all those registered during a calendar year, and currently on average 800 students are studying at any one time during the year. Its size, international (micro) environment and the fact that it is privately funded contribute to a dynamic and continuously developing institute that enjoys bringing a global outlook to a local region.

The degrees offered under Dutch Law of Higher Education:

- MBA, Master of Business Administration, ISAT nr. 70150
- MSc, Master of Sciences, Master of Business Management ISAT nr. 49149
- BBA, Bachelor of International Business Administration\*, ISAT nr. 39239

\*As per 17<sup>th</sup> June 2021, the programme name Bachelor of International Business Administration has been officially changed to Bachelor of Business Administration.

This year report is a short summary of the activities of the institute in **2021** and describes its development of programmes, its due-diligence and oversight systems and basic students and financial information. The primary aim of this document is compliance with the Dutch Act of Higher Education and Research in particular article 1.12.

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<sup>5</sup> Wet Hoger en Wetenschappelijk Onderwijs

<sup>6</sup> Netherlands and Flemish Accreditation Organisation

2021 was dominated by the Covid19 Pandemic which continued to affect every country in the world and every higher education institution. All the second half of the 2020-2021 academic year at WUAS (January – July) was taught online and the Netherlands also went into lockdown again mid-December 2021.

However, 2021 started with a clear increase in student applications and was positioned to be WUAS' best year yet, both in student numbers and financial resources and reserves. The pandemic has affected recruitment in some countries, such as China and Vietnam, which only saw applications towards the end of 2021, however recruitment in Africa and the Middle East has seen continued growth.

In 2019, the strategic plan described the predicted growth of student numbers and revenues in the coming years, however the plan was adjusted to reflect the pandemic in March 2021 (below).

	2019	2020	2021		2022	2023	2024	2025
<b>Number of Registered Students</b>	1018	1085	1210	Predicted Number	1398	1593	1753	1913
<b>Revenues</b>	€ 6,208	€ 6,403	€ 7,261	Expected Revenue	€ 7,881	€ 8,732	€ 9,494	€ 10,229
<b>Costs</b>	€ 5,762	€ 5,019	€ 5,748	Expected Costs	€ 5,915	€ 6,273	€ 6,656	€ 7,066
<b>Result to Reserves &amp; Investments</b>	€ 181	€ 1,027	€ 1,175	Expected Result	€ 1,729	€ 2,226	€ 2,592	€ 2,922

(figures x1000)

**Figure 1 – Student Numbers, Revenue and Costs past and future predicted in Strategic Plan**

When the COVID19 pandemic took hold across the world in March 2020, WUAS expected the worst, and recruitment and new student conversions took a drop in that year, however 2020 still ended as having been WUAS best year to date, both from a student number and from a financial point of view.

As WUAS' bulk turnover is always generated in the preceding year, 2021 was already predicted to be successful, as long as the pandemic did not take a negative, unexpected direction.

The Expected Result of 2021 exceeded the amount predicted, especially when the overall 'Group' figures are taken into account.

Reservations for 2022 (student invoices paid in 2021 for study in 2022) have increased significantly:

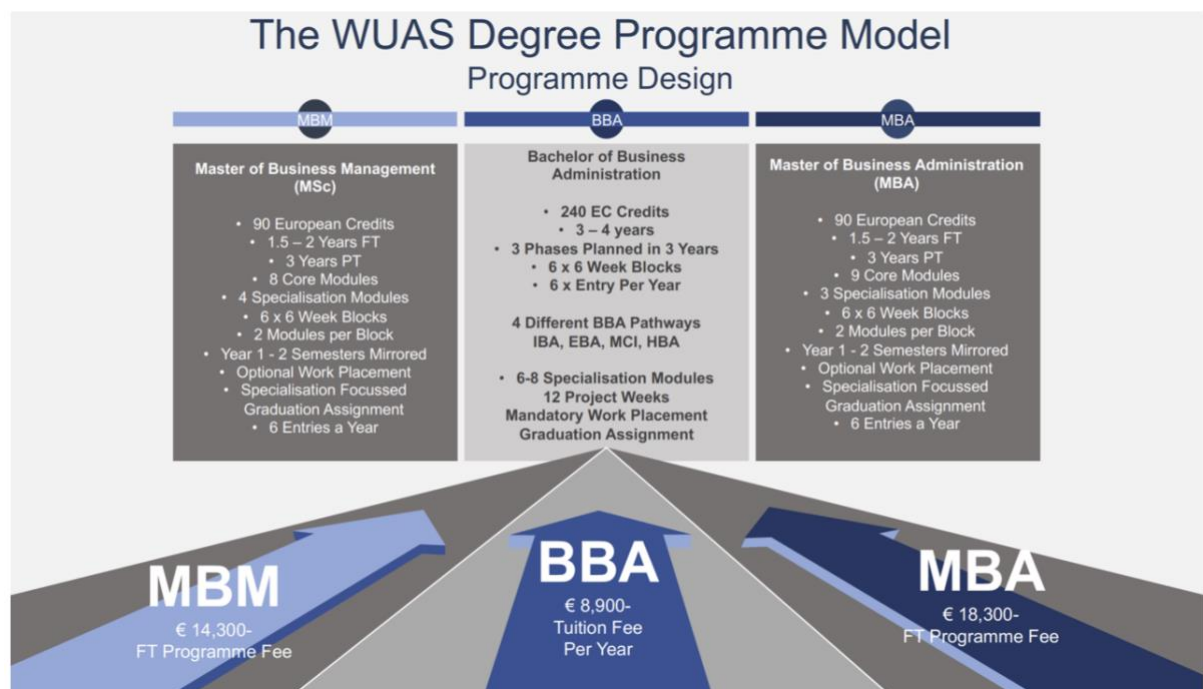
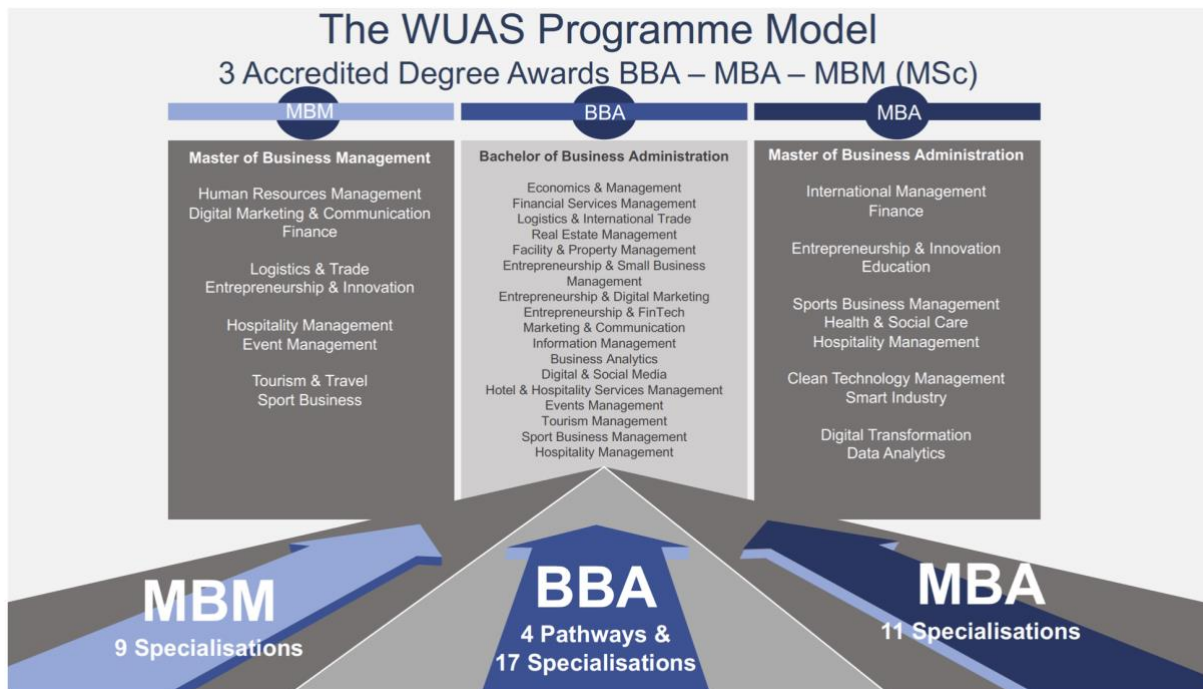
<b>FEES RESERVED OF STUDENT PAYMENTS FROM CURRENT YEAR TO NEXT YEAR</b>			
	<b>(to date)</b>		
	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>TOTAL RESERVATION</b>	€ 5.683.386	€ 4.184.807	€ 3.807.136

This means that 2022 starts with a turnover of 5.6M+

WUAS' main academic ambition is to achieve AACSB accreditation status. This renowned US accreditation would see WUAS enter the top 5% of business schools globally. In line with this, in 2021 WUAS saw a further professionalising and re-arrangement of faculty and staff in line with the ambitions in its Strategic Plan, to significantly increase Scholarly Active Faculty. At the same time, WUAS replaced staff members who no longer fitted its profile with new professional staff who will be able to lead their departments through the development required to achieve the goals set out in the Strategic Plan.

## Highlights 2021 that led to growth

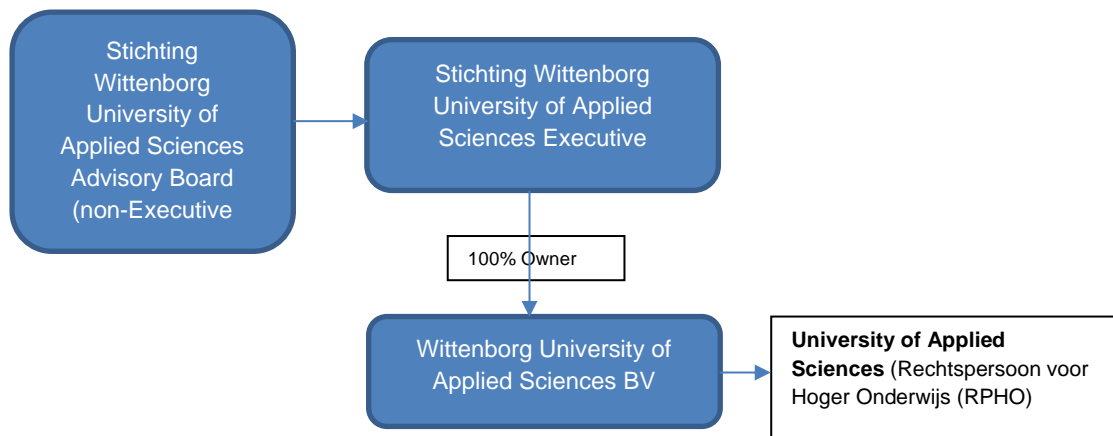
- Was able to offer the full range of Business School degrees with pathways and specialisations – BBA, MBA and MSc:
  - o 6 Entries / Graduations a year;
  - o Netherlands (visa / embassies) stayed open during pandemic;



## WUAS - Current Legal Entities

The WUAS legal entities did not change with respect to the legal entity for higher education in **2021**.

### Company Ownership 2021



#### **Wittenborg University of Applied Sciences BV**

Wittenborg University of Applied Sciences BV (WUAS BV) is the legal entity (a company limited by shares) that operates the legal entity (a higher education institute according to the act of higher education and research) Wittenborg University of Applied Sciences (WUAS), BRIN registration number 25AY.

WUAS BV carries out all education related activities of WUAS and is the contract partner for all WUAS students and legally liable for all WUAS staff, according to their engagement. All WUAS students are registered at WUAS and therefore are invoiced by WUAS BV and pay their fees to WUAS BV.

WUAS BV has a rental contract with Aventus (ROC) for its Laan van Mensenrechten location in Apeldoorn, however this was terminated per July 2022 and a rental contract for its location in Amsterdam (Dali Building). From 2022 WUAS in Apeldoorn will solely operate in its own controlled buildings (ownership by holdings).

#### **Stichting Wittenborg University of Applied Sciences Executive**

Stichting Wittenborg University of Applied Sciences Executive is a foundation that owns 100% of the shares in Wittenborg University of Applied Sciences BV (WUAS) and forms the Executive Board of WUAS.

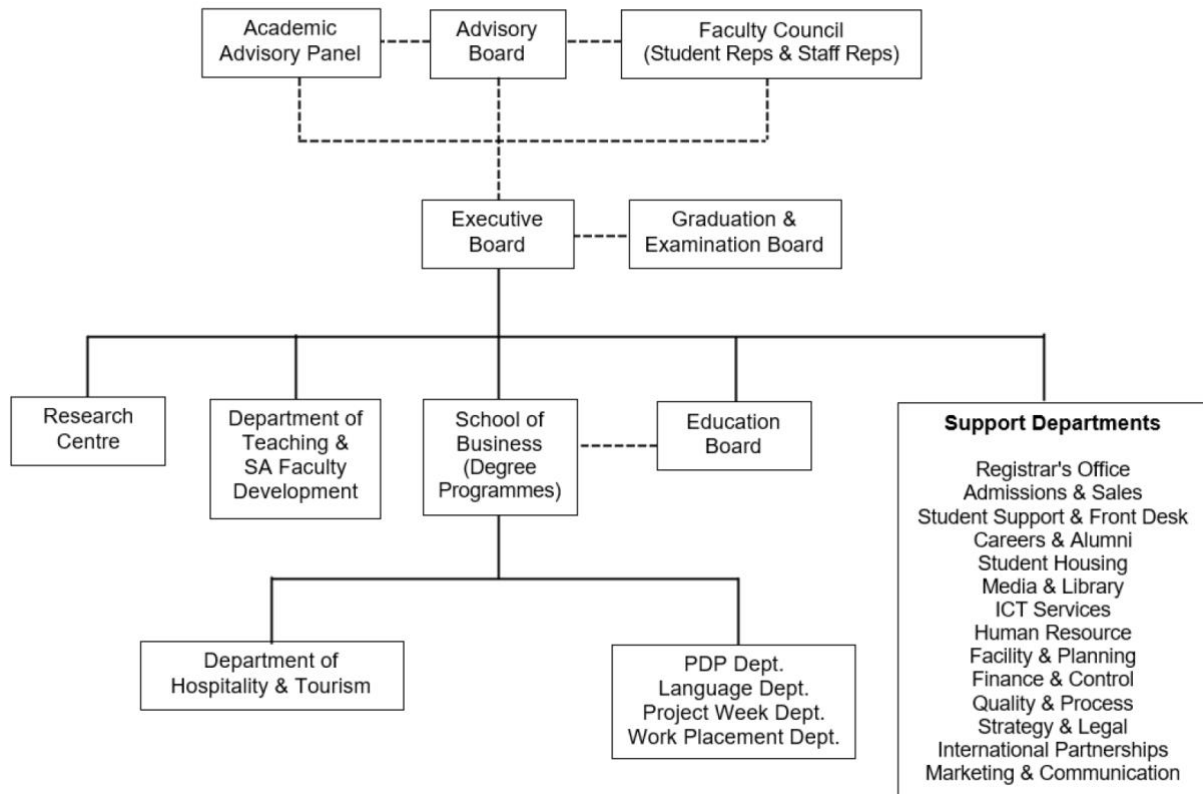
#### **Stichting Wittenborg University of Applied Sciences Advisory Board**

Stichting Wittenborg University of Applied Sciences Advisory Board is a foundation independent of Wittenborg University of Applied Sciences BV (WUAS) and forms the independent Supervisory / Advisory Board of WUAS. It has no financial dealings (it is non-executive). Stichting Wittenborg University of Applied Sciences Advisory Board provides one member of the Executive Board.

## The WUAS Organisation

A Basic Organisation Chart of WUAS is shown below, updated for 2022.

**WUAS Organisation Chart 2022**

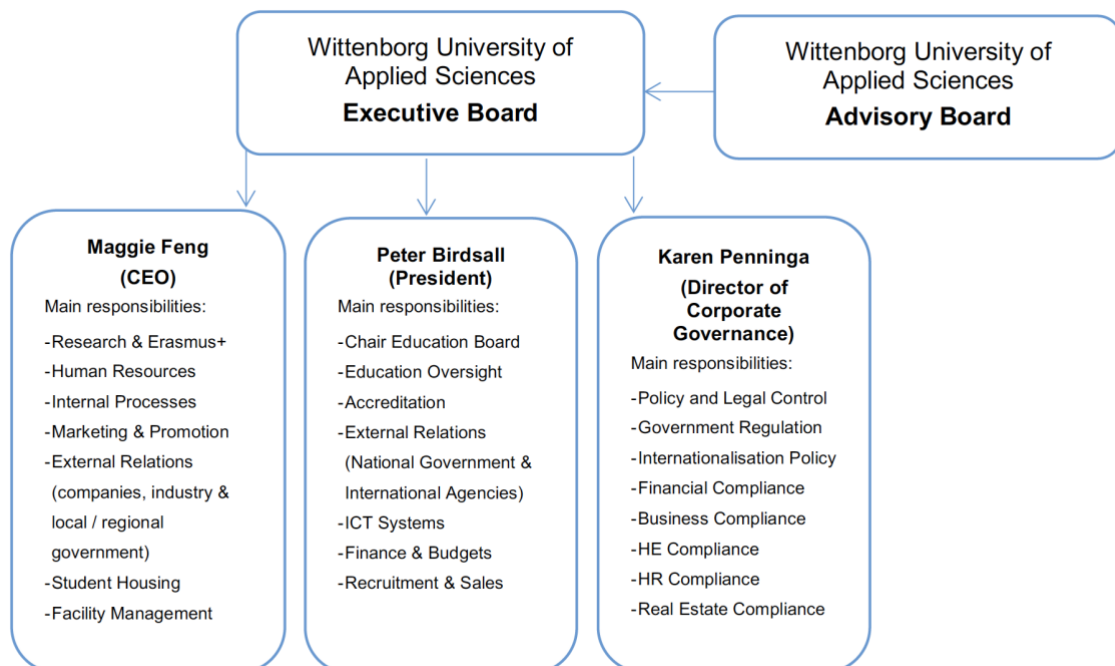




## WUAS Executive Board

The Wittenborg University of Applied Sciences Executive Board (the Executive) forms the management of Wittenborg University of Applied Sciences. Its members are Peter Birdsall, Chair of the Executive Board (President) and Maggie Feng, CEO and Karen Penninga Director of Corporate Governance. The Executive reports to the Advisory Board (below).

Below is an overview of how the responsibilities at Board level are divided in the Wittenborg Executive.



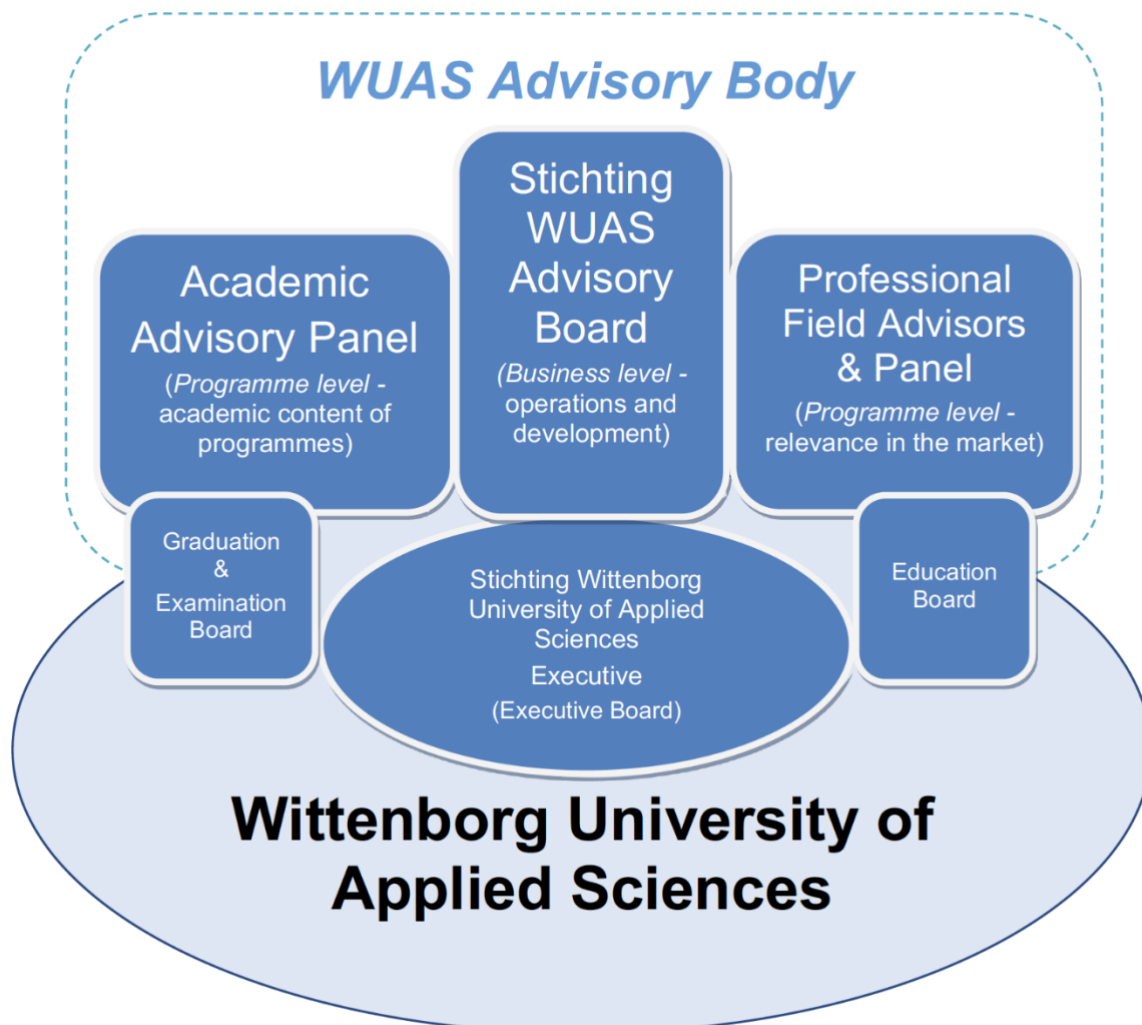
## Vice President Academic Affairs

The Vice President of Academic Affairs is Professor, Dr Ronald Tuninga.

The role of the VP Academic Affairs at WUAS is primarily to support the Executive directly with advice and guidance on the development of programmes and academic quality at the university. The VP will maintain an overview of all the programmes from an academic perspective, and to maintain a critical view of the academic quality of the content, delivery and final output (research papers and final projects). Also, the VP advises the Executive and Heads of School on accreditation processes, positioning of the programmes and the university overall, the quality of academic staff and works with the head of research to stimulate research, collaboration and integrity.

## Stichting Wittenborg University of Applied Sciences Advisory Board

The Advisory Board is in effect the body that formally oversees the governance of WUAS and advises on the programmes it develops and offers. The Advisory Board has a separate legal status from the Executive and is an independent foundation that oversees the development and continuity of the institution. In 2021 the Advisory Board had 8 members as there was a temporary overlap between 3 members who have ended their second term and were replaced during the year. The standard 5 members represent local business, employers, and government. The Advisory Board plays an important role in advising the institute on the development of new programmes, also introducing external parties in an advisory role when required. In cases of a change in top management at WUAS, the Executive can actually be appointed by the Advisory Board.



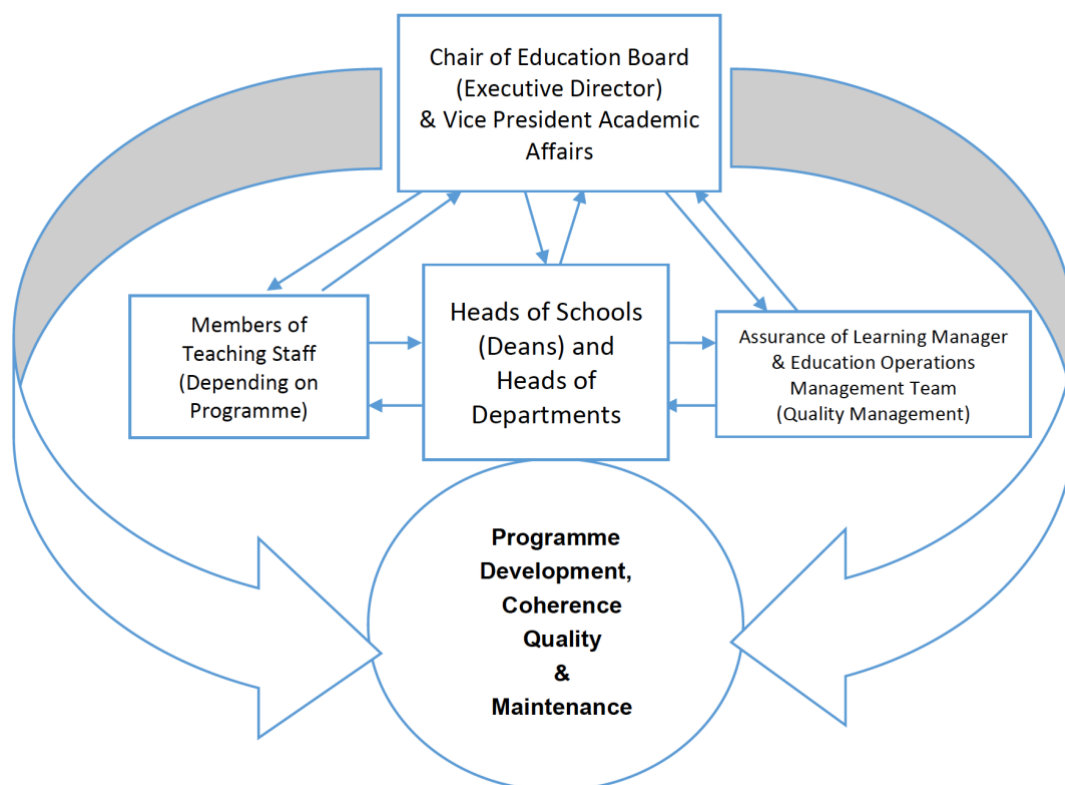
## The Education Board

WUAS' programmes are developed and monitored by the Education Board, on the one hand to be compared to a research and development department of an organisation, and on the other hand to a programme management team within a higher education institute. The Board is comprised of key WUAS staff, concerned with the development and deployment of the programmes, including the Executive Director of Education, the Vice President Academic Affairs, the Heads of School, Assistant Heads of School, the Education Operations Managers, Campus Directors & Quality System Manager, and various members of the teaching staff, depending on the programmes being discussed/developed.

The chart below shows the structure of the Education Board. The aims of the Education Board are:

1. To develop and have accredited new bachelor's and master's degree programmes (curriculum).
2. To maintain and re-develop all current bachelor's and master's degree programmes (curriculum).
3. To review feedback from students, teachers, (work placement) companies, business networks and WUAS' alumni and take action on results.

The Education Board is responsible for aligning its programmes with the professional field and requirements of the market and interacts with the 'outside world' through its contact with the advisory bodies and the professional field.



## Examination and Education Guides

For each programme offered, a legally binding document called the Examination and Education Guide (EEG) is produced and made fully available to students, and prospective students.

All students entering WUAS programmes sign a study agreement that states that they are aware of the Examination and Education Guide and agree to its contents and future updates. The current Education and Examination Guides are available (Per Programme / Pathway) through WUAS' websites and intranets for students, and others to download.

The format and completeness of the current EEG formats are a result of reflection gained during FIBAA and NVAO IBA accreditation processes of 2012 & 2013 and 2017-**2018**, and the MBA accreditations of 2014 & 2015, 2016, **2019-2021**, (joint FIBAA & NVAO) and the MBM accreditation of **2020** and subsequent audit of **2021**. They also reflect feedback from the student reps and have been updated as part of the PDCA process.

## The Examination & Graduation Board

At WUAS, an 'executive, independent' **Graduation & Examination Board (GEB)** oversees the operations, quality and methods of examinations at the institute. The GEB is constructed in accordance with law: there are no financial decision makers involved in the GEB, ensuring its complete independence from the financial well-being of the institute. The GEB includes three external members, including the Chair of the GEB and each member fits a profile drawn up by the board in agreement with the institute. A legally compliant examination board is enabled and meets regularly throughout the academic year. It reports yearly to management. In **2021** a report was provided to management and further in this document a summary is given.

As a compact institute, WUAS has one central Graduation and Examination Board (GEB), which ensures that all decisions regarding EC Credit allocation and the awarding of degrees are brought under the responsibility of a relatively impartial body. (Relative, in the sense that although most members are employed by the institute, there were two external members at the end of the year which still conforms to the formal requirements, and no-one who has a legal or financial stake holding in the organisation is a member. This is in line with government regulations.

The Wittenborg University Executive publishes a Graduation & Examination Board Regulations for its programmes, (Part 6 of the Education and Examination Guide - EEG).

The GEB, as a key institutional body, ensures correct application of these, under Dutch Law and under agreements as part of external validations and accreditations.

Currently, the GEB comprises of WUAS teachers, tutors, study advisors, and staff members, who are either fully employed or external consultants who teach Wittenborg modules, as well as at least 2 external members who work at other Dutch HEI's.

The Chairperson of the Examination Board (GEB) is appointed by the Executive and is preferably a non-employed external member.

In order to comply with Dutch Law, the GEB, in effect, appoints all examiners, on the basis of employment and contract arrangements with the Executive. The GEB is planned to meet 6 times a year, on fixed days in a systemic fashion, and can convene more often if required. Usually, the GEB meets one additional time in the Introduction Week of the first block of each new academic year.

The GEB is responsible to ensure that all students entering the programme have the correct qualifications and entry levels as set by the executive. To determine these, it can enlist the expertise of internal or external experts in diploma / degree verification, such as Nuffic (The institute that oversees and promotes international education in the Netherlands).

The responsibilities and expertise of the Graduation & Examination Board are fully explained in its yearly report. The Exam Board also plays a role in the Wittenborg University of Applied Sciences' Complaints Procedure described in the Education and Examination Guides of Wittenborg's programmes.

As a result of feedback and recommendations from the GEB and the Education Board, in previous years, WUAS' education team has undertaken a special review of all examinations throughout all modules given at all levels and made recommendations where necessary in 2021.

Furthermore, since examinations are measurement instruments, the research involved the assessment of the psychometric property, and specifically the validity and reliability of exams. The examination guidelines and procedures were scrutinised, followed by a detailed evaluation of the modular aims and objectives against the content of the lectures and the examination items. Also reviewed were the exam development criteria, analysis of the level and proper use of British English, and possible content overlaps/equivalency among exam versions.

In response to advice by the accreditation body FIBAA panel WUAS updated its policy on plagiarism and revised the assessment criteria of the 'business plan option' of the final project (for bachelor's).

A report of activities and findings of the Graduation & Examination Board was provided to management.

In 2021 the GEB has also instigated a Credit Transfer Committee which looks specifically at student applications for credit transfer and exemptions.

## **Summary of GEB Report 2021**

Wittenborg's Graduation & Examination Board (GEB) met throughout the year as planned and helped WUAS ensure that its programmes were offered and administered according to the Education and Examination Guide for the programme concerned (EEG).

This report outlines the issues and facts surrounding the work of the Wittenborg University of Applied Sciences GEB in the year 2021.

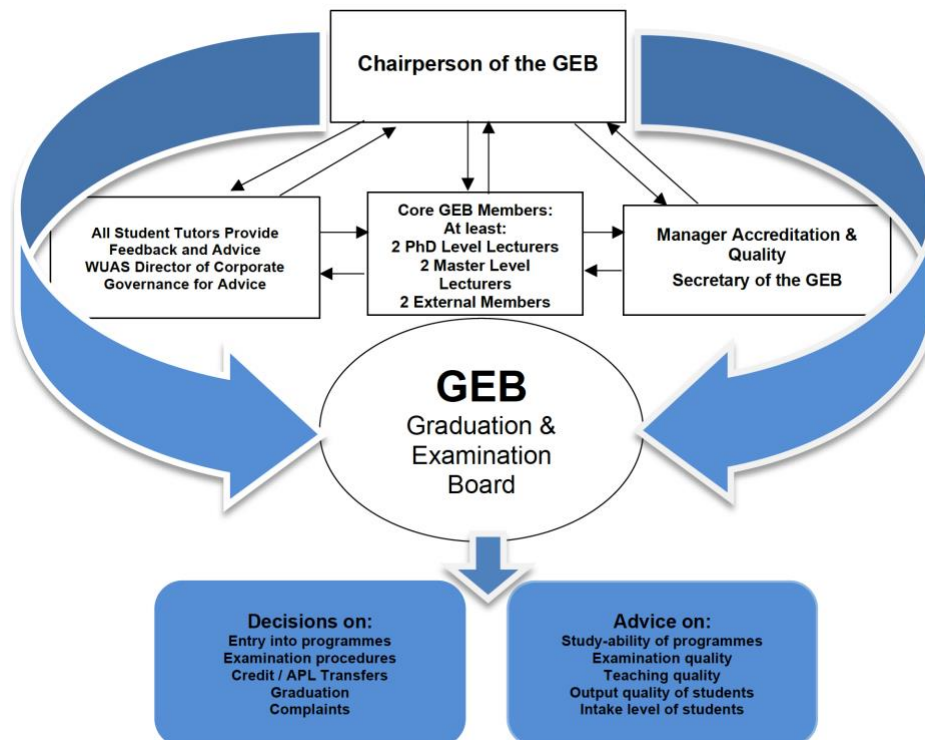
The year saw no deviations from the Education & Examination Guide (EEG) and no individual exemptions were given.

ECTS and other Credit Transfer was given to students whose previous study was attested and valued through Nuffic or Naric, or both.

All members of the GEB were correctly and formally appointed.

The Chairperson continued with her three-year (renewable once) term, as passed by the GEB.

## Composition of the Graduation & Examination Board



## Graduation & Examination Board Responsibilities

- To monitor the quality of examinations in respect of whether they meet the programme objectives, required competences as outlined in the relevant module guide and the educational standards and philosophy of Wittenborg, as described in the EEG;
- To ensure examinations and evaluation leading to EC Credits (study credits) are carried out in accordance with the Education and Examination Guide (EEG);
- To evaluate attendance and participation in relation to assessment, plus rules and regulation as proscribed by the relevant authorities in the Netherlands;
- Ensure that in all examinations, assessments, work placements and projects, the papers and instructions have a level of English that is clear, jargon free and understandable;
- To oversee the testing and assessment processes and that the quality of testing and assessment is in line with the aims and objectives (Final Qualifications) of the programmes;
- Confirm the grades and evaluation of all examinations, projects, work placement, assessments, and the final year graduation dissertations and for all years and subjects in Wittenborg programmes;

- Adjudicate on infringement or irregularities in relation to the Education and Examination Guide; decide the appropriate changes and or sanctions and rule on appeals from students in respect of their examinations, assessments and work placement grades or any other aspects of the examination procedure, in line with the complaints procedure;
- Confirm that all graduation students have met the entire necessary requirement enabling the given student to receive their degree;
- To confirm decisions in respect of advanced placement, request for placement, credit transfers and internal promotion of and from students; furthermore, assessing and adjudication on the authenticity of educational certificates, degrees and diplomas;
- The Credit Transfer procedure has been reviewed and based on the feedback given, improvements to ensure compliance with the WHW are being implemented in 2022.
- To evaluate the examination process in respect of the principles of quality assurance ensuring continuous improvement and innovation in respect of all the various forms of assessment;
- To supervise the Testing Committee, who ensure that the quality of examinations at WUAS meet the established standards based in the Exam Development Handbook.

The GEB also plays a role in the WUAS Complaints Procedure described in the Education and Examination Guides (EEG) of WUAS programmes.

The Graduation & Examination Board (GEB) is scheduled to meet each block during Exam Week (week 6 of the block) and one additional time in week 1 (Introduction Week) of block 1. This enables six starts and six graduation times per year. Extra meetings can be instigated if required. At least one of the two external members is present at each meeting. In 2021, the GEB, as required, met seven times:

- 18/01/2021 (block 3, ac. year 2020-2021)
- 22/03/2021 (block 5, ac. year 2020-2021)
- 10/05/2021 (block 6, ac. year 2020-2021)
- 21/06/2021 (block 7, ac. year 2020-2021)
- 23/08/2021 (block 1 Introduction Week, ac. year 2021-2022)
- 04/10/2021 (block 1, ac. year 2021-2022)
- 22/11/2021 (block 2, ac. year 2021-2022)

The GEB has mandated the Student Registrar and Deputy Registrar to admit students into WUAS programmes, both of whom have also become formal but non-decision making, members of the Graduation & Examination Board (GEB) of Wittenborg University of Applied Sciences (WUAS). The GEB maintains a list of (international) school leaving diplomas and university degrees that have been verified and can be used by the Student Registrar of the Registry Office and the Admissions Team to process the acceptance of students into the programme, according to the Graduation and Examination Board Regulations (Part 6 of the Education and Examination Guide). All students accepted into WUAS degree programmes are done so on the basis of the Graduation & Examination Regulations.

This list of accepted diplomas and certificates can be supported by examples of individual Nuffic Reports, or Naric Reports to be presented to the GEB when requested. This list of accepted diplomas and certificates is to be updated every education block, when new items are put forward to the GEB.

This list is created to mandate the process of admissions according to the Graduation and Examination Board Regulations, however is not withstanding the independent judgements made by the Admissions Team regarding aspects not concerning the Graduation & Examination Board such as 'motivation' and 'financial means' (selection).

### **Professionalisation**

The members of the Graduation and Examination Board (GEB) are expected to join the teacher training meetings given twice in an academic year, which allows the members to interact with non-board members and ensure that the workings of the GEB are known across the organisation.

In 2021, two members completed the PGCERT Programme with the University of Brighton.

During 2021, due to the COVID-19 pandemic and discontinuation of joint deliveries with the University of Brighton there was no PGCERT Programme offered at WUAS. Wittenborg is in consultation with Advanced HE to develop its own PGCERT in the coming academic year.

### **Graduation Final Projects**

Dissertations are currently marked by the academic supervisors and the second markers before submission to the GEB. Any discrepancies between the first and second marker may be brought to the attention of the GEB, which becomes mandatory if there is a discrepancy of one or more points between the first and the second marker.

In 2021, Final Graduation Projects were reviewed by the GEB on a random basis.

In the year 2021, a Graduation Assignment (GA) and a Work-placement Report (WER) were randomly selected for review primarily assessed and graded by the academic supervisors and second markers. The reviewing system ensures that the GA/WER assessments conducted by the academic supervisors and second markers correspond with the expectations of the goals set by the institution as per the recommendations made by accreditation agencies. Thus the GEB will be able to audit & control and give recommendations for any adjustments if needed, if the set goals are not met.

The scoring system is the means of quality checking the GA/WER assessments and this will ensure that the GEB review can be short and efficient, giving the possibility to make quick and accurate conclusions and future recommendation at each GEB meeting.

At every GA oral defence there was at least one GEB member present.

### **Tests and assessments**

The GEB ensures that all tests and assessments made by examining teachers, reach the quality standards ensuring that students are examined in accordance with the aims and objectives of the modules on the one hand, and the mapped final qualifications on the other hand.



During 2021, there have been recommendations made on behalf of the GEB as a result of the random exam checks carried out during the GEB meetings, communicated to the Test Committee.

Due to the COVID-19 induced situation, on the recommendation of the Education Board there has been a shift of type 1 examinations to type 2 examination for all modules, for the academic year 2020-2021. Starting from academic year 2020-2021, type 1 examinations have been converted to open book examinations.

As a quality maintenance measurement, the Moderation process which was started in block 5 of academic year 2019-2020 continues every block in the academic year 2020-2021. The GEB then communicated its recommendations on the Moderation Reports back to the Examination Administration.

On the recommendation of the Education Board, the assessment for all modules will now include participation component which makes up 10% of the total marks.

### **Appointment of examiners**

All examiners at Wittenborg University of Applied Sciences are appointed by the Graduation & Examination Board (GEB), which allows them to examine students' knowledge and skills, in accordance with the requirements as specified in the Education and Examination Guide, according to the Aims and Objectives of the module, and the Final Qualifications of the programme as accredited. Examiners are only permitted to examine within their specific field of expertise.

One member of the GEB holds an interview with all proposed examiners and checks whether the examiners' qualifications are in line with the requirements. The appointment will be officially determined during the GEB meeting.

All examiners must have teaching or research experience of more than 3 years, and an academic qualification in the relevant field. As of 2011, all teachers must hold at least a master's degree qualification and preferably a PhD.

HR Department maintains list of recruited lecturers and informs GEB to appoint as examiners.

The examiners are expected to join the teachers training meetings twice a year and complete the PGCert (Postgraduate Certificate in Teaching and Learning in Higher Education, University of Brighton). The PGCert programme is obligatory for all teachers who do not hold any higher education pedagogical certificate. The PGCert programme was offered each academic year until November 2020, when the discontinuation of the cooperation with the University of Brighton has been announced. WUAS will look for a replacement of the teachers training.

The examiner appointment period is always for one academic year. During the academic year of 2021, one hundred and thirty-four (134) examiners were appointed by the GEB.

New Examiners Added During 2021: thirty-eight (38). Examiners discontinued/exited in 2021: nineteen (19). The main/general reasons of discontinuation are:

- exit of non-PhD qualified lecturers in line with accreditation efforts and to create room for scholarly active lecturers
  - seminars were only offered as video sessions and were recorded by the core team, therefore otherwise engaged seminar speakers/guest lecturers were discontinued in 2021 (might come back)
  - replacement of several part-time/visiting lecturers with PhD-qualified and scholarly active full-time lecturers
  - in at least one case, the lecturer decided to discontinue with WUAS because of higher FTE at another institute
  - in at least one case, the lecturer decided to discontinue with WUAS to pursue a career outside of higher education at a higher FTE
  - closing down the cooperation with University of Brighton

### **Advice to Management**

In 2021, the Examination Board advised programme management (Education Board):

- to review and strengthen the high similarity score and plagiarism policy
- to strengthen the ghost-writing policy and procedures.

The Education Board has taken the GEB recommendations on board. Proposals by the Education Board:

- Carry out a careful internal research within WUAS that focuses on the use of artificial intelligence/ghost writing and plagiarism in general. The aim is to gain a picture from both students and faculty as to what the level of the problem actually is within WUAS.
- Based on the outcomes of the research, a proposal will be formulated on how the curriculum can be adapted, if needed, to combat any issues found. One proposal could be to move towards continuous assessment.
- Compare our analysis with that being done at other similar business schools.
- Relook at the methodologies and procedures used during work placement and the final project, especially with relation to continuous assessment by the supervisor and the link to the Professional Field.

## Intake and recruitment in 2021.

Intake and recruitment in **2021** increased compared to 2020 and 2019 (46 students less).

	Total	APL	AMS
Total 2020	828	659	80
Current Total	1210	953	137
Target 2021	1198	909	130
Required for Target	-12	-44	-7
Total Students Paid 2021	382	294	57

The above are new registrations in the degree programmes under the (Dutch) Act of Higher Education (WHW). WUAS also registered 7 (non-WHW) students in a Postmaster programme and registered 39 (non WHW) students abroad (Munich) who will eventually intend to join studies in the Netherlands, according to the (current) regulations.

Different data in this document can be more up-to date, however the main count point is the end of registration period **2021**. This is actually the start of BLOCK 5, in the subsequent year which takes place in February (2022). Only then can be determined how many students have joined or progressed to the new semester, graduated and dropped out. WUAS has chosen this system due to its carousel, 6 entry points year system, and to be in line with its financial accounting system.

- WUAS counts a *current* student if they have confirmed registration by paying an invoice during that calendar year.
- WUAS counts a *new* student if they have confirmed registration by paying an invoice created during that calendar year.<sup>7</sup>
- WUAS counts a *dropout* student if they fail to continue after a registration period and do not re-register. The dropout students are counted in the year that they 'dropout' of WUAS.<sup>8</sup>
- WUAS counts a graduate in the year they submitted their final project / dissertation.

## Growth

Growth is essential for WUAS to achieve its ultimate goals and for the sustainability of the university. However, the growth is carefully managed as each jump brings organisational changes with it. Even with the consequences of the pandemic, the MSc and MBA / MBM programmes show continued steady growth, which with current (not yet completed) figures continues into **2021**. The bachelor's growth is as expected, with regard to the pandemic.

WUAS uses comparative data for growth since 2010 as this is the moment that the university moved from Deventer to Apeldoorn with the support of the municipality. The 10-year growth

<sup>7</sup> This means that new students starting in Block 5 (2021), February and who have paid in December 2020 are counted as students in that year (2020), as they are provided access to services. This is in line with WUAS accounting systems.

<sup>8</sup> This means that a student who starts in Block 3 2019 (December), and fails to continue registration in Block 5 2020 (February) is counted as a dropout in Block 5 (2020).

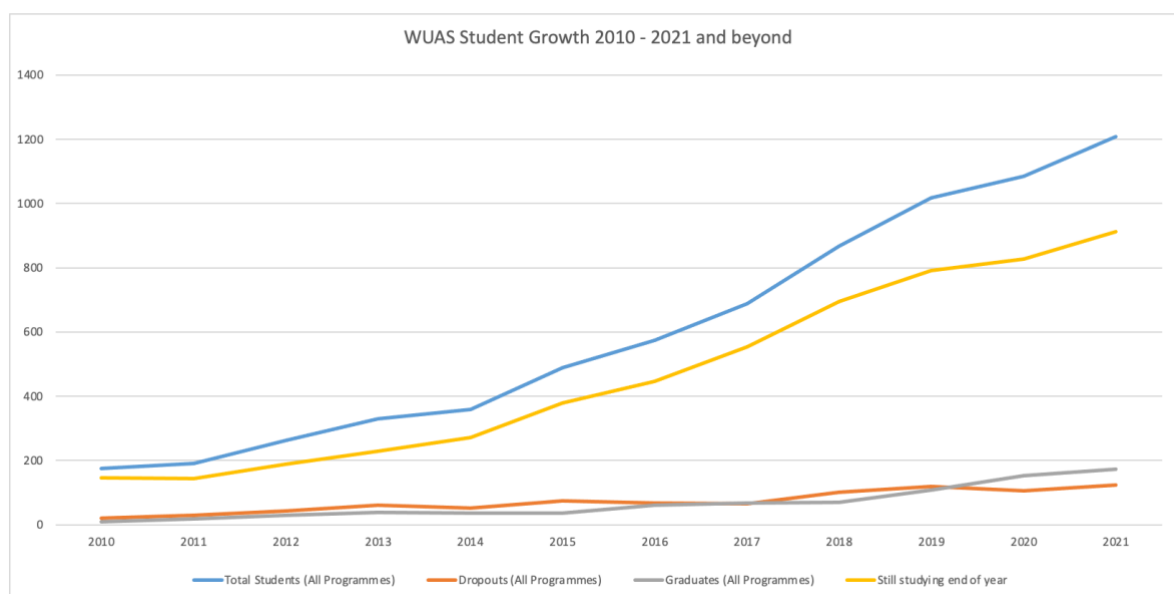
plan written in 2013 shows a target student body of 1500 registered students in 2023, the body of students estimated to be required to maintain a 'boutique' university (research or of applied sciences). With an average of 17% growth per year, the statistics show that this will be achieved.

However, WUAS focus is on increasing quality of intake, bringing down dropout rates, especially in the bachelor's programmes, and increasing diversity and nationality count per year, across all programmes.

### Total Student Numbers, of all Registered Students Per year in All Programmes Compared Since 2010

Note: **2021** are total numbers (as of start of new year in February 2021) and 2021 are predicted numbers based on the average percentage growth rate (below). NB: 2 students withdrew on 2022 which explains the difference between previous chart.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Students (All Programmes)	175	191	262	330	359	490	575	688	868	1018	1085	1208
Dropouts (All Programmes)	20	29	44	62	51	74	68	66	102	119	105	123
Graduates (All Programmes)	9	18	29	39	36	36	61	67	71	107	152	172
Still studying end of year	146	144	189	229	272	380	446	555	695	792	828	913



Growth Rate Since 2010												
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Average
175	191	262	330	359	490	575	688	868	1018	1085	1208	
	8%	27%	21%	8%	27%	15%	16%	21%	15%	6%	10%	16%



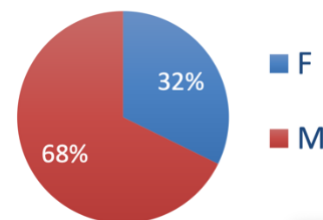
## Diversity & Internationality of Staff

In relation to the size of its staff, Wittenborg is truly an international and intercultural institute. Its management and current regular (employed) teaching and tutoring staff in 2021 represented 49 different nationalities.



## Gender Diversity of Staff

WUAS' Executive Board comprises of 2 women and one man. This gender diversity is not yet reflected throughout the organization, with male staff members making up a 68% majority. This has increased in 2021 due to the recruitment of more Scholarly Active faculty (PhD qualified researchers).



## Figures on overall staffing at WUAS (2021)

In 2021 the following numbers of staff worked at WUAS:

The table (right) reflects a total of around 75 FTE for the calendar year 2021, which has increase comparable to 2020.

<b>Executive Board</b>	3
<b>Non-Executive Board</b>	4
<b>Advisory Board (Members)</b>	17
<b>Faculty</b>	131
<b>Academic Staff Exam Board</b>	2
<b>Support &amp; Administration Employed</b>	61
<b>Total Number of Persons Working at WUAS in 2021</b>	<b>218</b>
<b>FTE Management Boards</b>	5,38
<b>FTE Academic Staff</b>	24,97
<b>FTE Professional Staff</b>	25,44
<b>FTE Interns</b>	19,40
<b>Total FTE</b>	<b>75,19</b>

During 2021, WUAS has again significantly achieved an increased level of faculty qualification, with over 50% of faculty being PhD qualified (SA & PA) and over 40% of its master's faculty being involved in active current (applied) research.

**THE FOLLOWING TABLE, SHOWS THE ACADEMIC QUALIFICATION OF FACULTY (TAKEN END 2021, WITH PREDICTED FIGURES FOR 2022).**

Faculty Comparison Table 2019-2022

(rounded up figures)

Academic Year Starting	Scholarly Academic (SA)				Practice Academic (PA)				Scholarly Practitioner (SP)				Instructional Practitioner (IP)				Additional Faculty (A)			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
<b>BBA</b>	12%	25%	55%	55%	5.5%	5%	4%	5%	0%	0%	0%	0%	52%	70%	41%	40%	30%	0%	0%	0%
<b>MBA</b>	35%	53%	51.5%	55%	36.5%	28.5%	32.5%	35%	0%	0%	0%	0%	7%	18.5%	16%	10%	21%	0%	0%	0%
<b>MSc</b>	25.5%	49%	75.5%	75%	44.5%	39%	18.5%	20%	0%	0%	0%	0%	20.5%	12%	6%	5%	9.5%	0%	0%	0%

In the past 10 years, WUAS has already refined its faculty selection criteria, also with a view to staff retention. Through its nature, as an international business school led by an international management team, with a strong gender balance, WUAS has consistently been able to meet its internationalisation and diversity values within its faculty composition.

The profile of faculty has become increasingly important, with a relatively new focus, not only on PhD-qualified faculty but also faculty who are actively involved in relevant research (SA) and can be engaged in other school activities. At the same time WUAS must maintain its 'applied sciences' approach with teaching input from practitioners (IP).

## **WUAS' Development: Opportunities and Threats**

### **Rapid Growth & Organisation Development**

In 2013, it was stated that without careful consideration, rapid growth could be a threat. The figures, stability and organisation management that has occurred since then shows that this threat has clearly been addressed, WUAS is growing steadily however not in a way that is unmanageable. Putting key management figures in place, and organisation of HRM and the deployment of staff remain the essential success factor in a growing WUAS. Maintaining quality of teaching staff and commitment to WUAS' strategy and vision, aims and objectives will remain a priority. New programme pathways and further increased master level students will ensure the possibility to attract new PhD qualified researchers to the teaching body.

### **Programmes**

Accreditation, Validation, Government Inspection, National Student Reviews; all these instruments of external quality control must be continually passed at a high level of achievement. WUAS will continue to face these challenges with tight managerial control on quality systems and audit procedures.

**International Accreditation** has become a key focus at WUAS. Its programmes are currently double accredited, by NVAO and the German FIBAA. WUAS also holds ECA accreditation for the internationalisation of its bachelor programme.

In the coming years, WUAS intends to progress through its ongoing AACSB accreditation, also, enter AMBA / BGA accreditation, and at the same time EFMD accreditation for one or two of its programmes.

Especially AACSB accreditation is having a resounding and positive impact on the development of academics, quality systems, and overall vertical and horizontal cohesion of processes, programmes and people within WUAS.

### **Partnerships**

In 2020, WUAS ended its partnership with its strategic partner, the University of Brighton, due to the complexities of Brexit and in 2021 continued to support the last students in Brighton programmes.

In 2021, WUAS adapted its partnership with NEC in Munich, according to requirements of the Dutch inspectorate and ended its current agreement with ITM in Bad Vöslau, where its students there completed their studies as distance learning students, supported onsite by WUAS faculty. WUAS plans to instigate a new University of Applied Sciences together with ITM and the municipality of Bad Vöslau (Austria) in 2023, under the accreditation of AQ. In



Munich WUAS still intends to apply for full Transnational status from the Minister, which will become an opportunity.

### **Locations**

WUAS owns its Spoorstraat location outright and is reducing its current mortgage obligations. WUAS discontinued its rental agreement with ROC Aventus location and purchased a new campus building (Brinklaan 268) next to its student housing complexes and close to the Spoorstraat. WUAS maintains its rented location at the Dali Building in Amsterdam.

### **ICT**

ICT security and sustainability is a constant risk, as well as an opportunity and WUAS has invested substantially in new systems and security in 2021. It has outsourced the majority of its network and infrastructure management to an external company with which WUAS has worked for a long period of time. The current ICT status can be seen as excellent and secure.

### **Student Housing**

International students need affordable housing that they initially pay for through their package fee. Dutch students can stay at home, but prefer to live near school. Student Housing remains a factor, however all students thus far have been placed and WUAS believes that student housing success and development has been shown in the critical numbers: when there is a market, then housing has been realized quickly.

WUAS has had the opportunity to continue to invest in Student Housing, and in 2021 owns 9 four-room apartments (45 beds) and a 34-bed student housing complex in the centre of Apeldoorn, next to which WUAS is constructing 75 studio apartments. Also, 150 beds are supported at a complex on the edge of Apeldoorn (FSG). WUAS also rents other accommodation, and currently houses around 200 students directly.

### **International Crisis / Events**

As WUAS has described since 2004, risks continue to include sickness such as SARS, Bird Flu, and incidents such as Earthquakes and Tsunamis are all aspects of risk within international education. 9/11 type events also. Examples in 2020 are continued national reactions to international relations with Iran and international relations with China.

By continuing to aim at a wide recruitment base of Dutch, EU and International students, and playing into the part-time home markets for working people, WUAS hopes to minimize the effect of one market crashing.

The recent SARS2 pandemic is an example of the risks described above. WUAS has had little effect in terms of business from the pandemic, and it has managed to continue all its education as planned, online, with additional support for faculty and students. No students experienced study delays caused by the pandemic. Details of WUAS' response can be read online here: [Hybrid Teaching and Learning the Norm at Wittenborg in 2020 - 2021](#)

In 2022, Russia started a war against Ukraine. Other countries have imposed sanctions on Russia because of this war. The war and the sanctions imposed could have major consequences for the world economy. Wittenborg University of Applied Sciences B.V. can also be affected by the measures. The developments in this war and its financial consequences for Wittenborg University of Applied Sciences B.V. are currently unforeseeable. However, based on the current situation and expectations, partly in view of the current resilience of the company and the group to which it belongs, the management does not expect any negative consequences for the continuity of the company.

### **Political change and interference**

A heavily right-wing anti-foreigner government could be a threat, however Wittenborg is 'protected' by the shield of more than 50 state Universities who recruit over 40,000 international students per year to the Netherlands and form an extremely strong lobby group.

Also, government interference in business processes by unclear interpretations of Dutch higher education law, could be seen as a threat, as can purposely delay of approval and accreditation processes (such as has occurred in WUAS' TNE application).

From a business perspective, the Netherlands stance on China, if it becomes more negative, could also pose a threat, just as its relationships with other countries associated with WUAS, such as the UK and Switzerland, both of which are non-EU members.

### **Financial threat**

The war in Ukraine means that the energy prices will be a threat to the business in 2022-2023 and WUAS will have to reserve substantial funds to cover these costs. WUAS is currently confident to manage this current threat.

## Annual Financial Report

The Annual Financial Report is available on request.

### **WUAS Notes (figures x 1000)**

In 2021, Wittenborg University of Applied Sciences BV made a pre-tax profit of Euro 1.510,

### **Reserves for Education**

End 2021, WUAS had reserves of Euro 5.683, for Education Operations in **2021**.

### **Conclusion**

WUAS can meet all its commitments to students and to continue investing in its infrastructure.

*An end of year financial report for 2021, completed by Chartered Accountants Visser & Visser has been delivered and approved.*

## Approval of Year Report

This report has been formally adopted by the Stichting Wittenborg University Executive on Wednesday August 31<sup>st</sup>, 2022.



Signed on behalf of the Wittenborg University of Applied Sciences Executive Board

Peter Birdsall, M.A.Ed.

Chair

Wittenborg University of Applied Sciences

Apeldoorn

August 31<sup>st</sup> 2022