

## MINUTES

of the virtual  
AEHT Executive  
Board meeting  
on December  
2<sup>nd</sup>, 2020



### Attendees:

COUNTRY	NATIONAL REPRESENTATIVE	
	First name	Surname
AEHT HEAD OFFICE	Klaus	ENENGL
AEHT HEAD OFFICE	Nadine	SCHINTGEN
AUSTRIA AUTRICHE	Gerald	HABERL
BELGIUM BELGIQUE	Sanne	HUYGENS
CROATIA CROATIE	Tatjana	GULIC PISAREVI
ESTONIA ESTONIE	Neeme	RAND
FINLAND FINLANDE	Marja	HEMMI
FRANCE FRANCE	Didier	LEDER
GREECE GRECE	Eleni Konstantinos	NIKOLAOU STEFANAKIDIS
HUNGARY HONGRIE	Marta	GYÖMBER
IRELAND IRLANDE	Ray	CULLEN
ITALY ITALIE	Paolo	APRILE
KOSOVO KOSOVO	Pranvera	BERISHA

<i>(to be continued)</i>	<i>NATIONAL REPRESENTATIVE</i>	
	<i>First name</i>	<i>Surname</i>
<b>LATVIA</b> <b>LETTONIE</b>	Ilze	LOCMANE
<b>LITHUANIA</b> <b>LITUANIE</b>	Audrius	KURLAVICIUS
<b>LUXEMBOURG</b>	Michel Mia	LANNERS AOUADI
<b>MACEDONIA</b> <b>MACEDOINE</b>	Slagjana	TRPKOVSKA-SALTIROVA
<b>MONTENEGRO</b>	Darko	VUKCEVIC
<b>THE NETHERLANDS</b> <b>PAYS-BAS</b>	Remco	KOERTS
<b>POLAND</b> <b>POLOGNE</b>	Boguslawa	PIENKOWSKA
<b>PORTUGAL</b>	Ana Paula	PAIS
<b>RUSSIA</b> <b>RUSSIE</b>	Olga	VAKHMANOVA
<b>SERBIA</b> <b>SERBIA</b>	Sasa	MASIC
<b>SLOVAKIA</b> <b>SOVAQUIE</b>	Jozef	SENKO
<b>SLOVENIA</b> <b>SLOVENIE</b>	Tanja	ANGLEITNER-SAGADIN
<b>SPAIN</b> <b>ESPAGNE</b>	Jordi	OLLE
<b>UNITED KINGDOM</b> <b>ROYAUME-UNI</b>	Canan E.	CELIK

### **IT Support:**

<b>PORTUGAL</b>	Francisco Mario	LIMA SOARES
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## **1. Welcome address**

The meeting starts with a welcome address by the President Remco Koerts followed by a short presentation of several new National Representatives as well as the approval of the agenda of the day.

## **2. Approval of the minutes of the previous meeting (Aveiro, March 7<sup>th</sup>, 2020)**

The above-mentioned minutes published on the AEHT website [www.aeht.eu](http://www.aeht.eu) are approved almost unanimously by the delegates present, with one single abstention.

### 3. Presentation, justification and clarification of the motion of amendment of Article 12 of the AEHT statutes (Ray Cullen)

Currently, the AEHT Presidium consists of a President and 5 Vice-Presidents. The amendment foresees to open up an additional Vice-President position, in the event that the following conditions are met:

- the country is member of the Council of Europe
- the country counts more than 100 potential member schools for the AEHT
- 60% or more of these schools are AEHT fully paid-up members two months prior to the elections
- There are more than 5 candidates for the position of Vice-President of the association.

Ray Cullen asks the audience to support this amendment at the Extraordinary General Assembly so that we can apply it for the next elections.

### 4. Report on membership applications, resignations and exclusions (Klaus Enengl)

All the documents presented below were sent by our treasurer to the National Representatives a week ago to give them time to become acquainted with them.

- ***Schools excluded end of 2019***

Klaus Enengl presents to the audience the list of schools that had to be excluded end 2019 for not having paid their contribution for 2 consecutive years.

AEHT CODE	NAME - TOWN	SUM
BE018	KOKSIJDE	2 x €290,-
HR024	ZADAR	2 x €290,-
FR041	VILLERS-LES-NANCY	2 x €290,-
FR106	GUÉRANDE	2 x €290,-
FI003	KUOPIO	2 x €290,-
IT168	BRINDISI	2 x €290,-
IT180	GIARRE	2 x €290,-
IT997-IND	MRS. CAROLI	2 x €35,-
IE010	LIMERICK	2 x €290,-
MK006	KRUSEVO	2 x €290,-
PL019	GLIWICE	2 x €290,-
RU009	CHERKESSK	2 x €290,-
RU011	ARTEM	2 x €290,-
RS007	VRNJACKA BANJA	2 x €290,-
TR017	AÑKARA	2 x €290,-

- ***Schools not up to date with their membership fees 2019 and 2020 and in danger of being excluded by the end of this year.***

Schools risk exclusion if they do not pay for two membership fee years and do not respond to the multiple reminders from the treasurer. This year a high number of schools is in that situation.

AEHT CODE	NAME - TOWN
BE034	GENT
CH005	LAUSANNE
HR013	ZAGREB
CY005	LIMASSOL
<del>DK007</del>	<del>KOLDING</del> ✓ 29/11/2020
FR009	CHALLES LES EAUX
FR010	ANGERS
FR018	GUEBWILLER
FR102	AMIENS
FR103	CONTREXÉVILLE
IT130	ISCHIA
<del>IT154</del>	<del>GIULIANOVA</del> ✓ 29/11/2020
IT162	BARI
IT163	REGGIO EMILIA
IT177	ASCOLI PICENO
IT178	PORTO SANT'ELPIDIO
IT021	LORETO
<del>IT032</del>	<del>SAN BENEDETTO</del> ✓ 23/11/2020
<del>IT051</del>	<del>RIOLO TERME</del> ✓ 19/11/2020
IT060	MONZA
IT088	ROMA
IT094	ROMA
PT013	PORTO
PL023	BIELSKO-BIALA
SE062	SKÖVDE

- ***New members since November 2019***

AEHT CODE	NAME - TOWN	PAYMENT
GR004	MINISTRY	YES
EE007	SILLAMÄE	YES
PT020	AZORES TOURISM BOARD	YES
PT021	PORTIMÃO	YES
PT023	VIANO DO CASTELO	YES
IT189	ARZACHENA	NO
PT022	VILA REAL DE SANTO ANTONIO	YES
BE011	GENT	NO
IE015	GALWAY	NO
FR090	ILLKIRCH	NO
PT024	SETÚBAL	YES

Since the elaboration of this list, the AEHT received the application of a new member school from Västerås, Sweden, bringing the number of applications received to 12, of which 5 have not paid yet.

- ***Resignations – since November 2019***

Resignations strike all over Europe. Normally, schools evoke financial reasons for their decision to step out.

<b>AEHT CODE</b>	<b>NAME - TOWN</b>
ES017	ALMERIA
IT108-PROF	LA CASA DELLA DIVISA
IT126	CITTA DI CASTELLO
IT127	MATERA
NL029	EINDHOVEN
BE006	ANTWERPEN
IT175-PROF	PARMA
IT187	OSTIGLIA
IT069	MONTECATINI TERME
NL027	THE HAGUE
AT014	NEUSIEDL

- ***Outstanding payments for 2020 only***

For 2020, 88 schools have outstanding payments for this year only, creating a big gap in the AEHT's financial budget. Many schools claim not to have received the invoice. In order to avoid any dramatic loss in both adherents and income, Klaus Enengl has sent reminders several times this year together with the help of Pieter van Reeuwjik of the International Office of ROC Mondriaan, and, if necessary, contacted members individually to make sure they pay.

Paolo Aprile is making consistent efforts to convince Italian members to pay their AEHT membership fees, and to convince members of RENAIA, the Italian network of Hotel and Tourism schools, not yet member of our association to join the AEHT.

Klaus Enengl warmly thanks Paolo Aprile for taking care of collecting the invoices and updating the data of this large national group of around 80 active members. He also expresses his sincere thanks to all other National, who help the AEHT in keeping all schools on board.

## **5. Treasurer's report (Klaus Enengl)**

Klaus Enengl, who was due to retire as AEHT treasurer on January 1<sup>st</sup>, 2020, has consented to postpone his departure until the new structure is in place.

The AEHT's accounting is currently done by the fiduciary AMS in Luxembourg and was checked by our auditors, Danielle Snauwaert and Jürgen Clausen, in an online meeting with the Mrs Réjane Dubru from our fiduciary and our General Secretary, Nadine Schintgen, on October 22<sup>nd</sup>, 2020. The auditors came to the following conclusions:

“We have analysed the balance sheet as well as the profit and loss account and were able to obtain all the necessary answers to all our questions. As a result, we can declare that the audit was carried out without finding any figures that were not documented.

The AEHT's accounts are therefore formally in a good condition. However, we must highlight, as every year, that the financial situation of our association is not very favourable as far as its financial reserves are concerned”.

Klaus Enengl has sent the financial documents below to all National Representatives in advance of this meeting and would like to comment on the three figures marked in red in the following table:

## COMPTE DES PERTES ET PROFITS en EUR

	<u>31/12/2019</u>	<u>31/12/2018</u>
<b>A. Charges</b>		
Variation de stocks / Variations of stock	609.89	291.72
Frais et fournitures de bureau / Administrative requisites	1 777.08	483.44
Frais de fonctionnement bureau / Other administrative costs	575.42	825.17
Loyer / Rent	0.00	0.00
Entretiens et réparations / Maintenance and repairs	0.00	0.00
Websites	4 000.00	2 500.00
Charges financières / Financial charges	0.00	409.13
Honoraires comptabilité Fiduciaire / Accounting fees Fiduciary	<b>17 799.55</b>	6 694.03
Honoraires informatique / IT Services and programming	0.00	0.00
Honoraires traduction / Translation fees	212.50	750.30
Honoraires tournage Conférence / Shooting conference fees	0.00	-4 990.00
Honoraires autres / Other	1 035.45	0.00
Assurances / Insurance	264.27	263.97
Cadeaux-Brochures Ploquettes Cartes visite / Gifts Folders Business cards	696.48	1 790.26
Frais de voyages et déplacements-Inscriptions / Travelling costs-Registration	62 151.58	60 969.96
Frais postaux et télécommunications / Postal and telecommunication costs	2 792.43	1 994.14
Rémunérations / Salaries	79 636.85	80 807.34
Charges sociales / Employer's social security contributions	11 463.09	11 833.03
Subventions accordées / Grants	8 250.00	5 500.00
Droits d'enregistrement et de timbre / Registration fees, stamp..	0.00	0.00
Bénéfice de l'exercice / Profit of the fiscal year	0,00	0.00
	<b>181 860.25</b>	<b>170 122.49</b>
<b>B. Produits</b>		
Cotisations / Membership fees	<b>63 880.00</b>	78 827.50
Prestations de Services / Event Organisation	0.00	7 374.00
Subventions-Sponsoring / Grants	70 231.80	59 623.20
Publicité / Advertising	0.00	0.00
Produits financiers / Interest	0.00	20.17
Perte de l'exercice / Loss of the fiscal year	<b>47 439.51</b>	24 277.62
	<b>181 860.25</b>	<b>170 122.49</b>

In 2019, the costs of the fiduciary were three times higher than the years in previous years, as the new Presidium was seeking to get a clearer vision of the financial situation of our association, which implied more meetings with and work with the fiduciary.

The second critical figure is related to the membership fees, which rose from 78.827,50 Eur to 63.800 EUR in one year. Two days ago, the AEHT had a total balance on its two bank accounts of around 54.000 EUR left.

In the light of these figures, the loss in 2019 is almost twice as high as the previous year, and action needs to be taken.

Before moving on to a more in-depth analysis, Klaus Enengl confirms that the two auditors agreed to continue to fulfil their function also for, and they already have an appointment with AMS in February 2021 to check the financial year 2020.

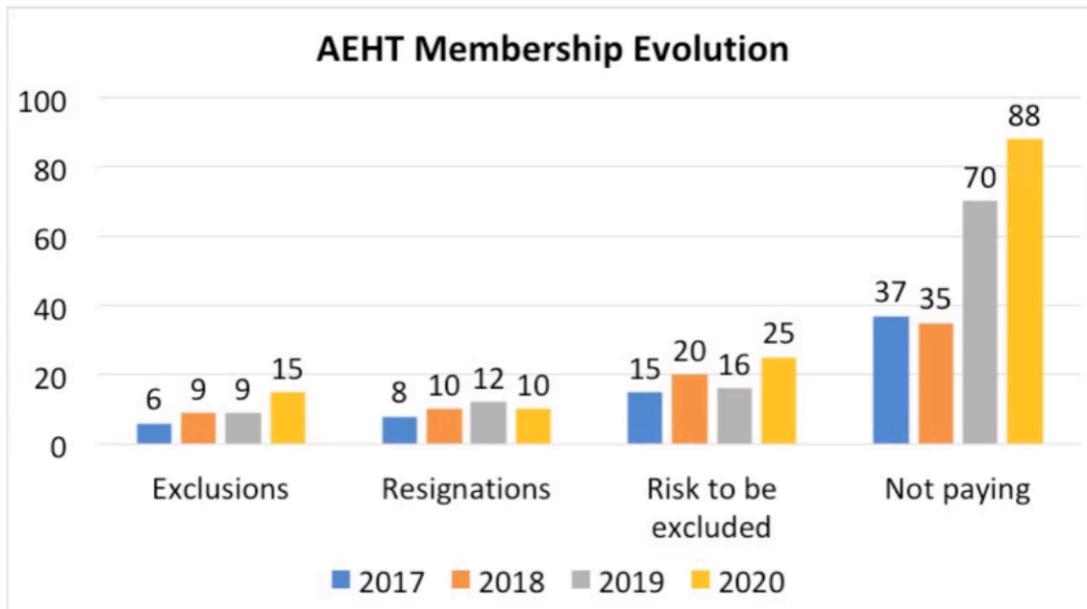
**Financial report by Treasurer Klaus Enengl p. 3**

**MEMBERSHIP DEVELOPMENT**



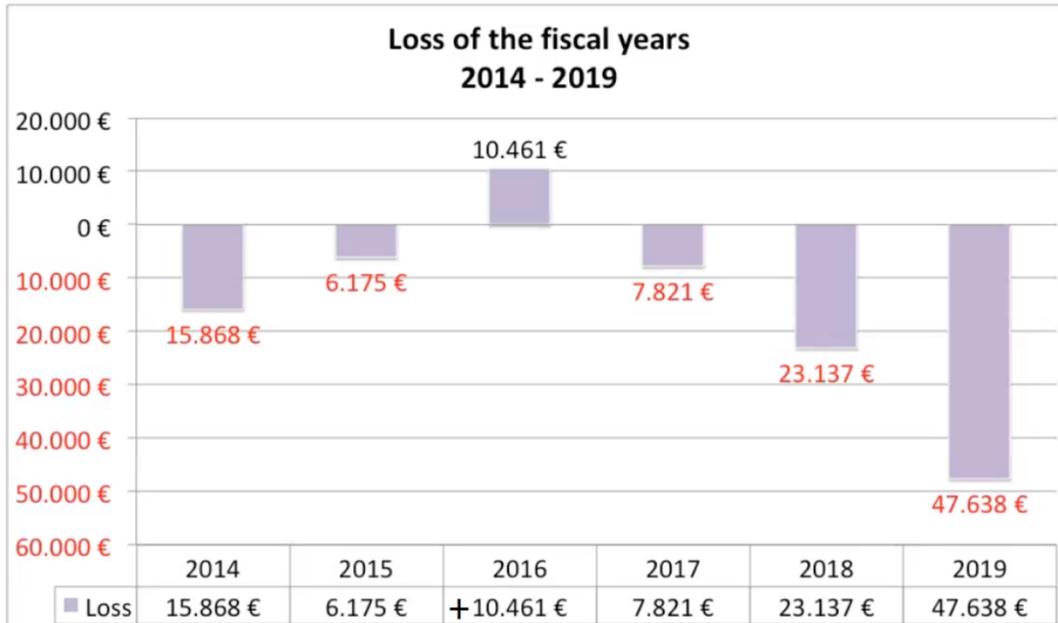
This chart clearly shows the decrease of income by membership fees from 2014 – to 2020 (preview 10/11/2020 – the year is not over yet) from € 89.000 to € 53.870.

The decrease of income by membership fees shown by the chart above is due to the fact that the AEHT has been losing members continuously and is now facing this trend in 2020 as well. This evolution is also reflected by the chart below:

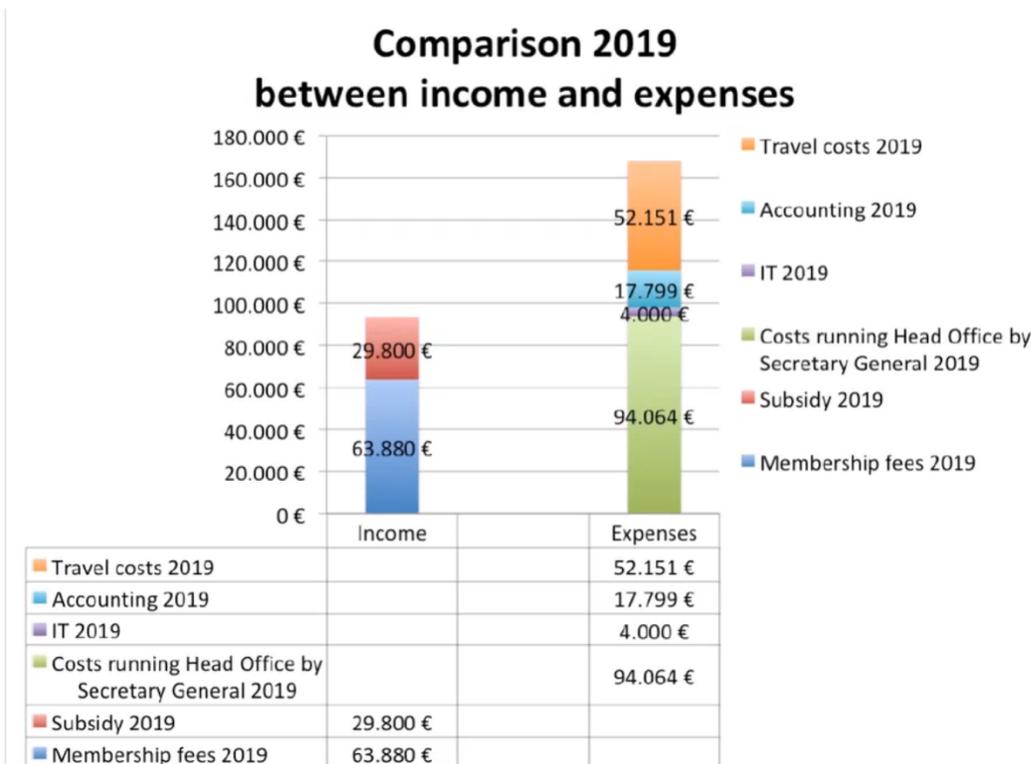


The decrease in membership fees has also a repercussion on the result of the fiscal year of our association:

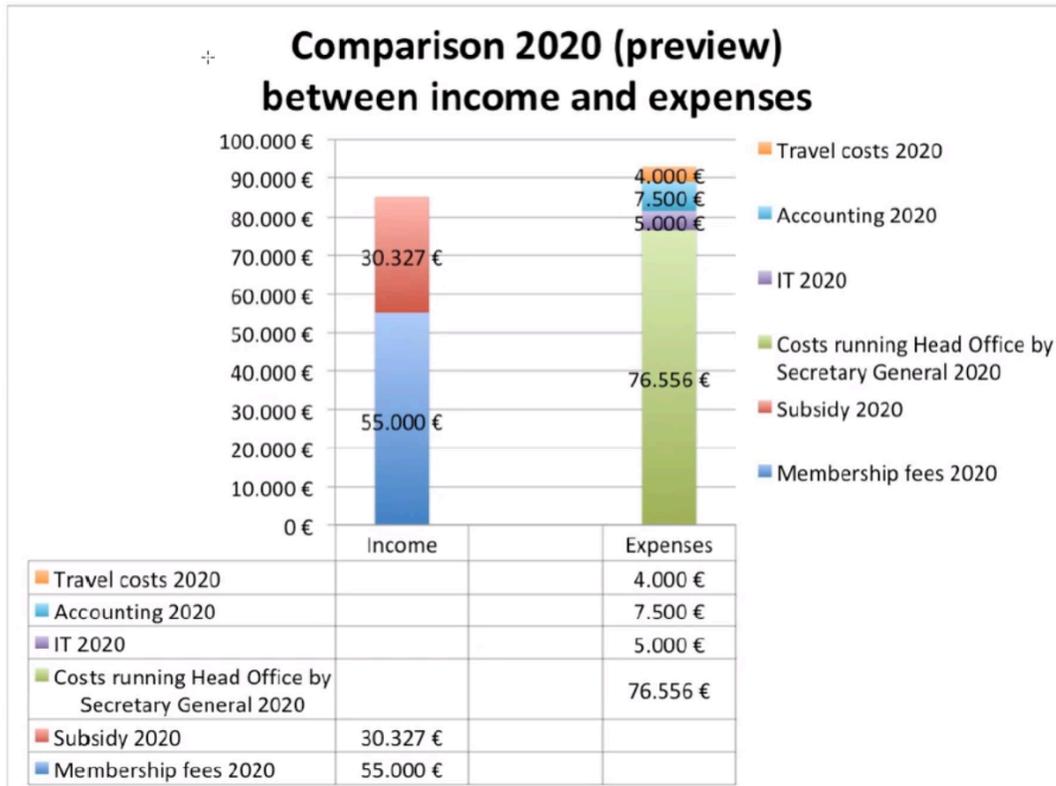
## LOSS of the FISCAL YEAR Figures by Alpha Management Services



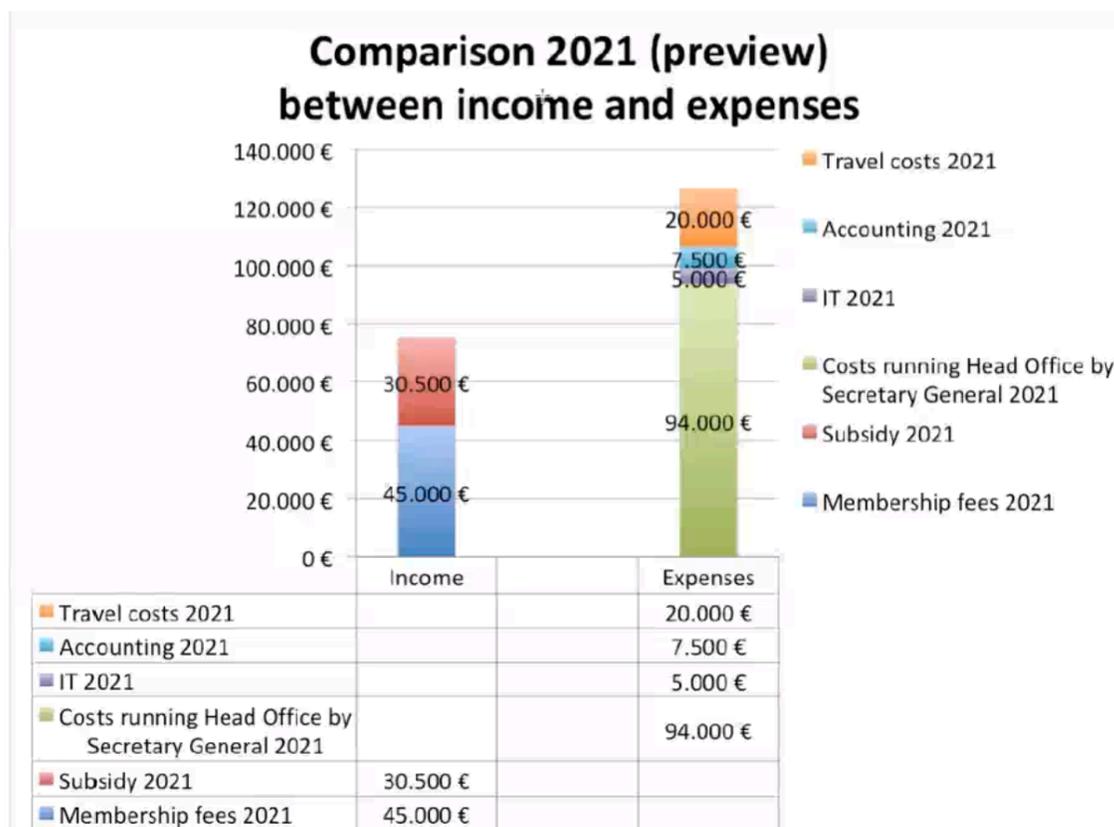
With the exception of 2016, the AEHT spent always more money than it earned. “This is in principle not negative”, as our treasurer used to say the last years at financial reports, “as we are not a saving bank”, but this time, the figure is much too high, and costs need to be cut before it is too late.



As mentioned earlier, 2019 was an expensive year. The income slowly but steadily declining due to dropping membership figures. The recurrent subsidy from Luxembourg Government helped us the last years to keep the AEHT afloat.



This chart above is a preview of the year 2020 and shows that some costs have been reduced in 2020 thanks to the special efforts of the Presidium (no reimbursement of travel expenses for the March meeting, less travel over the year) or by the cancellation of activities due to coronavirus control measures. The IT costs and the costs for our General Secretary are rather fixed costs, even though in 2020 they were lower than expected due to a sick leave. We therefore expect the loss in 2020 to be much lower than in 2019.



Presuming that 2021 will once again be a “normal” year with competitions, seminars, conferences etc., the financial situation will be difficult again. Travel costs will be higher (although not as high as in 2019), costs of running the Head Office will be as high as in 2019 and membership fees will be lower. Consequently, the loss of 2021 will increase again.

All persons in the meeting understood the treasurer’s overview on AEHT financial situation, there were no questions or comments from the National Representatives.

Ana Paula Pais thanks Klaus Enengl for all his support and for his detailed presentation.

## 6. Analysis of the AEHT (Ana Paula PAIS)

In recent years, the Presidium has created a new dynamic in our Association through:

1. the development of new activities such as the creation of the Academic Program and the promotion of working sessions with National Representatives ;
2. the search of new member schools, particularly in countries that have a significant number of schools such as France and Italy ;
3. the prospection of new professional partners, that allow us to introduce new skills, especially for students from our member schools, such as Cesim and Hosco ;
4. the strengthening of the relationship with our sponsors to enable them to improve their value proposition for our members ;
5. the maintenance of AEHT main activities: Annual Congress, Christmas in Europe, Youth Parliament, HEG Seminar.

**In addition, the Presidium has developed some cost reduction strategies such as:**

1. reducing travel and meeting costs (cutting the March meeting costs as this is substantial);
2. using mostly digital communication, thus eliminating travel and accommodation costs ;

3. lowering financial support for events organized by member schools.

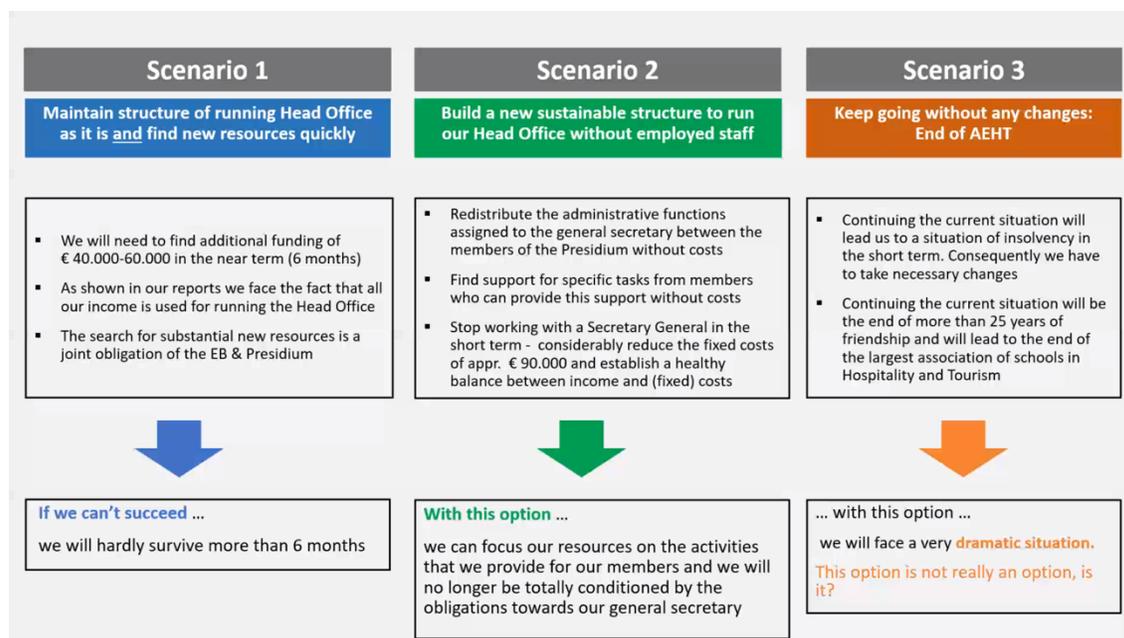
And yet,

... more and more schools and sponsors are finding it difficult to pay their membership fees;  
 ... our sponsors propose to provide interesting services instead of paying for sponsorship.

In recent months, the situation has dramatically worsened due to the COVID-19 pandemic crisis, which has created new and complex problems.

Many of our schools face new difficulties (loss of students, reductions of budgets, proscription to travel, ... ) leading them to withhold the payment of their membership fee. We cannot expect any improvement of the situation in the near future. Thus, despite all past efforts and positive results achieved, the AEHT faces currently a significant reduction in its regular revenues, and consequently solvability problems.

Due to the seriousness and urgency of the situation, difficult choices need to be made to preserve our Association. The analysis of our Treasurer shows that most of the costs of the Association are spend on running the Head Office. According to article 11 of the statutes, decisions about appointed staff of the Association are to be taken by the Executive Board. Moreover, in the same article is stated that the Executive Board is able to delegate actions to be taken to the Presidium. For this the Presidium identified three possible scenarios to discuss the future of the AEHT with the National Representatives:



Ana Paula explains the three scenarios to the colleagues present at the meeting. She declares that option 3 is obviously not a real option for the Presidium and within the different scenarios there are discussions to be conducted.

In order to reduce costs and retain permanent staff to run the headquarters, Tanja Angleitner-Sagadin suggests moving the general secretariat to a country where costs are lower. Countries around Mediterranean countries have lower staff costs, e.g. the minimum wage in Slovenia would be around 800 - 900 EUR. Tanja points out a major challenge for this suggestion as well: it would be more difficult to find a person fluent in French and English. Klaus Enengl underlines the importance to have a person helping the association. He suggests debating this option whenever the financial situation of the association is 'healthy'

again. In the meantime, the work should be divided between the Presidium members and, if possible, other active members.

To provide a financial solid base for the association in the coming years, Paolo Aprile suggests that the AEHT should apply for EU funding, highlighting the efforts of our association in the promotion of European gastronomy as well as in its hospitality & tourism. As EU programs are about to change, new co-financing possibilities are opening up for our association. Remco Koerts suggests that Paolo Aprile will explore this option together with the Presidium.

Tanja Angleitner-Sagadin suggests that whenever we stop working with a paid General Secretary, we also should stop paying costs related to Head Judges. If we are all asked to contribute to manage the Head Office on a voluntary base, this should also apply for costs, such as travel and accommodation costs of Head Judges. Competitions should be seen as a challenge, a vocational development, rather than a job. Ana Paula Pais points out that only the travel expenses of the Head Judges during the March meeting are reimbursed by the AEHT, while accommodation costs are covered by the organizers of the Annual Conference. New rules regarding the Erasmus+ mobility (KA1) subsidies open new ways of handling this issue.

After an extensive discussion no other scenarios were identified. The National Representatives are being asked to decide about the future of the AEHT, about a sustainable organization of its Head Office. In consequence, the Executive Board members authorize the Presidium to carry out the decision made during this meeting. The members of the Executive Board are invited to vote through the online poll. It is mentioned that only National Representatives (or persons given power of attorney) of countries member of the Council of Europe are allowed by statutes to vote. Results: scenario 1: 1 vote; scenario 2: 21 votes, abstained: 3 votes.

Remco Koerts indicates that it is a difficult decision to take. However, with the financial insight provided by the AEHT Treasurer in mind, this decision of the Executive Board clarifies how we have to proceed in order to save and preserve the Association.

## **7. Working session including a preview of the Academic Program (Sanne HUYGENS)**

As Sanne Huygens has some issues with the connection during the Teams Meeting, Ana Paula Pais shares the following presentation in her name.

- ***Academic Program***

Our most sincere thanks go to Tanja Angleitner-Sagadin for preparing this year's Academic Program and presents a preview:

## Academic program - NR forum

### Academic program

- **Keynote:**

Mr. Carlos Dias de la Lastra, General Director  
Les Roches Marbella

- **Main subject:**

Challenge for international schools

How to address our future students, young people of the future generations, to make a choice for this profession and to find perspectives?

- **Workshops:**

Good practices and discussion

- Thank you Tanja!

- **Future objectives:**

- NR forum 1st week of February
- Starting point:
  - Good practices from different schools
  - Sharing expertise
- Topic?
- Outcome: material that NR can share with partner schools
- Idea: at some point we could ask some students to enter the discussion and give their opinion

The Academic program will be divided into two parts:

The first part, a kind of plenary session, will be followed by some 115 persons and includes a festive opening of the meeting, a presentation of and reflection on the current situation of educational activities at partner schools and a 25 minutes keynote address by Carlos Dias de la Lastra, General Director of Les Roches Marbella.

During the second part, there were three workshops of one and a half hour scheduled:

Workshop 1: Teaching culinary arts the hybrid way by Marcus Hallgren (SE), Head Judge of Decathlon, and Mojca Polak (SI).

Workshop 2: Challenges of hybrid delivery in the service and restaurant sector by Head Judges, Thomas Gasteiner (AT) and Guillaume Staquet (FR).

Workshop 3: Creative online classroom: changed modalities and challenging online examination by National Representative Tanja Angleitner Sagadin (SI).

However, as one of the animators in charge of workshop 1 had to pull out for covering up for one of his colleagues tested positive at his school, workshops 1 and 2 had to be merged. Some 40 – 45 participants are expected for each remaining workshop.

- ***Working session with the AEHT National Representatives***

Sanne Huygens thanks all the National Representatives that have already sent in their overview of data regarding their national members. A great effort is asked from them to get all updates from their colleagues. She urges all those that have not yet had the time to finalize this work, to do so asap and to submit the information to her.

- ***Future objectives:***

In the first week of February, a forum with National Representatives will be organized in combination with an activity led by Ray Cullen together with our Privileged Professional Partners.

The starting point will be "sharing good practice from some member schools". For this session, National Representatives are invited to send in their proposals for an exciting topic. At their session in Aveiro, National Representatives have required outcomes in the form of material to be shared with their partner schools and not only amongst headmasters, but also with teachers. It could be interesting at some point to ask students to enter the discussion e.g. about the material we are using and to ask their opinion and input, as did our Student President last year in Split.

## 8. Annual Conference 2021

The next Annual Conference will be held from **November 1<sup>st</sup> – 6<sup>th</sup>, 2021 in Tallinn, Estonia**. Leading organizer will be Tallin School of Service, that will be seconded by Kuressaare Ametikool, the school of AEHT Vice-President Neeme Rand. To get acquainted with Estonia and the Estonian way of life, the latter invites us to have a look at following videos:

- <https://youtu.be/GHFm3YICc5M>
- <https://www.youtube.com/watch?v=ysA1YcyMcmE> .

Meeli Kaldma, headmaster of the organizing school has some experience in running AEHT Annual Conferences as she was a member of the organizing team in 2008 in charge of the whole logistics at Tallin airport to get all the participants by bus and ferry on time to the conference venue in Kuressaare.

In 2021, there will be fewer transport-related challenges, as Tallinn airport is very close to the city center (only 4 km) and can be reached by tram. The organizing school is located only halfway from the airport. The organizers plan to provide participants with a free Tallinn card for public transport.

Organizers hope to be able to hold 90% of the competitions and to restore all the students at Tallinn Service School premises, which were completely renovated 10 years ago. The virtual tour shown to the audience at the meeting is also available on the organizing school's web page. Tomorrow, during the General Assembly, Neeme Rand will provide more promotional information on next year's conference venue.

## 9. Date of next Executive Board Meeting

The next meeting of the Executive Board would be in Tallinn (EE) or online (depending on the pandemic situation) on **Saturday, March 27<sup>th</sup>, 2021** (arrival on the 26<sup>th</sup> and departure on the 28<sup>th</sup>).

Diekirch, December 17<sup>th</sup>, 2020



Remco KOERTS  
AEHT President



Nadine SCHINTGEN  
AEHT General Secretary  
and Rapporteur