



WITTENBORG
University of Applied Sciences

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NETHERLANDS MINISTRY OF EDUCATION
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YEAR REPORT 2023

FOR THE STICHTING WITTENBORG
UNIVERSITY OF APPLIED SCIENCES EXECUTIVE



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INTRODUCTION

Wittenborg University of Applied Sciences is a privately funded, state accredited 'Boutique University of Applied Sciences' with a primary focus on management as it relates to disciplines in society. Its motto is "Better Yourself, - Better Our World" and its key values and characteristics are 'Internationalisation', 'Diversity' and 'Ethics', on which it builds its organisation and its programmes.

Today, Wittenborg is still an organisation with a 'family feel' even though it has grown in numbers and locations significantly since it started on its current trajectory. In the Netherlands its unique - being fully English speaking, its directors and management team being predominantly of non-Dutch origin and its student body being 90% non-Dutch.

“BETTER
YOURSELF,
BETTER
OUR WORLD”

VISION:

To become a recognised university of applied sciences with an international, innovative approach to higher education, creating life-changing opportunities and to advance the development and dissemination of knowledge in partnerships with the (business) community.

MISSION:

Contributing to society in Apeldoorn & the region by promoting excellence in teaching and learning of international business and management, as well as by creating the best environment for students and staff where internationalisation, diversity and ethics set the premises for successfully applied, research-informed, global learning.



BETTER YOURSELF,
BETTER OUR WORLD



WITTENBORG
University of Applied Sciences

values

Diversity

Ethics

Internationalisation

This report¹ contains updated (basic) statistics and (basic) information about the current activities and programmes of Wittenborg University of Applied Sciences B.V. (Wittenborg) prepared for its shareholder Stichting (Wittenborg) Executive. Wittenborg University of Applied Sciences (henceforth Wittenborg), is a privately funded institution for higher education and 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 degree under the Netherlands Act of Higher Education (WHW²), and that for programmes accredited by the Netherlands NVAO³, students are entitled to study grants and the study loan system that was introduced in 2015.

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

Wittenborg is located in the Dutch town of Apeldoorn and currently offers Bachelor and Master programmes to around 1400 students a year (2023) from around the world. Wittenborg counts its student numbers based on all those registered during a calendar year, and currently on average 900 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 Business Administration*, ISAT nr. 39239

In 2015, Wittenborg opened a study location in Amsterdam. This location is specifically aimed at offering the bachelor’s pathway EBA (Entrepreneurial Business Administration) and currently offering the specialisations in Entrepreneurship & Small Business, Entrepreneurship & Digital Marketing and Entrepreneurship & FinTech, and five of the master’s (MBA) specialisations. Currently, Amsterdam has around 235 students, approximately 60% of the student registered in the MBA programme and 40% in the Bachelor programme. Wittenborg aims to grow the location to around 250 students, however the capacity of the location can be expanded, if the interest develops further.

In October 2019, Wittenborg opened a study location in Munich, Germany, together with a local business college. The new study location is a result of a partnership with the New European College (NEC). Wittenborg delivers its bachelor and master curriculum at their location in Munich however, this falls out of scope of current accreditation as according to the Dutch Transnational Education (TNE) rules, all students must study 25% of their curriculum in the Netherlands, in order for them to gain a Dutch degree.

¹ NB: This document version is not for general publication but can be used in Accreditation Appendices. It is singularly to fulfil the requirement of the Dutch Ministry of Education.

² Wet Hoger en Wetenschappelijk Onderwijs

³ Netherlands and Flemish Accreditation Organisation

Wittenborg's main academic ambition is to achieve AACSB accreditation status. This renowned US accreditation would see Wittenborg enter the top 5% of business schools globally. In line with this, starting from 2021 Wittenborg 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, Wittenborg 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.

This year report is a short summary of the activities of the institute in 2023 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.

HIGHLIGHTS



International Accreditation

International accreditation has become a key focus at Wittenborg. All of its programmes are currently double accredited by both the NVAO and the German FIBAA. The MBM (MSc) programme has earned a Premium FIBAA seal.

Wittenborg has successfully renewed its NVAO accreditation for its BBA (Bachelor in Business Administration) programme, as well as its ECA accreditation for the CeQuInt Certification of Excellence in Internationalisation for its bachelor programme.

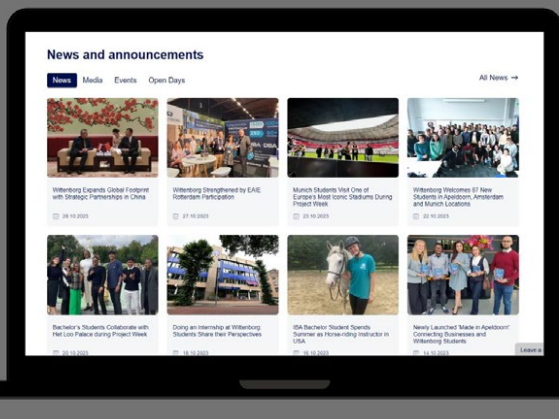
In the coming one to two years, Wittenborg aims to achieve AACSB accreditation, which will be its first institutional accreditation. At the same time, Wittenborg intends to pursue EFMD accreditation for one of its programmes.

The AACSB accreditation journey has had a resounding and positive impact on the development of academics, quality systems, and the overall vertical and horizontal cohesion of processes, programmes, and people within Wittenborg.

In 2023 Wittenborg University of Applied Sciences still meets the requirements for the NRTO quality mark.

New Student Accommodations

In 2023, Wittenborg opened its new student apartments at de Ruyterstraat 5 in Apeldoorn. With this complex, the school offers accommodation to over 150 students in Apeldoorn and Amsterdam. The new student apartment complex brings Apeldoorn closer to its goal of providing 600 additional housing units for students by 2030.



New Website Launch

Wittenborg has launched its redesigned website, marking a new era of online exploration. The redesigned website combines visual appeal with functionality, streamlining the design while retaining valuable information. The updates align with current internet preferences, making it more comfortable and faster for visitors to navigate the site.

Promoting Mental Health

Wittenborg has taken a significant step forward in supporting the well-being of its students by implementing comprehensive support systems to address both personal and confidential issues. This step underlines the institution's commitment to ensuring the mental health and holistic development of its students.



Wittenborg's Summer School

With the goal of introducing international students to life and education in the Netherlands, Wittenborg launched a brand-new programme, the Summer School. Between 17 and 28 July 2023, a group of nine students from China, USA, Pakistan, India and Iran took part in various activities and courses.



European Sales Competition 2023
 Wittenborg had the honour of hosting the European Sales Competition 2023. A total of approximately 70 competitors from 10 different countries competed in the 9th edition of the European Sales Competition. All competitors were students, representing 23 higher education institutions.

Job Fair Central Netherlands
 In June, Wittenborg's Spoorstraat campus in Apeldoorn hosted the first edition of the Job Fair Central Netherlands, an initiative of the Expat Centre Central Netherlands. With 20 exhibitors representing different companies and organisations from a variety of industries, the job fair attracted over 360 visitors from all over the country.



DBA Agreement with Audencia
 In November, Wittenborg launched a collaboration with Audencia Business School in France to offer Audencia's doctoral programme. Students will begin their first year of doctoral studies at Wittenborg in Amsterdam, then complete the second and third years either physically or virtually at Audencia's campuses in Nantes or Paris.

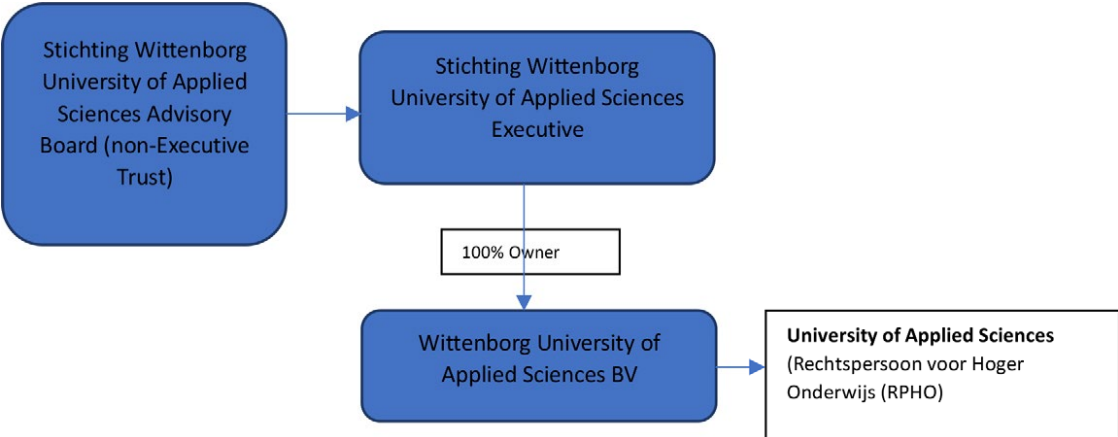
New Student Management System
 In a move towards a digital-first and personalised admissions process, in 2023, Wittenborg has started implementing Full Fabric's integrated student management system. The platform empowers Wittenborg to move away from traditional admissions processes. This shift boosts operational efficiency, reducing manual tasks and allowing for a more automated workflow.



LEGAL ENTITIES

The Wittenborg legal entities did not change with respect to the legal entity for higher education in 2023.

Direct Overview of Wittenborg Executive & non-Executive Ownership



Company Ownership

In 2023, Wittenborg remains a family owned higher education institute, held through a foundation that is independent and operated ‘not for profit’ (no dividend paid to the ultimate beneficial owners).

Wittenborg University of Applied Sciences BV

Wittenborg University of Applied Sciences 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, BRIN registration number 25AY.

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

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 and forms the Executive Board of Wittenborg University of Applied Sciences located at the Brinklaan 268 (main campus) and Spoorstraat 23 in Apeldoorn owned by the holding. For its location in Amsterdam (Dali Building, Herikerbergweg 260) a rental contract is in place.



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).

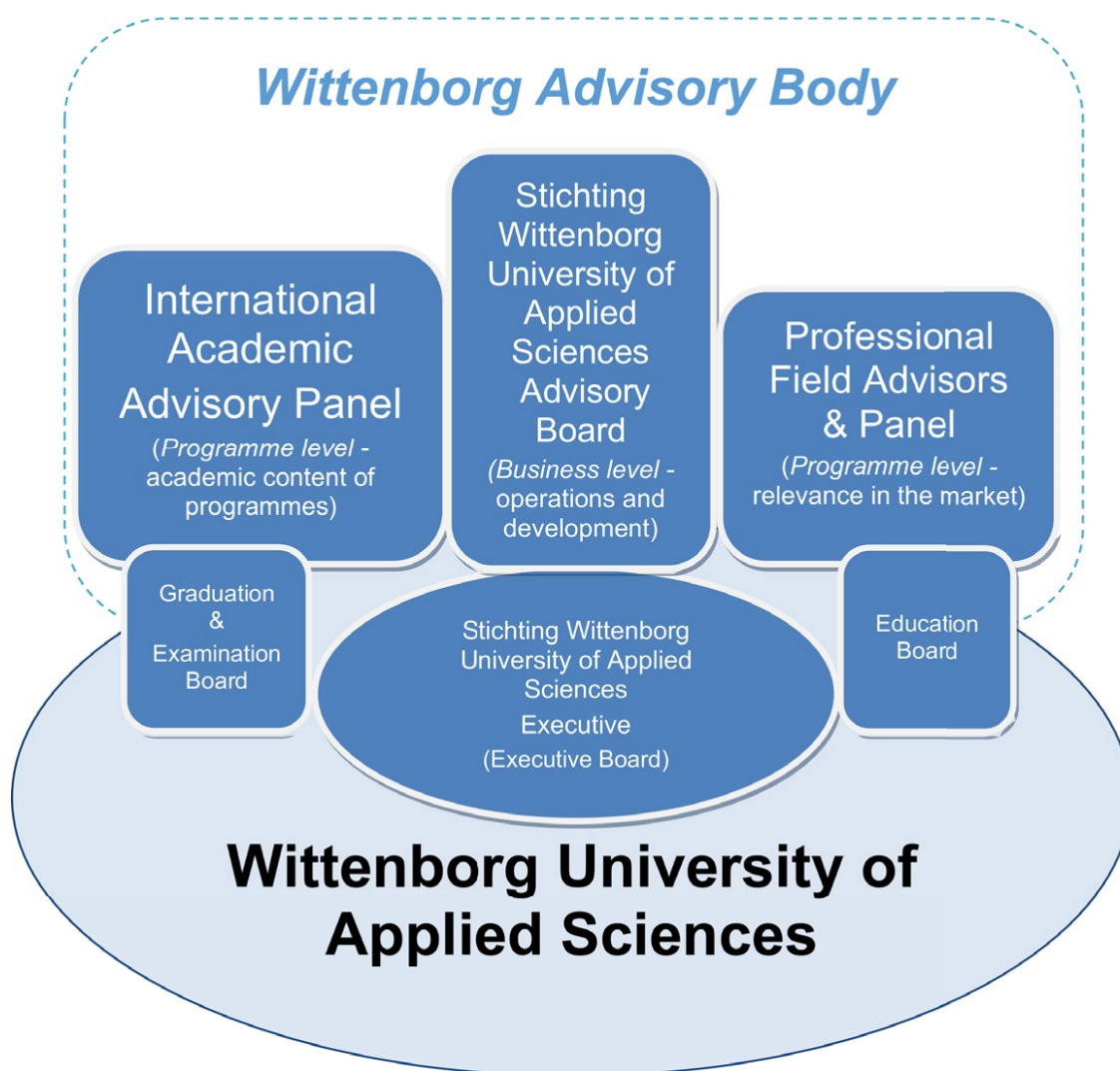
Overview of how the responsibilities at Board level are divided in the Wittenborg Executive.



Stichting Wittenborg University of Applied Sciences Advisory Board

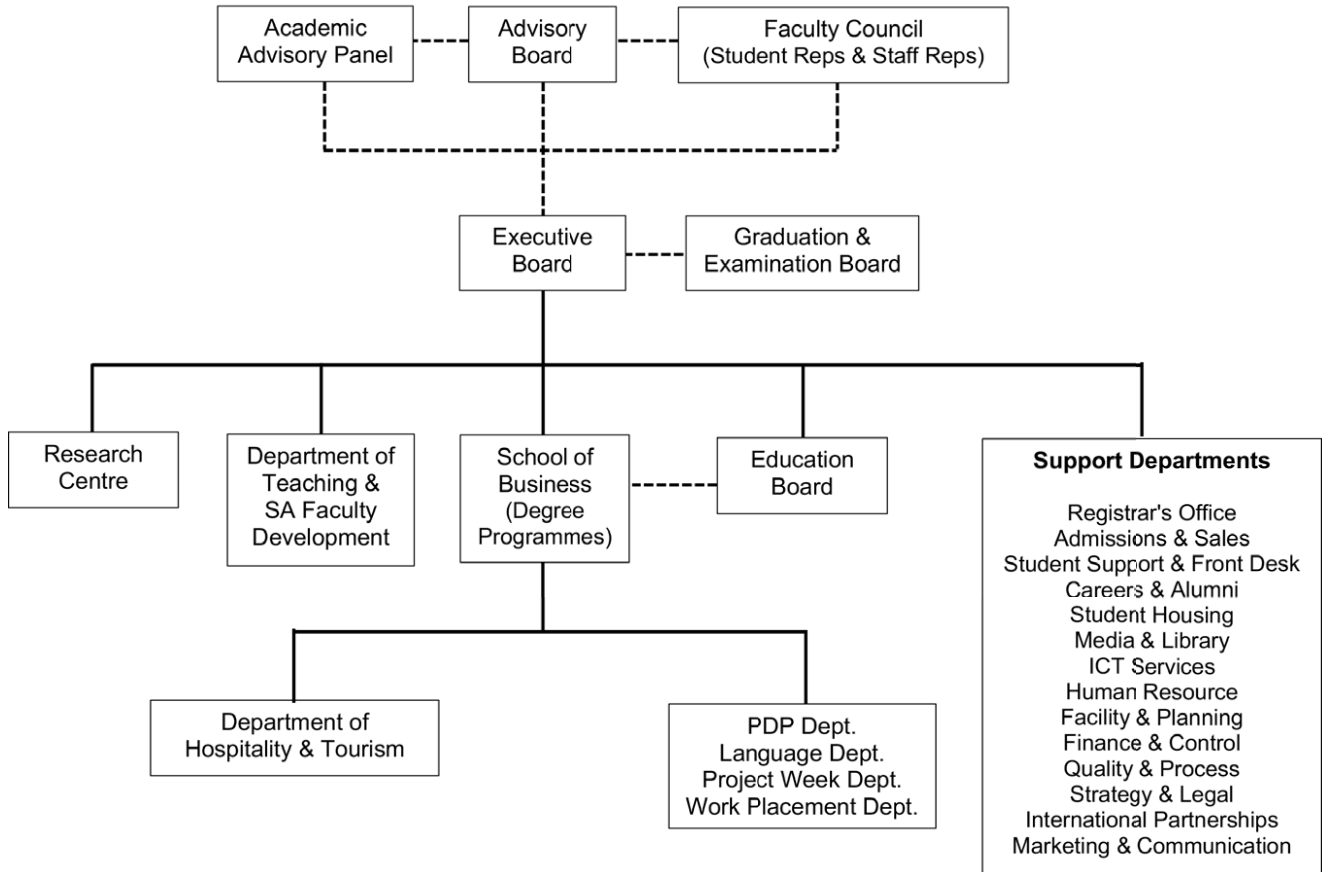
Stichting Wittenborg University of Applied Sciences Advisory Board is in effect the body that formally oversees the governance of Wittenborg University of Applied Sciences and advises on the programmes it develops and offers. The Advisory Board has a separate legal status from the Executive and is an independent foundation that oversees the development and continuity of the institution. 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 Wittenborg, the Executive can actually be appointed by the Advisory Board.



The Wittenborg University of Applied Sciences Organisation
 A basic Organisation Chart of Wittenborg is shown below, updated for 2023.

Wittenborg University of Applied Sciences
 Organisation Chart 2023



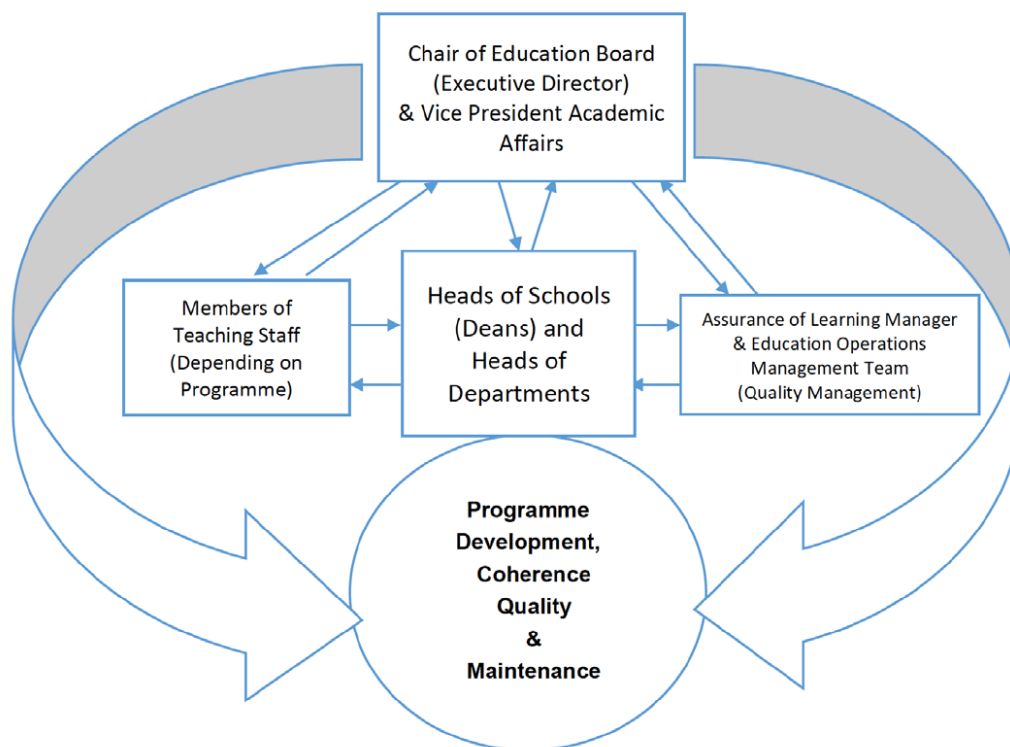
Education Board

Wittenborg's 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 Wittenborg 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 Wittenborg's 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.



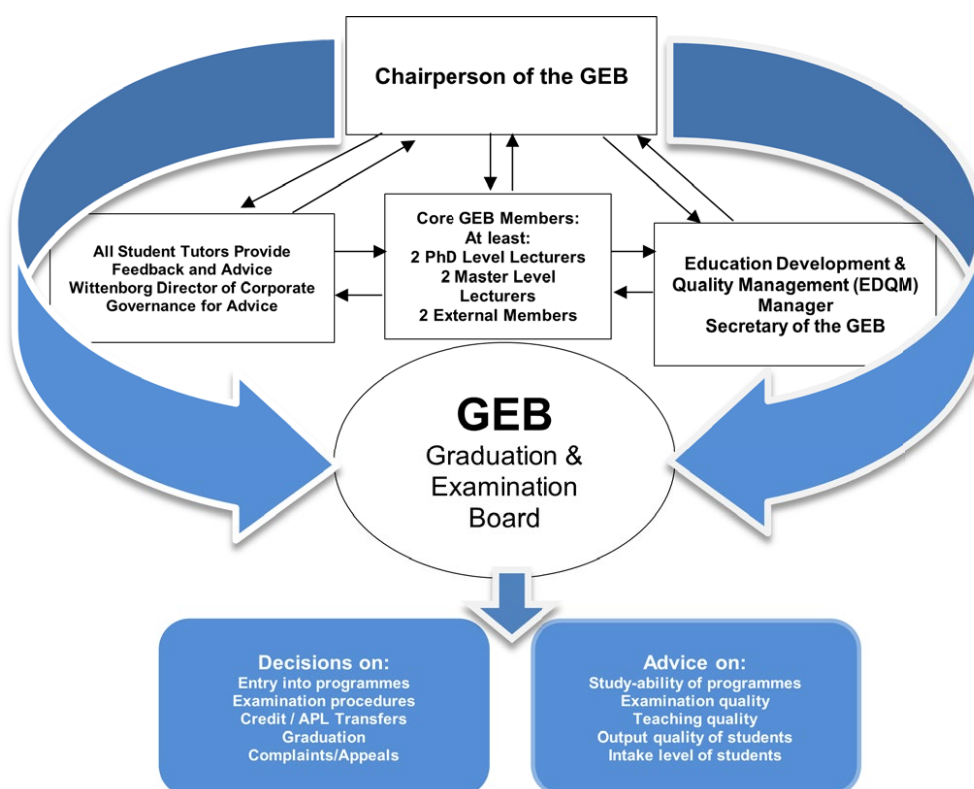
THE GRADUATION & EXAMINATION BOARD

At Wittenborg, 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: no-one who has a legal or financial stake holding in the organisation is a member, ensuring its complete independence from the financial well-being of the institute.



Composition and Working Methods of the GEB

Currently, the GEB comprises of Wittenborg 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. The Chairperson continued with her fifth year term, as passed by the GEB.



The GEB is planned to meet at least 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 after the summer vacation.

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.

The responsibilities and expertise of the Graduation & Examination Board are fully explained in its yearly report that is addressed to Wittenborg’s Executive Board. As a compact institution, Wittenborg has one central Graduation and Examination Board (GEB). The GEB has been established for the following programmes in 2023:

Study programme		Accreditation & CROHO No.:
1.	Bachelor of Business Administration (BBA)	NVAO – 39239 + FIBAA
2.	Bachelor of Entrepreneurial Business Administration (EBA)	NVAO – 39239 + FIBAA
3.	Master of Business Administration (MBA)	NVAO – 70150 + FIBAA
4.	Master of Business Management (MBM)/(Master of Science of Business Management) (MSc)	NVAO – 49149 + FIBAA

The GEB members at Wittenborg University of Applied Sciences are appointed according to the requirements described below and must ensure that the GEB has the knowledge and skills to ensure the quality of testing and examination at Wittenborg. It also ensures that the final quality of graduates meets the requirements of bachelor’s or master’s degree levels in accordance with international standards of academics.

The criteria for membership of the Examination Board depends on the position within the Board, however, there must be at least two representatives of academic researchers (PhD level). In 2023 all members of the GEB were correctly and formally appointed.

In 2023, there were four PhD holders and two DBA candidates among the GEB members. All academic members must have teaching and examining experience of more than 3 years. At least one member of the GEB must have detailed knowledge of the Dutch Higher Education Act and the underlying system, and the Quality Manager must have experience in the management of higher education quality systems and European Accreditation systems. Appointment of Examiners 2023.

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.

The examiner appointment period is always for one academic year. During the academic year of 2023, one hundred and twenty-six (126) examiners were appointed by the GEB.

New Examiners Added During 2023: Sixteen (16). Examiners discontinued/exited in 2023: Twenty-two (22).

Facilities for the Examination Board -2023

Members of the Graduation and Examination Board (GEB) have budgeted hours in their yearly appointment task sheets (internal members of the GEB) and external members declare the hours based on a minimum of 20 per member. An official GEB Secretary is appointed.

Total Budgeted Hours Examination Board, 2023	252
Total Budgeted Hours Per Member, 2023	20
Total Budgeted Hours Official Secretarial Support, 2023	73

Graduation and Examination Board Summary - 2023

Wittenborg's Graduation & Examination Board (GEB) met throughout the year as planned seven times and helped Wittenborg ensure that its programmes were offered and administered according to the Education and Examination Guide (EEG). The year saw no deviations from the Education & Examination Guide (EEG).

- ECTS and other Credit Transfer was given to students whose previous study was attested and valued through Nuffic or Naric, or both.
- Random checks of final graduation projects and work placement reports were performed.
- During 2023, 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.
- To uphold the quality and authenticity of students' work, an AI policy was developed by the Education Development & Quality Management department and approved by the Education Board.
- From block September 2023 onwards, in order to overcome the challenges posed by AI writing platforms, on the recommendation of the Education Board, assessment types of various modules were changed.

- 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, 2021-2022 and 2022-2023. The GEB then communicated its recommendations on the Moderation Reports back to the Examination Administration.

Advice to the Management

In 2023, the Examination Board advised programme management (Education Board):

- To set the condition that students who have not completed their PDP portfolios cannot submit their Work Evaluation Report (WER).
- To amend the EEG Part 7 to explain clearly the meaning of self-plagiarism.
- To change exam administration protocol.
- To amend plagiarism policy with regards to apposed sanctions.
- Decrease the number of students an Academic Supervisor can guide at the same time.

The programme management (Education Board) has taken the GEB recommendations on board.

Overview of Decisions about Students in 2023

- 54 students were awarded a Bachelor's degree
- 134 students were awarded a Master's degree
- 278 students were admitted to the Master's Degree programme
- 82 students were admitted to the Pre-Master's Degree programme
- 247 students were admitted to the Bachelor's Degree programme
- 26 students were admitted to the preparation programme (Bachelor's)

Individual Student Requests in 2023

Work placement duration waiver based on previous work experience:

- Granted 2 times, rejected 2 times

Extra retakes/ special seat requests:

- Granted 3 times, rejected 10 times

Waiver of 75% attendance requirement due to mitigating circumstances:

- Granted 1 time, rejected 1 time

Appeals to lift sanctions given due to academic malpractice:

- Granted: 2 times with conditions, rejected 1 time

Special Needs requests: Change exam type for specific module:

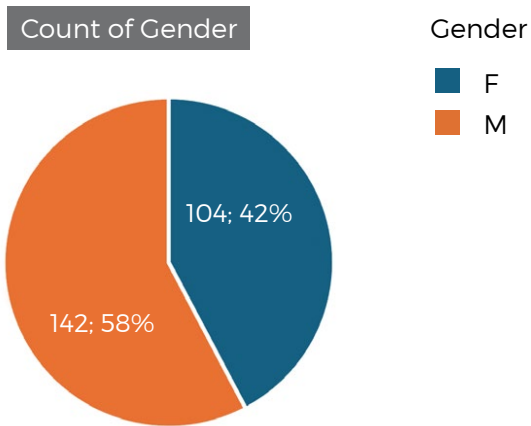
- Granted 2 times

Special Needs requests:

- 1) Extra time during exams
- 2) Extension on assignments or projects, if needed
- 3) Permission to voice-record classes for studying purposes
- 4) Granted 1 time

DIVERSITY & INTERNATIONALISATION

Gender Diversity of Staff



Wittenborg's Executive Board comprises of 3 women and one man. This gender diversity is not yet reflected throughout the organisation, with male staff members making up a 58% majority. This has decreased from 68% in 2021 and 61% in 2022 due to the recruitment of more female Scholarly Active faculty (PhD qualified) researchers.

Figures on overall staffing at Wittenborg (2023)

During 2023, Wittenborg has again significantly achieved an increased level of faculty qualification, with over 60% of faculty being PhD qualified (SA & PA) and over 70% of its master's faculty being involved in active current (applied) research.

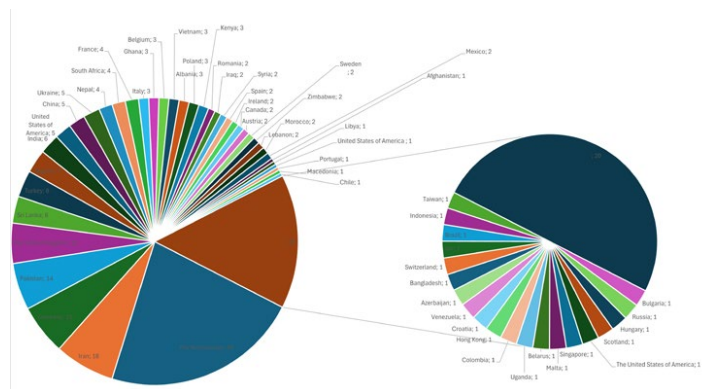
Hiring efforts in 2023 focused exclusively on SA-qualified faculty, and ideally larger FTE engagements in direct employment. In 2023, so far, Wittenborg hired an additional 8 faculty members holding a doctoral title and being scholarly active.

The following table shows the academic qualification of faculty (taken end 2023):

Faculty Comparison Table 2019-2023 (updated based on academic year=calendar year from 2023)
(rounded up figures)

Academic Year Starting	Scholarly Academic (in %)					Practice Academic (in %)					Scholarly Practitioner (in %)					Instructional Practitioner (in %)					Additional Faculty (in %)				
	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
BBA	12	25	54	55	43	6	5	4	5	9	0	0	0	0	0	52	70	42	40	48	30	0	0	0	0
MBA	35	53	64	55	68	37	29	26	35	19	0	0	0	0	0	7	19	10	10	13	21	0	0	0	0
MSc	26	49	77	75	68	45	39	17	20	20	0	0	0	0	0	21	12	6	5	12	10	0	0	0	0

In the past 10 years, Wittenborg 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 Wittenborg 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 Wittenborg must maintain its 'applied sciences' approach with teaching input from practitioners (IP).³²

Wittenborg aims to increase its scholarly active academic staff in the coming 5 years, and to support its academics to regularly undertake research, publish in academic journals and to encourage research-led education in the programmes they teach.

Official Language

English is the official Language at Wittenborg. All programmes are offered entirely in English to students of whom the majority do not have English as a native language. All daily communication is carried out in English, however Dutch is used when dealing with external third parties regarding non-essential matters. Wittenborg maintains a Code of Conduct Language Wittenborg as part of its EEG, in compliance with the Act of Higher Education

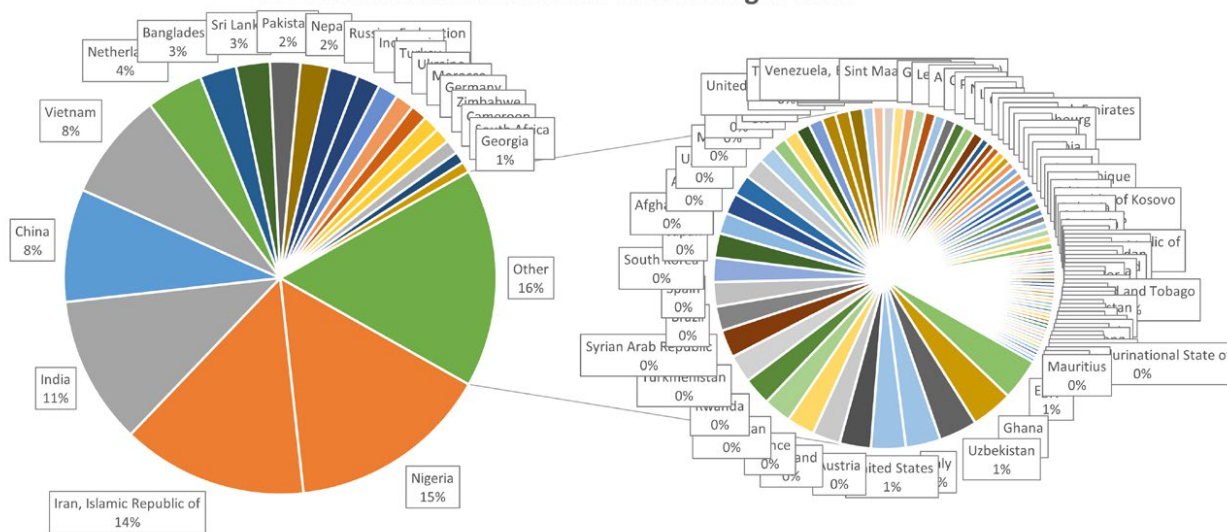
See download at [PART 12b - Code of Conduct Language Wittenborg](#)



Internationality of Students

In the past 5 years, Wittenborg has had over 100 nationalities study at the institute and more than 30 different nationalities in its staff. In 2023 Wittenborg taught students from 112 different nationalities,

112 Nationalities studied at Wittenborg in 2023



INTAKE AND RECRUITMENT IN 2023

Intake and recruitment in 2023 slightly decreased compared to 2022 and increased compared to 2021.

New students 2023: 365

- Apeldoorn: 256
- Amsterdam: 108
- Total NL: 364
 - Master: 150
 - Bachelor: 153

Total Registered Students at Wittenborg University of Applied Sciences B.V. 2023: 1400

The above are new registrations in the degree programmes under the (Dutch) Act of Higher Education (WHW). Wittenborg also registered 7 (non-WHW) students in a Postmaster programme and registered 39 (non WHW) students abroad under the 75/25 TNE regulation (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 2023. This is actually the start of the February block in the subsequent year. Only then can be determined how many students have joined or progressed to the new semester, graduated and dropped out. Wittenborg has chosen this system due to its carousel, 6 entry points year system, and to be in line with its financial accounting system.

- Wittenborg counts a current student if they have confirmed registration by paying an invoice during that calendar year.
- Wittenborg counts a new student if they have confirmed registration by paying an invoice created during that calendar year.⁴
- Wittenborg 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 Wittenborg.⁵
- Wittenborg counts a graduate in the year they submitted their final project / dissertation.

Growth

Reasonable growth is essential for Wittenborg 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, and the war the MSc and MBA / MBM programmes show continued steady growth, which with current figures continues into 2024.

⁴ This means that new students starting in the February 2024 block, and who have paid in December 2023 are counted as students in that year (2023), as they are provided access to services. This is in line with Wittenborg's accounting systems.

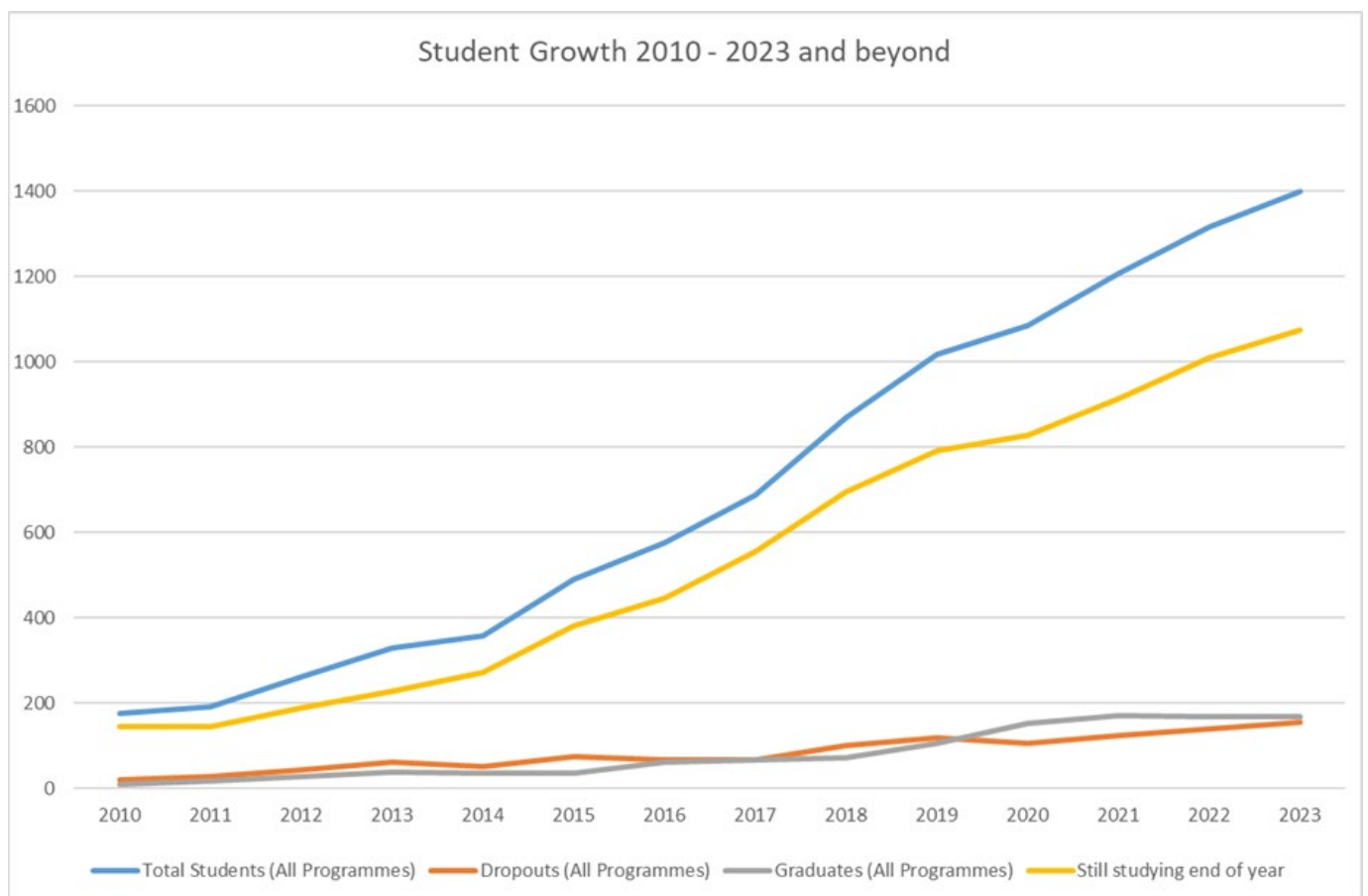
⁵ This means that a student who starts in the December block 2023, and fails to continue registration in the February block 2024 is counted as dropout in February 2024

Wittenborg expects its student numbers to continue to develop; growth will be additionally stimulated by the further development of management and business programmes in new fields and sectors, in the areas of data science, artificial intelligence, clean technologies, healthcare and education. Wittenborg aims to grow its diverse and international academic staff and will increase investment in its student support team.

Wittenborg 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 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). However, Wittenborg's 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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Students (All Programmes)	175	191	262	330	359	490	575	688	868	1018	1085	1208	1317	1400
Dropouts (All Programmes)	20	29	44	62	51	74	68	66	102	119	105	123	139	156
Graduates (All Programmes)	9	18	29	39	36	36	61	67	71	107	152	172	169	169
Still studying end of year	146	144	189	229	272	380	446	555	695	792	828	913	1009	1075



Growth Rate Since 2010														
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Average
175	191	262	330	359	490	575	688	868	1018	1085	1208	1317	1400	
	8%	27%	21%	8%	27%	15%	16%	21%	15%	6%	10%	8%	6%	14%

WITTENBORG'S DEVELOPMENT: OPPORTUNITIES AND THREATS

Rapid Growth & Organisational 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, Wittenborg is growing steadily however not in a way that is unmanageable. The growth in 2023 has slowed and this trend is set to continue. Putting key management figures in place, and organisation of HRM and the deployment of staff remain the essential success factor in a growing Wittenborg. Maintaining quality of teaching staff and commitment to Wittenborg's 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. Wittenborg will continue to face these challenges with tight managerial control on quality systems and audit procedures.

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

In the coming years, Wittenborg intends to progress through its ongoing AACSB accreditation, aiming to have achieved this by 2025.

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 Wittenborg.

Partnership

In 2020, Wittenborg 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, Wittenborg adapted its partnership with NEC in Munich, according to requirements of the Dutch inspectorate which is still ongoing. Wittenborg ended its agreement with ITM in Bad Vöslau, where its students there completed their studies as distance learning students, supported onsite by Wittenborg faculty.

In 2023, Wittenborg instigated a new University of Applied Sciences together with ITM and the municipality of Bad Vöslau (Austria) in 2023, under the accreditation of AQ (ongoing). Wittenborg acquired a 30% stake in Privathochschule Bad Vöslau Entwicklungs GmbH.

Locations

Wittenborg owns its Spoorstraat location outright and is reducing its current mortgage obligations. Wittenborg 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. Wittenborg maintains its rented location at the Dali Building in Amsterdam.

Wittenborg currently owns much of its own student accommodation, including a complex of 109 rooms behind its Brinklaan location (75 studios and 34 rooms with shared facilities).

ICT

ICT security and sustainability is a constant risk, as well as an opportunity and Wittenborg has invested substantially in new systems and security in 2023. It has outsourced the majority of its network and infrastructure management to an external company with which Wittenborg has worked for a long period of time. The current ICT status continues to 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 Wittenborg believes that student housing success and development has been shown in the critical numbers: when there is a market, then housing has been realised quickly. Wittenborg has had the opportunity to continue to invest in Student Housing, and in 2023 owns 9 four-room apartments (45 beds) and a 34-bed student housing complex in the centre of Apeldoorn, next to which Wittenborg has 75 studio apartments. Also, 150 beds are supported at a complex on the edge of Apeldoorn (FSG). Wittenborg also rents other accommodation, and currently houses around 200 students directly.

International Crisis/Events

Wittenborg identifies various international crises and events as potential risks, including health outbreaks (e.g., SARS, Bird Flu), natural disasters (e.g., earthquakes, tsunamis), and incidents like 9/11. Recent examples include national responses to relations with Iran and China in 2022, and the SARS2 pandemic, during which Wittenborg effectively continued operations online with minimal business impact. The war started by Russia against Ukraine, and resulting international sanctions, pose potential economic risks. However, due to the university's current resilience and stability, management does not foresee negative consequences for the institution's continuity.

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, Wittenborg hopes to minimize the effect of one market crashing.

Political change and interference

In the previous years Wittenborg always indicated to see a heavily right-wing anti-foreigner government as a threat. In 2023 the right-wing party PVV won the elections and a right-wing government will be installed in 2024. The new law to be implemented to reduce the numbers of international students in the Netherlands could be a risk to Wittenborg. Even though not-publicly funded universities will be exempted from the rule, the negative impact on the reputation of the Dutch higher education will also affect Wittenborg.

Imposing stricter immigration laws stricter for international students coming from outside of the EU by the new parliament can be seen as a threat.

Also, government interference in business processes by unclear interpretations of Dutch higher education law, could be seen as a threat.

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 Wittenborg, such as the UK and Switzerland, both of which are non-EU members.

Financial threat

High energy prices due to the war in Ukraine remain an ongoing threat to the business in 2023-2024 and Wittenborg will have to reserve substantial funds to cover these costs. Wittenborg is currently confident to manage this current threat.

RESULTS

In 2023, the updated strategic plan described the predicted growth of student numbers and revenues in the coming years, for the school.

	2020	2021	2022	2023		2024	2025	2026
Number of Registered Students	1085	1210	1327	1459	Predicted Number	1569	1679	1789
Revenues	€ 6,403	€ 7,261	€ 9,059	€ 10,000	Expected Revenue	€ 10,800	€ 11,600	€ 12,400
Costs	€ 5,019	€ 5,748	€ 7,018	€ 8,100	Expected Costs	€ 8,200	€ 8,200	€ 8,200
Result to Reserves & Investments	€ 1,027	€ 1,175	€ 1,612	€ 1,300	Expected Result	€ 2,600	€ 2,900	€ 3,300

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

The result of 2023 in number of students and turnover is approximately equal to the amount predicted. The final result is somewhat lower than was predicted. This is mainly caused by increased costs. In addition to the costs that has risen in relation to growth, additional investments to enhance growth in the following areas were done: student accommodation, school facilities (buildings) and re-structuring of ICT infrastructure, including consolidation, compliance, data and user security and innovation in software for learning & teaching.

The overall result of the ‘Group’ is positive (see consolidated figures below).

Wittenborg University of Applied Sciences is owned by the Stichting Wittenborg University Executive, however its shares are certificated to the holding EUSina.com B.V. for 100%. EUSina.com B.V. owns Wittenborg’s school buildings and student housing buildings.

The Consolidated Group Figures (EUSina.com B.V)

Consolidated balance EUSina.com BV

	EUSina.com BV			Wittenborg University of Applied Sciences BV			Subtotal			Elimination			Consolidated		
	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021	31-12-2021
Assets															
Fixed assets															
Intangible assets	0	34.000	34.000	0	34.000	0	28.000	0	28.000	0	28.000	0	47.500	0	47.500
Property, plant and equipment	1.434.261	419.723	1.853.984	0	1.853.984	5.203.385	769.581	0	5.972.966	0	5.972.966	0	5.187.598	804.876	3.151
Financial assets (1)	788.391	0	788.391	-372.724	415.667	820.971	0	0	820.971	-372.724	448.248	0	527.628	3.055.854	0
Current assets															
Receivables	1.179.652	2.248.344	3.427.996	-1.175.394	2.252.602	1.662.310	2.712.375	550	4.315.235	-1.662.310	2.712.925	1.283.962	2.538.674	0	3.820.636
Other receivables and accrued income	19.858	290.312	310.170	0	310.170	0	88.886	0	88.886	0	88.886	0	0	0	0
Cash and cash equivalents	359.935	5.027.090	5.387.026	0	5.387.026	238.706	5.613.935	19.363	5.872.004	0	5.872.004	1.536.653	1.709.589	33.123	3.779.365
	3.781.938	8.079.469	11.861.407	-1.548.118	10.313.289	7.865.174	9.212.777	19.913	17.098.064	-1.975.095	15.123.029	6.330.841	8.213.643	36.284	17.580.768
Liabilities															
Equity (2)	2.839.795	372.724	3.212.519	-372.724	2.839.795	4.753.501	372.724	-1.543	5.124.688	-372.724	4.751.968	4.753.501	372.723	22.134	5.148.338
Provisions	5.972	0	5.972	0	5.972	0	0	0	0	0	0	0	0	0	0
Long term liabilities	442.123	0	442.123	0	442.123	2.733.899	0	0	2.733.899	0	2.733.899	2.554.547	0	0	
Short-term liabilities	494.048	7.646.745	8.140.793	-1.175.394	6.965.399	377.974	8.840.053	21.454	9.239.481	-1.662.310	7.577.171	2.032.793	7.840.920	14.170	5.877.883
	3.781.938	8.079.469	11.861.407	-1.548.118	10.313.289	7.865.174	9.212.777	19.913	17.098.064	-1.975.095	15.123.029	6.330.841	8.213.643	36.284	17.580.768

Comments

1. The participation Wittenborg & Partners Student Housing B.V. (50%) is valued at € 1 due to negative equity.

2. The Continest participation is in 2022 valued at € 1. The difference between the statutory and consolidated shareholders equity concerns the shareholders equity of Continest.

Reservations for 2023 (student invoices paid in 2023 for study in 2024) has slightly decreased:

Fees Reserved of Student Payments from Current Year to Next Year

(to date)

2023

2022

2021

Total Reservation

€6.035.454

€6.411.297

€5.683.386

This means that 2024 starts with a turnover of 6.0M+

ANNUAL FINANCIAL REPORT

The Annual Financial Report is available on request.

Notes to the Financial Report

The average number of employees employed in the Netherlands under Dutch law during the year, converted to full-time equivalents, was 49,50 (2022: 47,50).

Wittenborg Notes (figures x 1000)

In 2023, Wittenborg University of Applied Sciences BV made a pre-tax profit of Euro 1.237.

Reserves for Education

End 2023, Wittenborg had reserves of Euro 6.035, for Education Operations in 2024.

Conclusion

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

An end of year financial report for 2023, completed by Chartered Accountants Visser & Visser has been delivered and approved.

APPROVAL OF YEARLY REPORT

This report has been formally adopted by the Stichting Wittenborg University Executive on Friday, August 30th, 2024.



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 30, 2023

NETHERLANDS MINISTRY OF EDUCATION
INSTITUTION FOR HIGHER EDUCATION BRIN NO: 25 AY
NETHERLANDS CHAMBER OF COMMERCE (KVK): 08090958