



31st August 2020

Year Report **2019** for the Stichting Wittenborg University of Applied Sciences Executive *- shortened version -*

This (short version) report contains updated information about the current activities and programmes of Wittenborg University of Applied Sciences (**WUAS**) brought out for shareholder **Stichting Wittenborg University of Applied Sciences Executive**.

In **2019** WUAS

- gained **FIBAA** reaccreditation (2nd cycle) of its master's MBA programmes¹;
- The **FIBAA** panel was also approved by **NVAO** to carry out the NVAO interim 'check' of the MBA programme. This was completed successfully and awarded '**positive**' by **NVAO**²;
- carried out preparation for the FIBAA reaccreditation (2nd cycle) of all its master's **MBA** programmes;
- submitted an 'Eligibility for **AACSB** Accreditation' which was granted in September – **AACSB** and **NVAO** have an agreement for semi-joint accreditations (same panel);
- submitted an application for Transnational Education (**TNE**) to the Ministry of Education;
- started the procedure with **NVAO** to split its Master programme into 2 versions **MBA & MBM** (with and without work experience, 'post-initial' and 'initial')

¹ http://static.fibaa.org/berichte/progakkred_k2h/M_Wittenborg_Hogeschoo_2987_KB.pdf

² <http://search.nvao.net/files/008058%20brief%20Wittenborg%20hbo-ma%20Master%20of%20Business%20Administration.pdf>

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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 (WHW³), and that for programmes accredited by the Netherlands NVAO⁴, 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 950 students a year (**2019**) 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 700 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.

This year report is a short summary of the activities of the institute in **2019** 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.

³ Wet Hoger en Wetenschappelijk Onderwijs

⁴ Netherlands and Flemish Accreditation Organisation

Current Programme Fact Sheet 2019

An overview of what is currently offered at WUAS - from Year Report 2019 'Overview of Current Programmes (2019)' - Appendix 001G

Bachelor Programmes		Current accreditation / Validation	Notes
Bachelor of International Business Administration (BBA, Croho 39239) Pathways & Specialisations		Since	Notes
Pathway	Specialisation		
CIBA - Classic IBA	Economics & Management	2004	** A jointly delivered degree programme in Amsterdam, offered in combination with the EBA Entrepreneurship & Small Business. *** A jointly delivered degree programme in Apeldoorn, offered in combination with the HBA Hospitality Management.
	Real Estate Management	2004	
	Financial Services Management	2004	
	Logistics & International Trade	2008	
EBA – Entrepreneuria I Business Administration	Entrepreneurship & Small Business **	2013	
MCI – Marketing, Communication & Information	Marketing & Communication	2004	
	Information Management	2008	
HBA (Hospitality Business Administration)	Hotel & Restaurant Management	2018	
	Hospitality management***		
	Event Management	2014	
	Tourism Management	2014	
	Sport Business Management	2017	
Bachelor of Arts (Hons) International Hospitality Management		2015	Validated by University of Brighton (2015)
Bachelor of Science (Hons) Business Management		2015	

Master Programmes		Current accreditation / Validation	Notes	
MSc International Event Management	2012	University of Brighton (2012)	Jointly Delivered Degrees awarded by the University of Brighton. Programmes completed second cycle of UK Accreditation (re-validation) in October 2017.	
MSc International Hospitality Management	2013	University of Brighton (2013)		
MSc International Tourism Management	2013	University of Brighton (2013)		
MSc Sport & Business Management	2016	University of Brighton (2016)		
Master of Business Administration (MBA, Croho 70150) Specialisation MBA Pathways:		FIBAA (2014) & NVAO (2015, 2019-2020)	** renamed International Management in 2019	
	General Management **			2014
	Entrepreneurship & Innovation			2014
	Hospitality Management			2014
	Finance			2016
	Education management			2017*
	Healthcare Management			2017*
	Clean Tech Management	2017*		
Master of Business Management (MBM, Croho 49149) Specialisation MBM Pathways:		Currently a pathway of the MBA (to be) NVAO (2020)	Programme started in September 2019 as a pathway of the MBA and to be accredited by NVAO in 2020. This programme does not require work experience.	
	Digital Marketing & Communication			2019
	Logistics & Trade			2019
	Human Resource Management			2019
	Entrepreneurship & Innovation			2019
	Healthcare Management			2019
	Clean Tech Management	2019		
PhD Doctoral College	Research fields in line with WUAS' 5 Schools	2019	University of Brighton (2018)	Started in 2019 for WUAS staff members - awarded by the University of Brighton.
PGCert	Learning & Teaching in Higher Education	2017	University of Brighton (2017)	30 EC Credit PGCert for teachers in Higher Education – also an HEA Award

Continued development of the 10 Year Plan (2013 – 2023)

WUAS Institute Growth

- **Growth:** Increased student number growth was achieved in **2019** (15%) in line with the current 10-year plan for Wittenborg. The average growth at WUAS since 2010 remains at 17% per year.

Apeldoorn Campus

Laan van de Mensenrechten (Aventus) Building: WUAS re-committed to continue renting the wing with office spaces and classrooms and extensive other facilities at the Aventus building with the Aventus College. The rental agreement, including all services and other aspects of the partnership runs until August 2021 and Aventus has already committed to a further two years.

Spoorstraat 23: The Spoorstraat building is fully functioning and WUAS (under the entity Wittenborg Education Group BV) has taken ownership in December **2018**.

Amsterdam Location

WUAS operates a study location in Amsterdam. This location is specifically aimed at offering the IBA bachelors programme in Entrepreneurship & Small Business, together with a BSc in Business & management with the University of Brighton. Students can gain a double degree. WUAS also offers three of its MBA pathways in Amsterdam. Currently Amsterdam has around 110 students.

Vienna Location

In **2019** WUAS wound down its activities at a small study location in Vienna. With no new batches of students, in 2019 it was decided to end the independent activities and change the approach and look for a partner, in much the same way that WUAS has done in Munich. All WUAS students who followed lessons in Austria and have continued their studies have done so at WUAS, as was the initial plan and teaching activities in Vienna were no longer carried out during the last academic year.

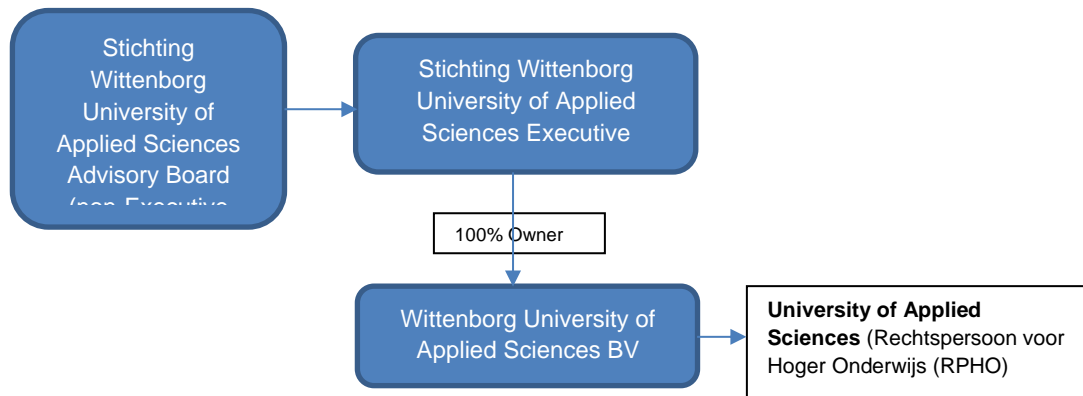
Munich Location

In 2019 WUAS started offering its BBA and MBA curriculum in Munich together with its partner the New European College. In 2019 WUAS has applied for Transnational Education status (TNE) from the Ministry of Education. Until TNE is given, WUAS operates in Munich under the so-called 75% / 25% rule.

WUAS - Current Legal Entities

The WUAS legal entities did not change with respect to the university's status in **2019** however a significant restructuring of the companies is planned for 2020.

Company Ownership 2020



Legend

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 and a rental contract for its location in Amsterdam.

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 (WU) 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 BV (WU) 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.

Wittenborg University of Applied Sciences

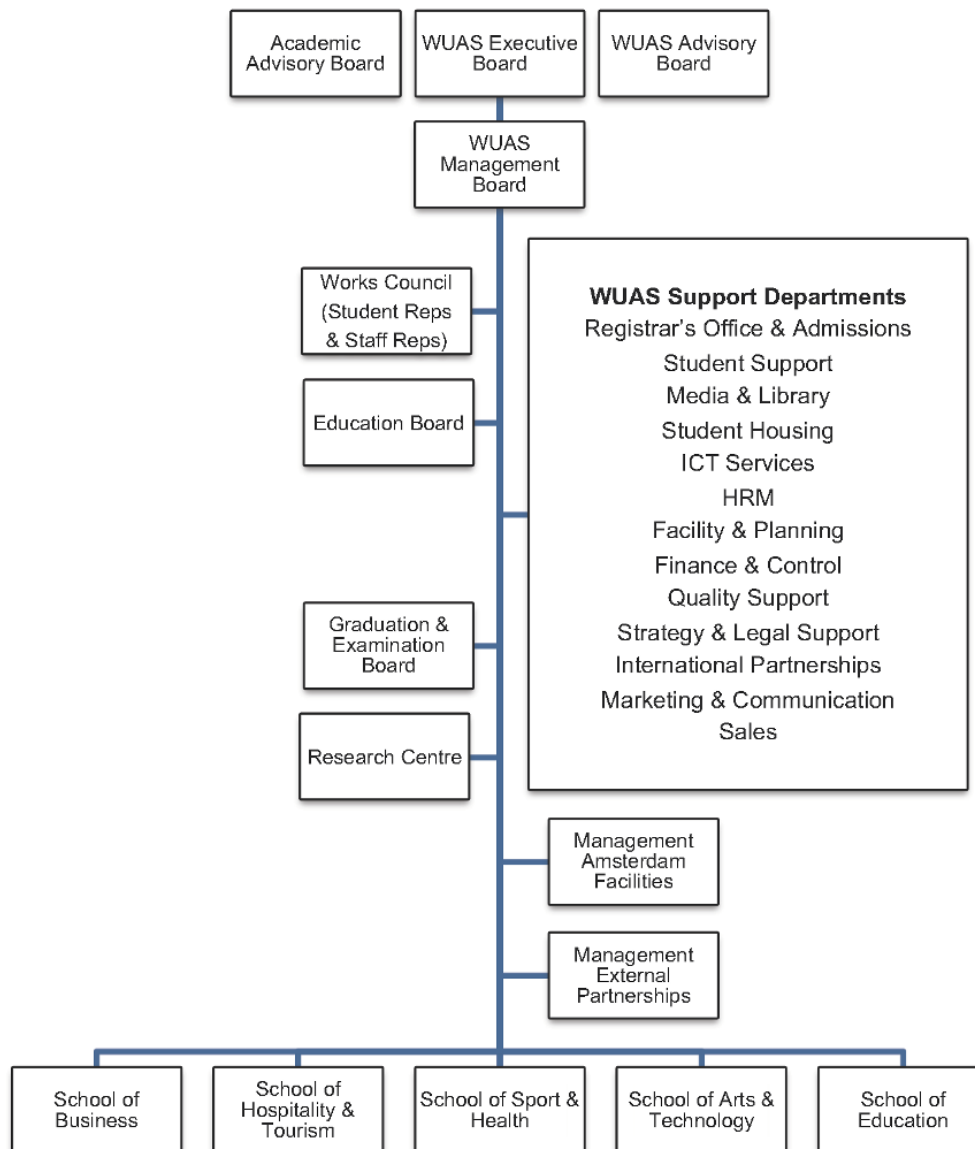
Netherlands Ministry of Education Institution for Higher Education BRIN Number: 25AY

Netherlands Chamber of Commerce (KvK): 08090958

The WUAS Organisation

A Basic Organisation Chart of WUAS is shown below.

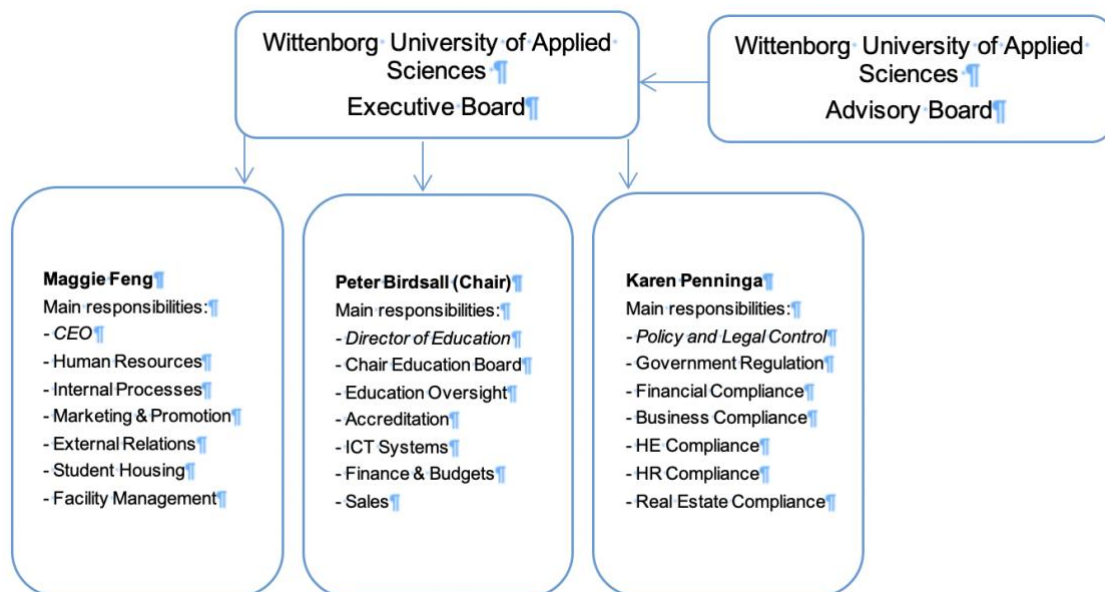
WUAS 2019



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 & Legal Affairs. 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.

Vice President Corporate Affairs

In 2019 WUAS appointed Dr Jan Albert Dop as Vice President Corporate Affairs to assist the Executive in its management and corporate issues within the context of Dutch and international higher education.

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 Trust that oversees the development and continuity of the institution. In 2019 the Advisory Board had 6 members, who 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.

Members of the Advisory Board

- Mr Ruud Dost, Red Stone Management (Chairman)
- Mr Bernd R.C. de Roo, Partner at CIFRE Accountants & Tax Lawyers, also represents the Johanna Donk Grote Stichting
- Mr Jack Pieterse, Managing Director LLC Benelux at Smurfit Kappa Zedek, also representative of VNO-NCW, regional Employer's Association
- Dr Mirjam Leloux, Director IXA University of Amsterdam
- Mr Johan Kruijthof, formally Alderman Municipality of Apeldoorn (Gemeente)
- Ms Maike Nuyken (WUAS BBA and MBA Alumnus)

In **2019**, one new member was appointed, and one member retired from the Advisory Board.

The Academic Advisory Panel

In 2019 the Academic Advisory Panel (AAP) saw its membership increase from 6 to 10 persons representing professors from 7 business schools in 5 countries and 3 continents. These well-established scholars provide valuable input on the trends in educations and the various existing programmes at WUAS. The current members of the WUAS AAP are:

1. **Professor Peter van der Sijde**, Professor of Faculty of Science, Business & Innovation and the Faculty of Social Science, Organization, Entrepreneurship and Technology, Free University Amsterdam, The Netherlands.
2. **Dr. Brigitte Nicolaud**, Director Teaching and Learning, Aston Business School, UK.
3. **Professor Beatrice van der Heijden**, Professor of Strategic HRM, Radboud University, Nijmegen, The Netherlands.
4. **Professor Leo Paul Dana**, Professor of Innovation and Entrepreneurship, Montpellier, France and New Zealand.
5. **Professor Carol Kaufman-Scarborough**, Professor of Marketing, Rutgers University, New Jersey, USA.
6. **Professor Ed G.J. Vosselman**, Radboud University Nijmegen School of Management Professor of Accounting (Accounting, particularly Management Accounting and Control, Accounting and Trust, Performance Management, Management and Organization, MBA-Programs)
7. **Dr. Mirjam Leloux**, Programmanager, director of IXA UvA/HvA at University of Amsterdam.
8. **Dr. Susana Menendez**, International Higher Education Expert.
9. **Professor Marina Dabic**, Professor of Entrepreneurship and International Business, University of Zagreb, Croatia.

10. Professor Chris Pole, PhD Deputy Vice-Chancellor and Professor of Sociology, University of Brighton.

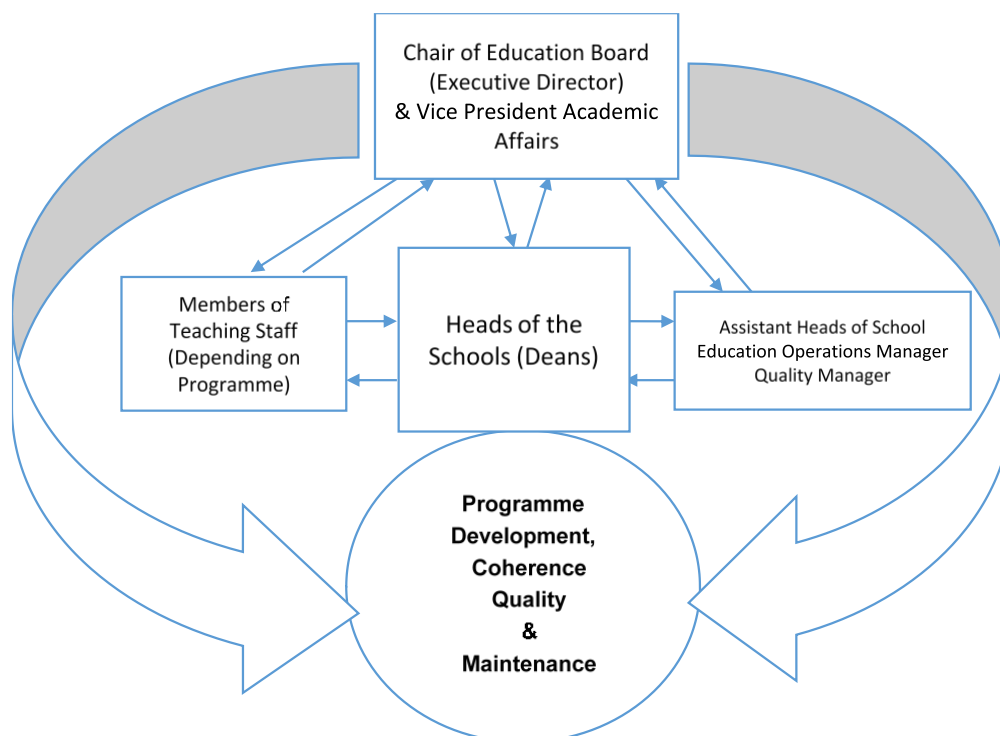
The Education Board

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.



The Examination & Graduation Board

As a compact institute, WUAS has one central Graduation and Examination Board (Exam Board), 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 are two “external members”, and no-one who has a legal or financial stake holding in the organisation is a member.

The WUAS Executive publishes a Graduation & Examination Board Regulations for its programmes⁵, (now part of an Education and Examination Guide). The Exam Board, as a key institutional body, ensures correct application of these, under Dutch Law and under agreements as part of external validations and accreditations, such as with the University of Brighton. Currently, the Exam Board comprises of Wittenborg teachers tutors and staff members, who are either fully employed or external consultants who teach Wittenborg modules, as well as 3 external members who also work at other Dutch HEI's.

The Chairperson of the Graduation & Examination Board is appointed by the Executive. In order to comply with Dutch Law, the Graduation & Examination Board, in effect, appoints all examiners, on the basis of employment and contract arrangements with the Executive. The Graduation & Examination Board is planned to meet 6 times a year and can convene more often if required.

The Exam Board 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 in a similar way to the UK's British Council, or Germany's DAAD). The Graduation & Examination Board mandates the Registrar and the Deputy Registrar to carry out diploma and degree verification and make decisions on entry into the programmes and on credit transfer.

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 Complaints Procedure described in the Education and Examination Guides of Wittenborg's programmes.

⁵ Note: The jointly delivered MSc programmes fall under the University of Brighton's GEAR – Graduation, Education & Assessment Regulations of the University of Brighton.

Accordance with Law

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 any WUAS programme sign a study agreement that states that they are aware of the Examination and Education Guide and agree to its contents. 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**. They also reflect feedback from the student reps and have been updated as part of the PDCA process.

Examination 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 **2019** a report was provided to management and further in this document a summary is given.

In as a result of feedback and recommendations from the GEB and the Education Board, in 2017 and 2018, WUAS' education team has undertaken a special review of all examinations throughout all modules given at all levels and made recommendations where necessary in 2019.

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 has 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.

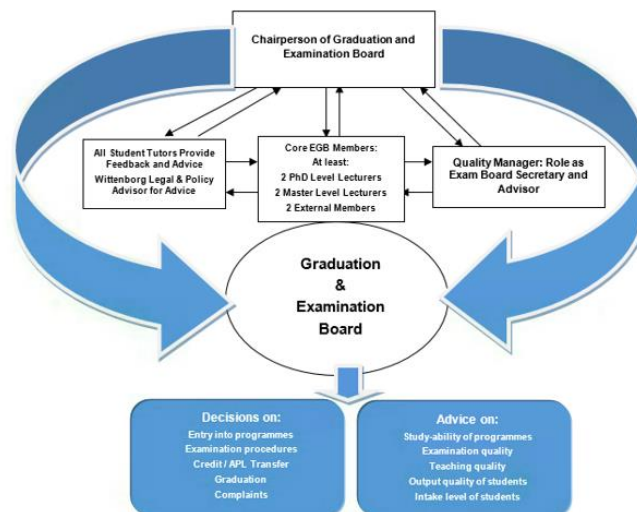
Summary of GEB Report 2019

Wittenborg's Graduation & Examination Board (Examination Board) 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 Graduation and Examination Board in the year **2019**.

- 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 Examination Board were correctly and formally appointed.
- The Chairperson continued with her three-year (renewable) term, as passed by the Examination Board.

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 evaluate attendance and participation in relation to assessment, plus rules and regulation as proscribed by the relevant authorities in the Netherlands;
- To ensure examinations and evaluations leading to EC Credits (study credits) are carried out in accordance with the Education and Examination Guide.
- To 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 the quality of testing and assessment 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;
- To adjudicate on infringement or irregularities in relation to the Education and Examination Guide; and to 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;
- To confirm that all graduation students have met the entire necessary requirement enabling the given student to receive their degree;
- To confirm decisions regarding advance placement, request for placement, credit transfers and internal promotion of and from students, and furthermore, to assess and adjudicate on the authenticity of educational certificates, degrees and diplomas.
- 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;

In **2019**, the GEB, as required, met seven times:

- 21/01/2019 (block 3, ac. year 2018-2019)
- 25/03/2019 (block 5, ac. year 2018-2019)
- 13/05/2019 (block 6, ac. year 2018-2019)
- 24/06/2019 (block 7, ac. year 2018-2019)
- 02/09/2019 (block Introduction Week, ac. year 2019-2020)
- 07/10/2019 (block 1, ac. year 2019-2020)
- 25/11/2019 (block 2, ac. year 2019-2020)

The Examination Board 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.

The Examination Board met during the year with the Academic Deans (Apeldoorn and Amsterdam) to discuss the responsibilities and expectations of the Graduation and Examination Board.

The Examination Board made arrangements with the Student Registrar regarding the admittance procedure for direct-entry students into Phase 2 or Phase 3 of the Undergraduate (Bachelor's Degree) Programme. Based on this, the Examination Board requested written clarification regarding the procedure on admissions and study credit transfer by the next Examination Board meeting.

The Examination Board also requested that the Admissions Team informs prospective students about the possibility of the study credit transfer policy before they sign their study agreements, in accordance with the Education and Examination Guide.

The Student Registrar is mandated by the GEB to carry out the admissions procedure and maintains a list of recognised previous study (attested by NUFFIC and/or NARIC) that allows Credit Transfer into the programme. This list is updated every meeting as required and confirmed by the GEB.

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 2019 two GEB members have been in the PGCert Programme to receive the Postgraduate Certificate in Teaching and Learning in Higher Education from the University of Brighton and are expected to graduate in 2020.

The previous year two members of the GEB have graduated and have received the certificate.

Training on the quality maintenance of tests and examinations is also part of the Postgraduate programme for Teaching in Learning in Higher Education (PGCERT) from the University of Brighton, which has replaced the internally designed, teacher trainings given every block. The PGCert is an internationally recognised programme that is offered to all colleagues at WUAS.

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 2019, Final Graduation Projects were reviewed by the GEB on a random basis.

In the year 2019, some Graduation Assignments (GA) and a Work-placement Reports (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.

Wittenborg University of Applied Sciences

Netherlands Ministry of Education Institution for Higher Education BRIN Number: 25AY

Netherlands Chamber of Commerce (KvK): 08090958

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 2019, there have been recommendations made on behalf of the GEB as a result of the random exam checks carried out during the regular block GEB meetings. During 2019, these recommendations were given regarding individual exams and assessment only. There have been no recommendations to alter the guidelines.

On the recommendation of the Education Board there has been an extension of the standard guidelines adapted for Open Book Examinations (Exam type 1 – written examinations) and included in the Exam Development Handbook at the end of the academic year 2018-2019.

All examiners at Wittenborg University 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 programme is offered each academic year starting from September and has to be completed within 2 years.

The examiner appointment period is always for one academic year. During 2019, eighty-seven examiners were appointed. Their appointments will be valid until the end of the academic year 2019-2020.

Advice to Management

In 2019, the Examination Board advised programme management (Education Board):

- To organise calibration sessions for academic supervisors and 2nd markers as a procedure, added to the academic supervisors meeting.
- To revise the Graduation Assignment / Final Project “abstract” part requirements and feedback provided by the academic supervisors for a provisional pass.

Overview of GEB Decisions Regarding Students in 2019

Graduates	
Graduates at WUAS in 2019 awarded a bachelor's degree:	70
Graduated students were awarded the designations:	
- with honours	6
- with distinction	30
- with credit	40
Graduates at WUAS in 2019 awarded a master's degree:	23
Admissions	
Students admitted to the bachelor's programmes	216
Students admitted to the bachelor's programmes (foundation)	31
Total Undergraduate Admissions 2019	247
Students admitted to the master's programmes	85
Students admitted to the master's programmes (pre-master)	11
Total Postgraduate Admissions 2019	96
Credit Transfer	
Students admitted to the bachelor's programmes with Credit Transfer / Advanced Placement / ECTS	69
Students admitted to the master's programmes with Credit Transfer / Advanced Placement / ECTS	0

Intake and recruitment in 2019.

Intake and recruitment in **2019** increased compared to 2018.

	Total	APL	AMS	MUN
Total 2018	866			0
Total 2019	1027	857	126	44
Target 2019	996	861	115	20
Required for Target	-31	4	-11	-24
Total NEW Students Paid 2019	343	246	53	44

Different data in this document can be more up-to date, however the main count point is the end of registration period **2019**. This is the start of BLOCK 5, which takes place in February. 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.⁶
- 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.⁷
- 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. The MSc and MBA / MBM programmes show steady growth, which with current (not yet completed) figures continues into **2020**. The bachelor's growth is as expected.

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 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' research university. 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.

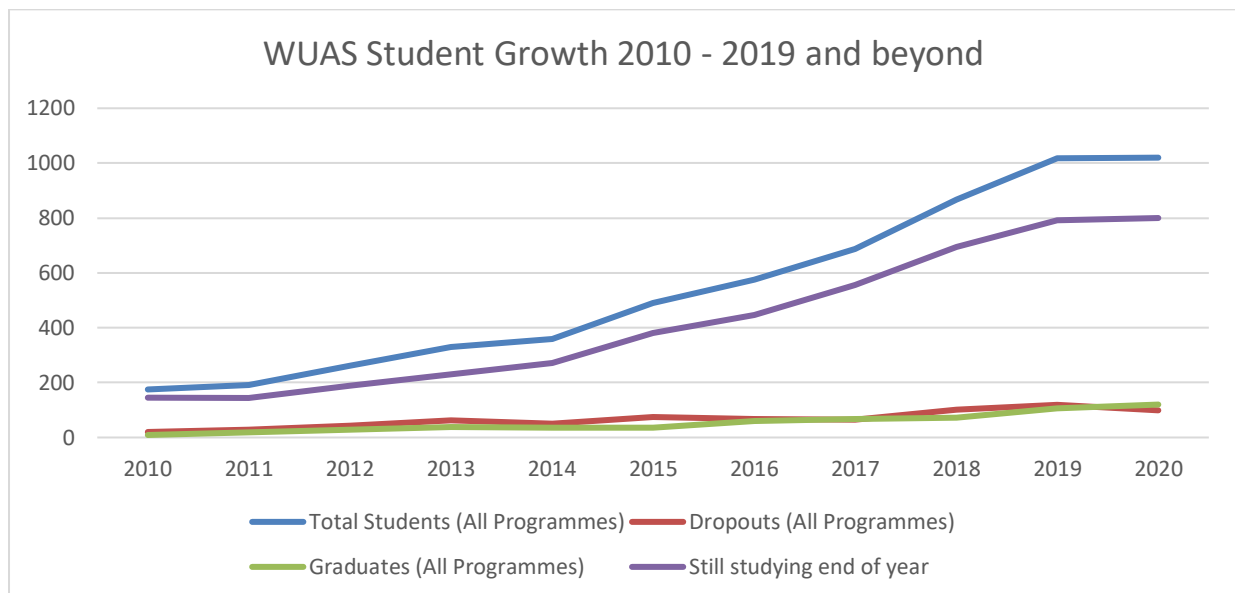
⁶ This means that new students starting in Block 5 (2019), February and who have paid in December 2018 are counted as students in that year (2018), as they are provided access to services. This is in line with WUAS accounting systems.

⁷ This means that a student who starts in Block 3 2018 (December), and fails to continue registration in Block 5 2019 (February) is counted as a dropout in Block 5 (2019).

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

Note: **2019** are total numbers (as of start of new year in February 2020) and 2020 are predicted numbers based on the average percentage growth rate (below). **NB:** the prediction for 2020 has already been updated in line with COVID19.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Students (All Programmes)	175	191	262	330	359	490	575	688	868	1018	1020
Dropouts (All Programmes)	20	29	44	62	51	74	68	66	102	119	100
Graduates (All Programmes)	9	18	29	39	36	36	61	67	71	107	120
Still studying end of year	146	144	189	229	272	380	446	555	695	792	800



Growth Rate Since 2010											
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Average
175	191	262	330	359	490	575	688	868	1018	1020	
	8%	27%	21%	8%	27%	15%	16%	21%	15%	0%	16%

Official Language at WUAS

English is the Official Language at WUAS. All WUAS' programmes are offered entirely in English to students of whom the majority do not have English as a native language. All daily communication at WUAS is carried out in English, however Dutch is used when dealing with external third parties regarding non-essential matters. WUAS maintains a Code of Conduct Language WUAS as part of its EEG, in compliance with the Act of Higher Education: See download at [PART 12b - Code of Conduct Language WUAS](#)

Internationality

Internationality at WUAS is WUAS' main and driving characteristic. The international student body and international staff body has been maintained in 2019

93 NATIONALITIES STUDIED AT WITTENBORG IN 2019



In the past 5 years, WUAS has over 100 nationalities study at the institute and more than 30 different nationalities in its staff. In 2019 WUAS taught 93 Nationalities.

WUAS is a small institute, and the international mix of its students and staff has a fundamental impact on its functioning, the content of its programmes, learning materials, the discussions and debates, its teaching methods (ranging from the traditional to the modern), on its ethics, and its ability to absorb intercultural differences and allow its students and staff to flourish and achieve.

Wittenborg University of Applied Sciences

Netherlands Ministry of Education Institution for Higher Education BRIN Number: 25AY

Netherlands Chamber of Commerce (KvK): 08090958

Figures on overall staffing at WUAS (2019)

In 2019 the following numbers of staff worked at WUAS:

Members of the Executive Board / Management	3
Members of the Advisory Board	7
Academic Staff Employed	48
Academic Staff Self Employed	66
Academic Staff Vienna	5
Academic Staff University of Brighton	28
Academic Staff Exam Board	3
Support & Administration Employed	57
Support & Administration Self Employed	5
Support & Administration Internships	13
Academic Advisory Board	9
Support & Administration Employed (ITM)	1
Total Number of Persons Working at WUAS in 2019	245
FTE Management Boards	4
FTE Academic Staff	33
FTE Support Staff	31
FTE Interns	9
Total FTE	76

The above reflects a total of around 76 FTE for the calendar year 2019, up 19 FTE compared to 2018.

During 2019, WUAS has achieved an increased level of staff qualification, both in its teaching and non-teaching staff, only employing master's and PhD qualified teaching staff:

All its lecturers on the bachelor's programmes have a master's degree qualification.

- 99.5% of all modules in the bachelor's programmes are taught by (at least) master's qualified lecturers.
- Around 40% of all lecturers at WUAS have a PhD or Doctorate.
- All lecturers on the master's programmes have master's degree, at least 50% a PhD.
- At least 95% of support and administration staff have (at least) a bachelor's degree, over 70% are masters qualified.

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. However, with the expansion of the organisation to Amsterdam, Vienna and Munich, the same care and due diligence will be required. 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 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.

Risk: in 2020, WUAS sees an overload of administrative work imposed by government departments and agencies and their procedures as a serious risk to its operations.

International Accreditation has become a key focus at WUAS. Its programmes are currently all double accredited, by NVAO and the German FIBAA. Some of its programmes are further validated by the University of Brighton, with whom it also offers 4 joint-taught Master programmes. WUAS also holds ECA accreditation for the internationalisation of its bachelor's programmes.

In the coming years, WUAS intends to progress through AACSB accreditation, also, AMBA / BGA accreditation, and at the same time FIBAA institutional accreditation.

Opportunity: Especially the AACSB accreditation process will have a resounding impact on the development of academics, quality systems, and overall vertical and horizontal cohesion of processes, programmes and people within the university.

Partnerships

In 2019, WUAS continued its existing partnership with its UK strategic partner, the University of Brighton.

However, the fears of a no-deal Brexit resulted in further discussions with University of Brighton, to establish a policy regarding staffing of Brighton programmes in the Netherlands in the case that staff are not permitted to work in the Netherlands. It was agreed that WUAS

would deliver more of the programmes in that case, however WUAS does not want a 'franchise' agreement. Another possible impact on the WUAS' partnership with University of Brighton is change of management, especially at the Business School in Brighton. The new Dean at University of Brighton Business School has been appointed specifically to guide UofB through AACSB accreditation. As AACSB is concerned with the complete Scope of all degree programmes with Business or Management, also at external campuses this could have had an effect on the partnership. WUAS has committed to its own AACSB accreditation journey, which will resolve this partnership issue.

Also, during the summer of 2019 it was decided at the University of Brighton to merge the School of Service Management into the Business School, which would affect programmes offered in Apeldoorn.

With the uncertainty of Brexit, changes in management and structures at the University of Brighton, in July 2019 it was decided to sign a two-year annex guaranteeing which programmes would be delivered at WUAS, and the financial arrangements. This because the MOC still needed signing and Annexes updating after the successful partnership review in 2018. It was decided to postpone all renewals until after a deal or no-deal Brexit and the organisational changes at the University of Brighton. All existing agreements would continue as they had not been ended. Brexit has still not been completed.

In 2019 WUAS also continuing developing its new agreements with some reputable institutes, in China, Russia, USA, United Kingdom, Australia and hopes that these will start developing into fruitful partnerships in 2019. These partnerships have threefold ambitions, students exchange, staff exchange and joint programmes.

WUAS' ambition in the coming 5 years is to expand its university partnerships, especially concentrating on AACSB accredited partners.

Expansion at external campuses

Satellite campuses and Transnational Education (TNE) always bring a certain risk in that guaranteeing the same quality of programme delivery and student experience is complex and difficult. WUAS has experience of how the University of Brighton has managed this at the Apeldoorn campus and in Vienna WUAS has operated a small study location since 2016 for its students. In 2019 this location was ended after the last group of students progresses back to the Netherlands, or to other institutes. WUAS started looking for a partner in in Austria and entered discussions with the International Tourism College in Bad Vöslau to explore the running of bachelor's programmes and applying for TNE permission in 2020.

In 2019 WUAS started offering its bachelor's and master's programmes at its partner in Munich, New European College. It started its application for Transnational Education (TNE) in September 2019. Until this is awarded the teaching and learning falls under the 75% rule and distance learning. The opportunities and risks of this project are outlined in WUAS' TNE application to the Dutch Ministry.

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 invest in Student Housing, and in 2019 owns 9 four-room apartments (44 beds) and a 34-bed student housing complex in the centre of Apeldoorn. In 2019 WUAS jointly purchases land in Apeldoorn next to the 34-bed complex to realise around 70 additional studio apartments with its partners. Also, over 100 beds are supported at a complex on the edge of Apeldoorn (FSG). WUAs also rents other accommodation, and currently houses around 200 students directly. WUAs does not see student housing as a risk factor in 2020.

International Crisis / Events

Note to the inspectorate: this was *always* included in our year report!

Risks 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 2019 are the continued national and governmental 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.

NB (2020): Since 2004, after the SARS outbreak, WUAS has invested in the online delivery of its programmes through Moodle. All study programmes and modules and teaching materials have been kept, updated and offered online since 2004, ready for another outbreak that could lead to a possible pandemic. The switch to online teaching and delivery, moving into hybrid teaching and learning in 2020, has been seamless.

Political Change

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.

The Brexit remains a concern, and WUAS has held high level talks with the University of Brighton to guarantee its partnership and programmes, and the activities of UofB in Apeldoorn and Amsterdam. WUAS will undertake to ensure independence of UofB if need be, by accrediting the UK Master programmes in NL.

Annual Financial Report

The Annual Financial Report is available on request.

WUAS Notes:

As a not-for-profit organization WUAS does not pay dividend, however, strives to reserve funds for the following year's education. As a Dutch Limited Company, the operations 'BV' however also falls under Dutch Tax regulations.

In 2019, the operating company (WUAS) made an after-tax profit of Euro 181.745

The overall WUAS (Group) after-tax profit in 2019 was Euro 340.658 with share results of other participations.

End 2019, WUAS had reserves of Euro 3.9 million for Education Operations in **2019**.

An end of year financial report for 2019, 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 of Applied Sciences Executive on Thursday August 31st, 2020

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 31st, 2019