



31st August 2021

Year Report **2020** for the Stichting Wittenborg University of Applied Sciences Executive

This report¹ contains updated (basic) statistics and (basic) information about the current activities and programmes of Wittenborg University of Applied Sciences B.V. (**WUAS**) brought out for its shareholder **Stichting Wittenborg University of Applied Sciences Executive**.

In **2020** WUAS

- gained **NVAO** reaccreditation (2nd cycle) of its master's MBA programme²;
- gained **NVAO** initial accreditation (1st cycle) of its master's MBM programme³;

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

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

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

In **2020** WUAS continued

- the process to prepare for AACSB accreditation (Business School)
- the process to prepare for AMBA / BGA accreditation (MBA programmes / Business School)
- the process of developing TNE in Germany (Munich) and Austria (Bad Vöslau)

In **2020** WUAS ended its partnership with the University of Brighton, due to Brexit.

In **2020** WUAS presented its Strategic Plan 2019-2024⁴, introduced a system of Assurance of Learning, and developed a system of Academic Titles and Classification of Faculty.

⁴ https://www.wittenborg.eu/wuas_sp_2026.htm

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Introduction

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

WUAS is a “Legal Entity for Higher Education” (*NL: Rechtspersoon voor hoger onderwijs*). This status means that it is permitted to offer accredited higher education programmes and award bachelor and master degrees under the Netherlands Act of Higher Education (WHW⁵), and that for programmes accredited by the Netherlands NVAO⁶, students are entitled to study grants and the study loan system that was introduced in 2015.

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

WUAS is based in the Dutch town of Apeldoorn and currently offers Bachelor and Master programmes to around 1000 students a year (**2020**) from the Netherlands and around the world. WUAS counts its student numbers based on all those registered during a calendar year, and currently on average 800 students are studying at any one time during the year. Its size, international (micro) environment and the fact that it is privately funded contribute to a dynamic and continuously developing institute that enjoys bringing a global outlook to a local region.

This year report is a short summary of the activities of the institute in **2020** 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.

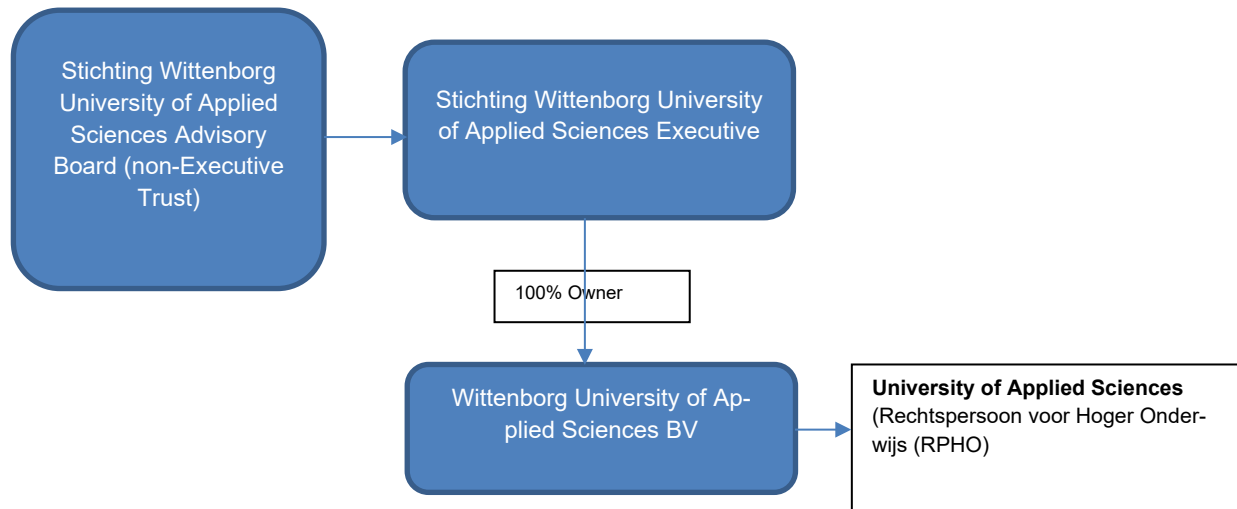
⁵ Wet Hoger en Wetenschappelijk Onderwijs

⁶ Netherlands and Flemish Accreditation Organisation

WUAS - Current Legal Entities

The WUAS legal entities did not change with respect to the legal entity for higher education in **2020** however a **significant restructuring of the associated companies was carried out in 2020**.

Company Ownership 2020



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 (WUAS) and forms the Executive Board of WUAS.

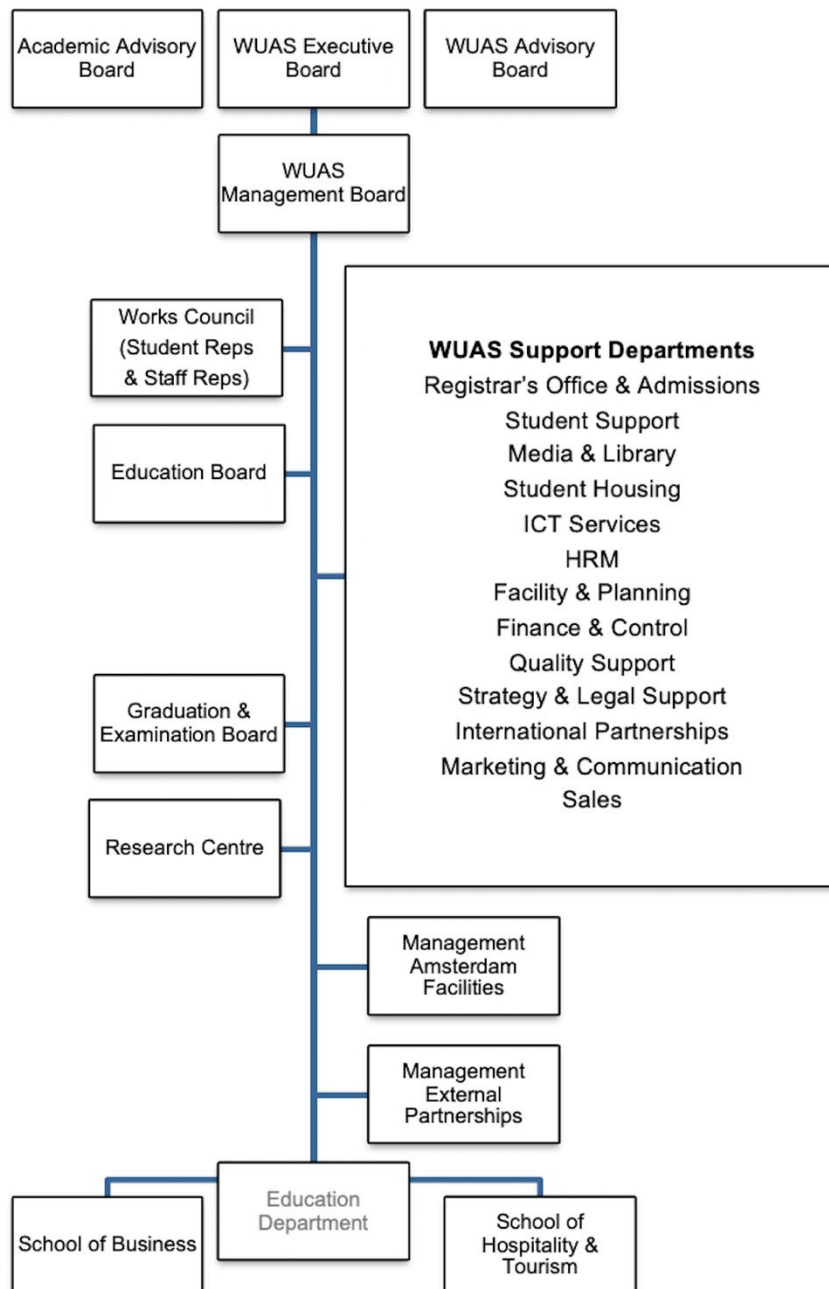
Stichting Wittenborg University of Applied Sciences Advisory Board

Stichting Wittenborg University of Applied Sciences Advisory Board is a foundation independent of Wittenborg University 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.

The WUAS Organisation

A Basic Organisation Chart of WUAS is shown below.

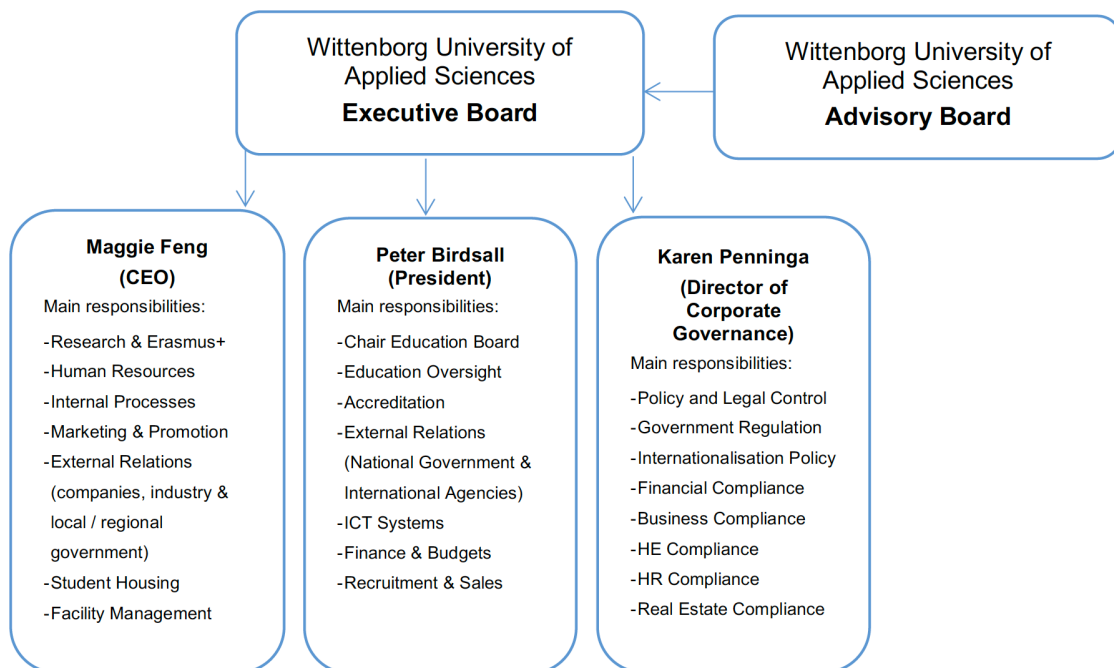
WUAS 2020



WUAS Executive Board

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

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



Vice President Academic Affairs

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

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

Stichting Wittenborg University of Applied Sciences Advisory Board

The Advisory Board is in effect the body that formally oversees the governance of WUAS, and advises on the programmes it develops and offers. The Advisory Board has a separate legal status from the Executive and is an independent Trust that oversees the development and continuity of the institution. In 2020 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.

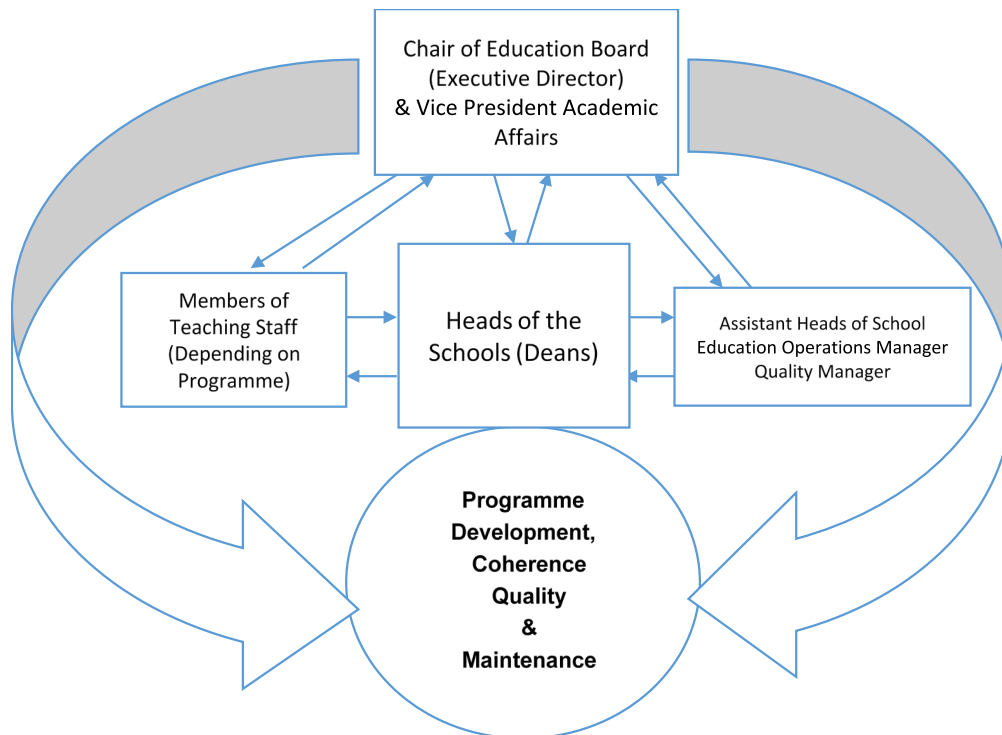
The Education Board

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 programmes⁷, (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 2 external members who work at other Dutch HEI's.

An additional external member is included from the Academic Advisory Board.

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.

⁷ 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 Examination and Education 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 & 2020**, and the MBM accreditation of **2020**. 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 **2020** a report was provided to management and further in this document a summary is given.

As a result of feedback and recommendations from the GEB and the Education Board, in previous years, WUAS' education team has undertaken a special review of all examinations throughout all modules given at all levels and made recommendations where necessary in 2020.

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.

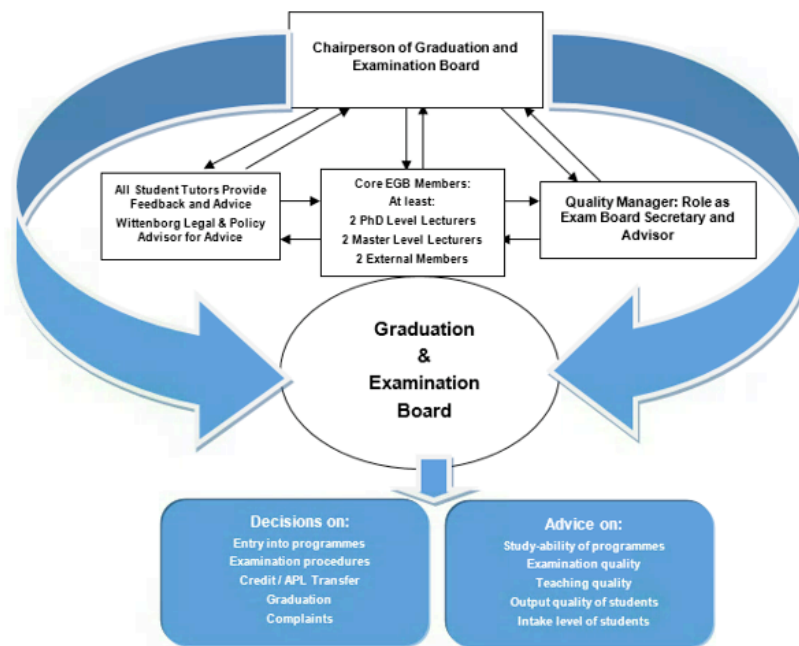
Summary of GEB Report 2020

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

This report outlines the issues and facts surrounding the work of the Wittenborg University of Applied Sciences Graduation and Examination Board in the year **2020**.

- 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;
- To supervise the Testing Committee, who ensure that the quality of examinations at WUAS meet the established standards based in the Exam Development Handbook.

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

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

In 2020, the GEB, as required, met seven times:

- 20/01/2020 (block 3, ac. year 2019-2020)
- 23/03/2020 (block 5, ac. year 2019-2020)
- 11/05/2020 (block 6, ac. year 2019-2020)
- 22/06/2020 (block 7, ac. year 2019-2020)
- 24/09/2020 (block Introduction Week, ac. year 2020-2021)
- 05/10/2020 (block 1, ac. year 2020-2021)
- 23/11/2020 (block 2, ac. year 2020-2021)

The GEB met during the year with the Heads of School to discuss the responsibilities and expectations of the GEB.

The GEB has mandated the Student Registrar to admit students into WUAS programmes. The GEB of Wittenborg University of Applied Sciences (WUAS) maintains a list of diploma's that can be used by the Student Registrar of the Registry Office and the Admissions Team to process the acceptance of students into the programme, according to the Graduation and Examination Board Regulations (Part 6 of the Education and Examination Guide). All students accepted into

WUAS degree programmes are done so on the basis of the Graduation & Examination Regulations. This list of accepted diplomas and certificates must be supported by examples of individual Nuffic Reports to be presented to the GEB when requested. This list of accepted diplomas and certificates is to be updated every block, when new items are put forward to the GEB. The diplomas should have been verified by the representation of the Dutch Ministry of Education (NUFFIC) and/or validated by WUAS through Naric. Diploma's that are not included on this list must first be verified by Nuffic, and through Naric, and then added to this list. This list is created to mandate the process of admissions according to the Graduation and Examination Board Regulations, however is not withstanding the independent judgements made by the Admissions Team regarding aspects not concerning the Graduation & Examination Board such as 'motivation' and 'financial means' (selection)

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 2020 one GEB member has been participating in the PGCert Programme to receive the Postgraduate Certificate in Teaching and Learning in Higher Education from the University of Brighton and is expected to graduate in 2021.

Training on the quality maintenance of tests and examinations is also part of the Postgraduate programme for Teaching in Learning in Higher Education (PGCERT) until 2020 delivered by 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 2020, Final Graduation Projects were reviewed by the GEB on a random basis.

In the year 2020, 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.

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 2020, there have been recommendations made on behalf of the GEB as a result of the random exam checks carried out during the GEB meetings, communicated to the Test Committee.

Due to- the COVID-19 induced situation, on the recommendation of the Education Board there has been shift of type 1 examinations to type 2 examination for all modules, for the remainder of academic year 2019-2020. Starting from academic year 2020-2021 type 1 examination have been converted to open book examinations.

As a quality maintenance measurement, a Moderation process was set up starting from block 5, 2019-2020, checked by the GEB. The GEB then communicated its recommendations on the Moderation Reports back to the Examination Administration.

All examiners at WUAS are appointed by the 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 Educations, University of Brighton). The PGCert programme is obligatory for all teachers who do not hold any higher education pedagogical certificate. The PGCert programme was offered each academic year until November 2020, when the discontinuation of the cooperation with the University of Brighton has been announced. WUAS will look for a replacement of the teachers training.

The examiner appointment period is always for one academic year. During the calendar year of 2020, one-hundred and seventeen (117) examiners were appointed by the GEB. New Examiners added during 2020: thirty-two (32). Examiners discontinued/exited in 2020: thirty-two (32). the main/general reasons of discontinuation are:

- exit of non-PhD qualified lecturers in line with accreditation efforts and to create room for scholarly active lecturers
- seminars were only offered as video sessions and were recorded by the core team, therefore otherwise engaged seminar speakers/guest lecturers were discontinued in 2020 (might come back)
- closing down the cooperation with the University of Brighton

- In at least one case, the lecturer decided to discontinue with WUAS because of higher FTE at another institute

Advice to Management

In 2020, the GEB advised programme management (Education Board):

-
- to review and strengthen the WER (Work-Placement Report) requirements
- to strengthen the ghost-writing policy and procedures.

Intake and recruitment in 2020.

Intake and recruitment in **2020** decreased compared to 2019 (46 students less) due to the pandemic. In yellow, below, is shown that due to the pandemic, the growth target was not achieved.

	Total	APL	AMS	MUN+ITM
Total 2019	1027	857	126	44
Current Total	1089	876	123	90
Target 2020	1172	917	155	100
Required for Target	83	41	32	10
Total Students Paid 2020	297	231	20	46

Different data in this document can be more up-to date, however the main count point is the end of registration period **2020**. This is actually 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.⁸
- 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.⁹
- WUAS counts a graduate in the year they submitted their final project / dissertation.

Growth

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

WUAS uses comparative data for growth since 2010 as this is the moment that the university moved from Deventer to Apeldoorn with the support of the municipality. The 10-year growth plan written in 2013 shows a target student body of 1500 registered students in 2023, the body of students estimated to be required to maintain a 'boutique' university (research or of applied sciences). With an average of 17% growth per year, the statistics show that this will be achieved.

⁸ This means that new students starting in Block 5 (2021), February and who have paid in December 2020 are counted as students in that year (2020), as they are provided access to services. This is in line with WUAS accounting systems.

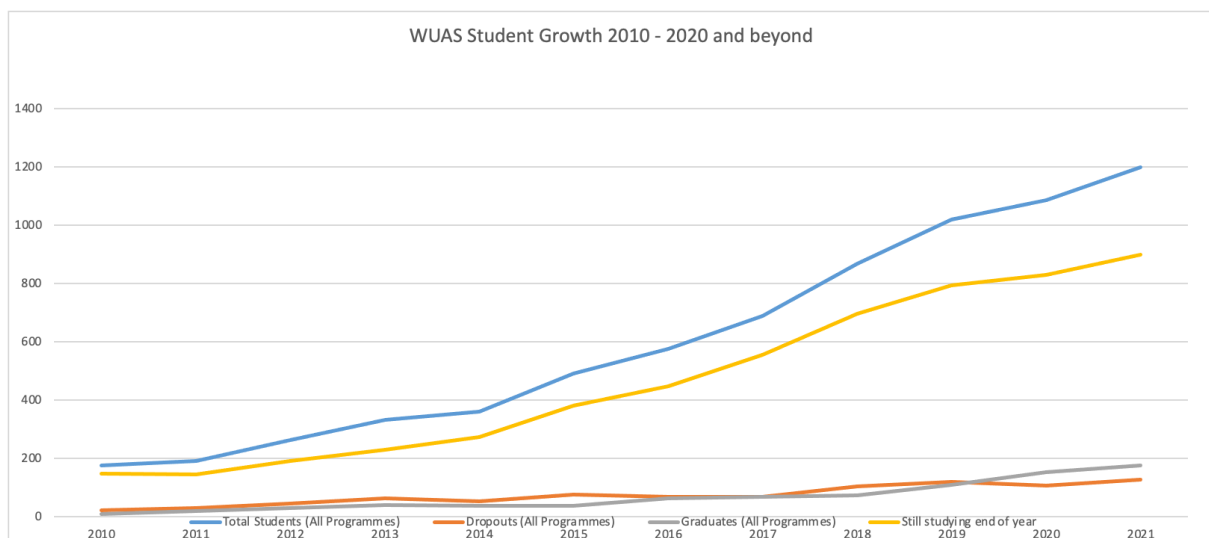
⁹ This means that a student who starts in Block 3 2019 (December), and fails to continue registration in Block 5 2020 (February) is counted as a dropout in Block 5 (2020).

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

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

Note: **2021** are total numbers (as of start of new year in February 2021) and 2021 are predicted numbers based on the average percentage growth rate (below).

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Students (All Programmes)	175	191	262	330	359	490	575	688	868	1018	1085	1198
Dropouts (All Programmes)	20	29	44	62	51	74	68	66	102	119	105	125
Graduates (All Programmes)	9	18	29	39	36	36	61	67	71	107	152	175
Still studying end of year	146	144	189	229	272	380	446	555	695	792	828	898

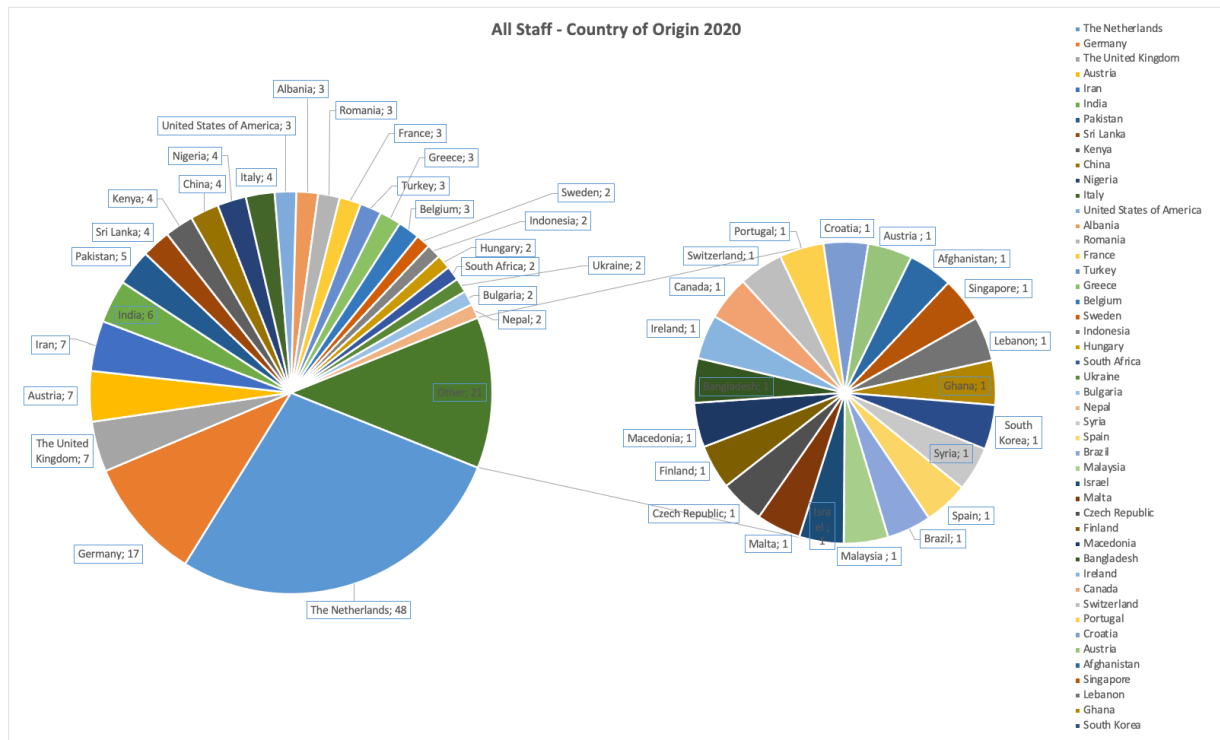


Growth Rate Since 2010												
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Average
175	191	262	330	359	490	575	688	868	1018	1085	1198	
	8%	27%	21%	8%	27%	15%	16%	21%	15%	6%	9%	16%

The target in 2021 is dependent on the continuing pandemic.

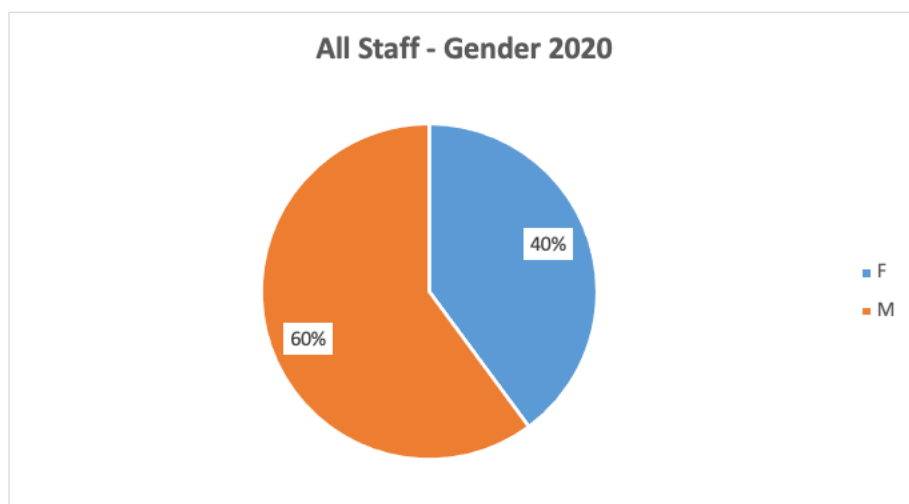
Diversity & Internationality of Staff

In relation to the size of its staff, Wittenborg is truly an international and intercultural institute. Its management and current regular (employed) teaching and tutoring staff in 2020 represented 47 different nationalities.



Gender Diversity of Staff

WUAS' Executive Board comprises of 2 women and one man. This gender diversity is not yet reflected throughout the organization, with male staff members making up a 60% majority. This has increased in 2020 due to the recruitment of more SA faculty.



Figures on overall staffing at WUAS (2020)

In 2020 the following numbers of staff worked at WUAS:

Members of the Executive Board / Management	3
Members of the Advisory Board	18
Academic Staff	107
Academic Staff Exam Board	2
Support & Administration Employed	43
Total Number of Persons Working at WUAS in 2020	173
FTE Management Boards	3,67
FTE Academic Staff	21,84
FTE Support Staff	24,09
FTE Interns	7
Total FTE	56,6

The above reflects a total of around 57 FTE for the calendar year 2020, which is the comparable to 2019.

During 2020, WUAS has significantly achieved an increased level of faculty qualification, with over 50% of faculty being PhD qualified (SA & PA) and over 40% of its master's faculty being involved in active current (applied) research.

Table 3-2 : DEPLOYMENT OF PARTICIPATING AND SUPPORTING FACULTY BY QUALIFICATION STATUS IN SUPPORT OF DEGREE PROGRAMS FOR THE MOST RECENTLY COMPLETED NORMAL ACADEMIC YEAR

	Scholarly Academic (SA)			Practice Academic (PA)			Scholarly Practitioner (SP)			Instructional Practitioner (IP)			Additional Faculty (A)		
	2020-2021	2021-2022	2022-2023	2020-2021	2021-2022	2022-2023	2020-2021	2021-2022	2022-2023	2020-2021	2021-2022	2022-2023	2020-2021	2021-2022	2022-2023
BBA	13.97%	30.00%	40.00%	3.14%	5.00%	5.00%	0.00%	0.00%	5.00%	59.43%	50.00%	40.00%	23.46%	15.00%	10.00%
MBA	58.05%	55.00%	55.00%	23.13%	20.00%	18.00%	0.00%	0.00%	5.00%	17.82%	23.00%	20.00%	1.00%	2.00%	2.00%
MSc (MBM)	47.54%	50.00%	55.00%	36.89%	34.00%	30.00%	0.00%	0.00%	5.00%	14.57%	15.00%	9.00%	1.00%	1.00%	1.00%

WUAS' Development: Opportunities and Threats

Rapid Growth & Organisation Development

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

Programmes

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

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

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

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

Partnerships

In 2020, WUAS ended its partnership with its strategic partner, the University of Brighton, due to the complexities of Brexit.

In 2020, WUAS continued its partnership with NEC in Munich and ITM in Bad Voslau, where its students there continued their studies as distance learning students, supported onsite by WUAS faculty.

Due to the pandemic, its partnership network was not expanded.

Locations

WUAS owns its Spoorstraat location outright and is reducing its current mortgage obligations. In the coming years WUAS intends to leave its rented Aventus location and the challenge will be to find suitable accommodation within the city centre of Apeldoorn, close to student housing and the Spoorstraat.

ICT

ICT security and sustainability is a constant risk, as well as an opportunity and WUAS has invested substantially in new systems and security in 2020. It has outsourced the majority of its network and infrastructure management to an external company with which WUAS has worked for a long period of time.

Student Housing

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

WUAS has had the opportunity to continue to invest in Student Housing, and in 2020 owns 9 four-room apartments (45 beds) and a 34 bed student housing complex in the centre of Apeldoorn. Also, 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.

In 2020 WUAs started with a project to build an additional 75 studio apartments for students in the Apeldoorn town centre.

International Crisis / Events

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

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

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

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.

Annual Financial Report

The Annual Financial Report is available on request.

WUAS Notes (figures x 1000)

In 2020, Wittenborg University of Applied Sciences BV made a pre-tax profit of Euro 1.066,

The consolidated Wittenborg Education Group pre-tax profit in 2020 was Euro 1.421,

Reserves for Education

End 2020, WUAS had reserves of Euro 4.184, for Education Operations in **2021**.

Investments

WUAS continued to invest in accommodation & student housing, which resulted in a property portfolio

- 9 apartments (approx. 40 rooms);
- 50% partnership in: 34 room student accommodation complex & adjacent building ground for a planned 75 studio apartments;
- Spoorstraat 23, Apeldoorn (campus accommodation).

Current estimated value for WUAS: Euro 3.050, (Current outstanding loans = Euro 905,)

Conclusion

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

An end of year financial report for 2020, completed by Chartered Accountants Visser & Visser has been delivered and approved.

Approval of Year Report

This report has been formally adopted by the Stichting Wittenborg University Executive on Thursday August 31st, 2021.



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 2021