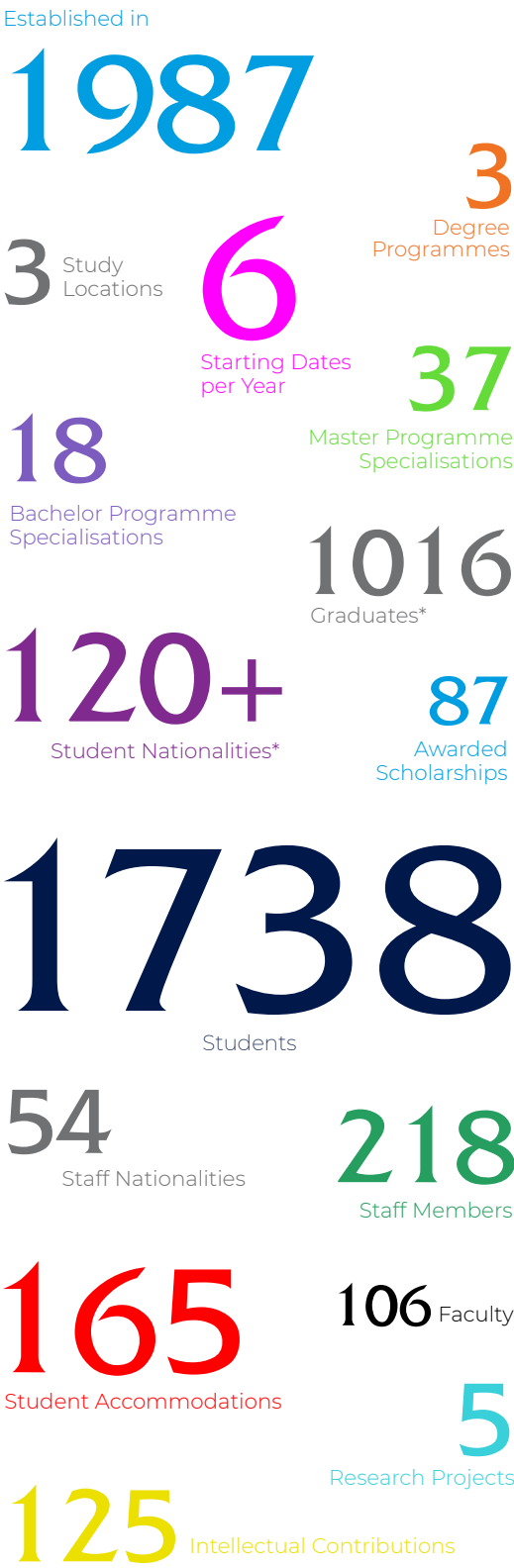


YEAR REPORT 2025

FOR THE STICHTING WITTENBORG UNIVERSITY OF APPLIED SCIENCES EXECUTIVE





VISION:

To be a leading international business school in the Netherlands with an innovative approach to higher education, creating an inclusive environment with life-changing opportunities and advance the development and dissemination of knowledge in partnerships with the business community.

MISSION:

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



04	FROM THE PRESIDENT
05	FROM THE DEAN
6-7	HIGHLIGHTS
8-13	DEGREE PROGRAMMES
14-17	STUDENT FIGURES
18-21	ADVANCEMENT
22-25	RESEARCH
26-29	INFRASTRUCTURE
30-31	GOVERNANCE
32-37	PEOPLE & ORGANISATION
38-41	LOOKING AHEAD

*Data from past 5 years

This year report was formally adopted by the Stichting Wittenborg University of Applied Sciences Executive on 09-07-2026.

FROM THE PRESIDENT

As we present the Wittenborg University of Applied Sciences Year Report 2025, we reflect on a year marked by meaningful progress, academic achievement, and continued commitment to our mission as one of the most international business schools in the Netherlands. With students and staff representing more than 120 nationalities, Wittenborg remains a vibrant global learning community where diversity, applied research, and professional relevance form the foundation of our educational philosophy.

The 2024 Year Report last year highlighted our solid financial performance, institutional growth, and strengthened partnerships, momentum that has carried into 2025 as we continue to invest in quality education, staff development, and long-term strategic initiatives.

In 2025, Wittenborg made important strides in infrastructure and student experience. The expansion of student housing, including the Randerode facility, reflects our commitment to providing a supportive and inclusive environment for our growing community. Our partnerships with industry, government, and international networks continued to deepen, ensuring that our students benefit from practice-based learning and strong professional pathways.

As we look ahead, Wittenborg remains committed to shaping ethical, globally minded business leaders equipped to navigate challenges such as AI, sustainability, digitalisation, and geopolitical complexity. Our vision is clear: to be a truly international, research-informed, and impact-driven university of applied sciences that contributes meaningfully to society in Apeldoorn, the Netherlands, and beyond.

We extend our sincere appreciation to our students, faculty, staff, alumni, and partners for their dedication and trust. Together, we look forward to another year of innovation, collaboration, and academic excellence.

Peter Birdsall
President



FROM THE DEAN

Academic excellence remained at the heart of Wittenborg's development in 2025. Our academic programmes, across bachelor's, master's, and MBA levels, benefited from ongoing curriculum innovation, enhanced digital learning tools, and deeper integration of real-world business challenges. The success of our Winter and Summer Graduation ceremonies, celebrating graduates from 35 nationalities, underscored the international character of our institution and the readiness of our students to contribute to a rapidly evolving global economy.

A significant institutional milestone this year has been our continued progress toward AACSB accreditation. Building on the groundwork laid in previous years, our teams have worked diligently to align our processes, research output, and assurance of learning systems with global standards of excellence.

The Research Centre has played a central role, advancing applied research initiatives, expanding international collaborations, and contributing to strategic dialogues on globalisation, ethics, and digital transformation.

Together, these developments reflect our commitment to delivering high-quality, internationally oriented education that prepares students for meaningful careers and lifelong learning.

My sincere thanks go to our faculty, researchers, staff, and students, whose enthusiasm, expertise, and commitment make Wittenborg the dynamic academic community it is today. Their continued efforts drive innovation in teaching, research, and learning, and I look forward to building on these achievements together in the years ahead.

Dr. Rauf Abdul
Dean



“BETTER YOURSELF,
BETTER OUR WORLD”

Wittenborg Welcomes Partners from Across Europe for Erasmus+ Project

In January, Wittenborg hosted the kick-off meeting for the Green4ADU Erasmus+ project, bringing together international partners from Greece, Italy, Germany, and Spain. The project aims to boost environmental awareness and wellbeing among low-skilled adults by providing accessible learning opportunities.



Wittenborg Appoints Stephen Orme as Head of Business Development and Operations

Stephen Orme has been appointed as Wittenborg's Head of Business Development and Operations. Stephen has 20+ years of experience in international education, such as at Nuffic & Studyportals. He is also a board member of the European Association for International Education (EAIE). In his new role, Stephen will work across departments to enhance operational efficiency and drive strategic growth. He will also oversee Wittenborg's transnational education projects.



Wittenborg Earns 5 Stars in Employability and Good Governance in QS Stars Rating

Wittenborg has been awarded the maximum 5-Star rating in two strategic areas of the QS Stars Rating: Employability and Good Governance. Wittenborg's overall 4-Star rating in QS Stars marks a significant milestone in the institution's growth and development. The school achieved strong results across the board, including 4 Stars in categories such as Teaching, Facilities, Programme Strength and Diversity, Equity & Inclusion.



PGCert Programme Offers Workshops on Innovative Education Processes

In March, Wittenborg organised the first two workshops of its Postgraduate Certificate in Teaching & Learning in Higher Education (PGCert), to support education professionals in enhancing their teaching practices and aligning with the evolving demands and opportunities in higher education. With two intakes per year, the PGCert can be completed in six months full-time or 12 to 18 months part-time.



Bridging Industry and Academia

In May, Wittenborg hosted the Round Table on Business Practice Education and Research, bringing together nearly 40 deans, vice-deans and professors from institutions in 11 countries. The discussions focused on the role of business schools in strengthening collaboration with industry to prepare graduates for the future of work and to support innovation and societal value.

First Staff Member Takes Part in Outgoing Erasmus+ Mobility Programme

Amal Abi Orm, Financial Administrator at Wittenborg, travelled to Italy in July, to participate in the training course 'EU Projects: Design and Management'. This marks a first for Wittenborg, as Orm is the school's very first staff member to take part in outgoing Erasmus+ staff mobility — building on previous incoming Erasmus+ activities and other international exchanges.



Wittenborg Celebrates Erasmus Days 2025

In October, Wittenborg hosted a week of events to mark Erasmus Days, showcasing its commitment to internationalisation, diversity and innovation in higher education. The week included events for both staff and students. Looking ahead, Wittenborg plans to build on the success of Erasmus Days 2025 by expanding mobility opportunities and deepening partnerships.

Wittenborg Partners with Developers to Build Sustainable Campus in Apeldoorn's Learning District

Wittenborg has taken a major step forward in the development of its new campus, set to become a central feature of Apeldoorn's future Learning District in the Veldhuis neighbourhood. A letter of intent has been signed between Wittenborg, BPD | Bouwfonds Gebiedsontwikkeling and Dura Vermeer, marking the beginning of a strong collaboration between the municipality, urban developers and education partners.





International Accreditation

Ensuring high-quality education through recognised international standards remains a key priority for Wittenborg. All degree programmes continue to be accredited by the Accreditation Organisation of the Netherlands and Flanders (NVAO) and the Foundation for International Business Administration Accreditation (FIBAA). The Master of Business Management (MSc) programme also retains the distinguished FIBAA Premium Seal, recognising its strong academic quality and programme design.

Alongside programme accreditations, Wittenborg maintains several international quality recognitions. These include the ECA CeQuInt Certification of Excellence in Internationalisation and continued compliance with the NRTO quality mark for private training providers in the Netherlands.

Wittenborg is also a member of the European Foundation for Management Development (EFMD), a global network of business schools and organisations dedicated to enhancing excellence in management education and development.

In addition to this, Wittenborg is a member of the Business Graduates Association (BGA), part of the Association of MBAs (AMBA) & BGA global network, which promotes responsible management education and continuous improvement among business schools.

At the end of 2025, a Peer Review Team from the Association to Advance Collegiate Schools of Business (AACSB) visited Wittenborg, marking a key milestone in the accreditation process. A final decision is expected in 2026.

In 2025, Wittenborg was awarded the maximum 5-Star rating in two strategic areas of the QS Stars Rating: Employability and Good Governance. Wittenborg's overall 4-Star rating in QS Stars marks a significant milestone in the institution's development, reflecting strong performance across multiple areas. The school achieved 4-Star ratings in categories including Teaching, Facilities, Business & Management Studies, and Diversity, Equity & Inclusion.



Rated for Excellence Wittenborg University of Applied Sciences

Through rigorous and independent data collection and analysis of performance metrics as set out in the QS Stars™ methodology Wittenborg University of Applied Sciences has been awarded 4 Stars.



TEACHING



FACILITIES



EMPLOYABILITY



GOOD GOVERNANCE



SOCIAL IMPACT



GLOBAL ENGAGEMENT



ACADEMIC DEVELOPMENT



BUSINESS & MANAGEMENT STUDIES



DIVERSITY, EQUITY & INCLUSION



The QS Stars™ rating system evaluates universities across a wide spectrum of important performance indicators as set against pre-established international standards. By assessing a broader scope of criteria than any world ranking exercise, QS Stars™ illuminates the unique strengths and diversity of the rated institution with both precision and clarity.

Leigh Kamolins, Head of Evaluation

Programme Specialisations

Wittenborg offers a range of bachelor's and master's degree programmes in business and management, each with its own pathways and specialisations, reflecting the broad scope of modern business education, from entrepreneurship and finance to marketing, hospitality and digital transformation.

The overview below presents the programmes currently offered and the different areas in which students can deepen their knowledge while studying in an international and practice-oriented environment.

Bachelor of Business Administration (BBA) CROHO 39239 3-4 years

International Business Administration (IBA) • Economics & Management • Real Estate Management • Financial Services Management • Logistics & International Trade • Human Resources Management • Facility & Property Management	Hospitality Business Administration (HBA) • Event Management • Tourism Management • Sports Business Management • Hospitality Management
Marketing, Communication & Information (MCI) • Marketing & Communication • Information Management • Business Analytics • Digital & Social Media • Artificial Intelligence & Cyber Security	Entrepreneurial Business Administration (EBA) • Entrepreneurship & Small Business • Entrepreneurship & Digital Marketing • Entrepreneurship & FinTech

Master of Business Management (MSc) CROHO 49149 18 months

• Digital Marketing & Communication • Logistics & Trade • Finance • Human Resources • Entrepreneurship & Innovation • Hospitality • Events Industry • Tourism & Travel • Sports Business • Nursing	• Engineering • Health & Social Care • Data Analytics • Cyber Security • Applied Artificial Intelligence • Applied ICT • Digital Transformation • Clean Tech • Smart Industry • Accounting
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Master of Business Administration (MBA) CROHO 70150 18 months

• International Management • Entrepreneurship & Innovation • Hospitality • Finance • Education • Health & Social Care • Sports Business • Data Analytics • Digital Transformation	• Clean Tech • Smart Industry • Cyber Security • Applied Artificial Intelligence • Accounting • Applied ICT • Engineering • Nursing
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Employment-Focused Career Development

Preparing students for the labour market remains a central focus of Wittenborg's educational approach. Through internships and work placements, students gain practical experience, develop professional skills and build connections within a wide range of industries.

In 2025, students completed placements at a variety of organisations, including internationally recognised companies such as IKEA, Danone, ABN AMRO, Aegon, Nestlé, Nike, Avanade, Greenpeace International and NH Hotels. These experiences allow students to apply their academic knowledge in real-world contexts, while gaining insight into organisational environments and industry practices.

Alongside internships and work placements, Wittenborg's annual Job Fair also plays an important role in strengthening students' career readiness. The event brings together a range of employers, offering students direct access to potential recruiters, internship opportunities and graduate roles. It also provides a valuable platform for networking, allowing students to explore different sectors and gain a clearer understanding of labour market expectations in an international context.

By combining academic study with hands-on experience, Wittenborg supports students in strengthening their employability and preparing for diverse career paths in an international setting.

Project Weeks Applying Knowledge to Real-Life Challenges

Throughout the academic year, Wittenborg students take part in Project Weeks, immersive programmes that challenge them to apply their knowledge and skills to real-life issues. These events encourage critical thinking, teamwork and creativity, while connecting learning with global challenges.

For example, the December Block Project Week 2025 focused on the United Nations' Sustainable Development Goal #5: Gender Equality. Over three days, bachelor's students explored topics ranging from leadership and pay equity to entrepreneurship, marketing and technology. Working in teams, they developed research-driven solutions and presented their ideas through poster presentations evaluated by a professional jury.

The programme also featured keynotes and expert panels, offering students insights from leaders in business, social impact and policy.

By combining research, practical problem-solving and reflection, Project Weeks help students build skills, gain hands-on experience and develop solutions that could make a real impact on organisations and society.



Thesis of the Year

Each year, Wittenborg recognises exceptional student research through the Best Thesis of the Year Award. This award highlights theses that demonstrate strong academic quality, originality and relevance to contemporary business practice.

During this year's Summer Graduation Ceremony, two graduates from the 2024 academic year were recognised at bachelor's and master's levels for their theses, reflecting the diversity of research topics and the ability of students to connect academic work with real-world challenges. The Best Thesis of the Year for 2025 will be announced at the 2026 Summer Graduation Ceremony.



Shayesteh Nasabi

Best Thesis of the Year – Master's Level (2024)

- Programme: MBM (MSc) in Digital Marketing & Communication (Apeldoorn)
- Academic Supervisor: Andreas Ooijer
- Thesis: Examining the Impact of Packaging Elements on Purchase Decision of Female Generation Y Consumers: A Case Study on Boss Fragrances

"I'm incredibly grateful and honoured to receive this award. It's a meaningful recognition of the work behind my thesis."



Sofiia Evdokimova

Best Thesis of the Year – Bachelor's Level (2024)

- Programme: IBA in Economics and Management (Apeldoorn)
- Academic Supervisor: Lasantha De Silva
- Thesis: Consumer Attitudes and Preferences Influencing CBDC Adoption in Russia

"Being nominated for this award is a meaningful recognition of my academic journey and the effort I put into my thesis. I'm sincerely grateful to Wittenborg and all the lecturers who supported and inspired me throughout my studies."



2025 Student Statistics

MBA	425 Total Students	37 Nationalities	214 Female	211 Male
APELDOORN	198	17	115	83
AMSTERDAM	214	27	94	120
TNE/Munich*	13	7	5	8

MBM	385 Total Students	46 Nationalities	200 Female	185 Male
APELDOORN	366	41	189	177
TNE/Munich*	19	12	11	8

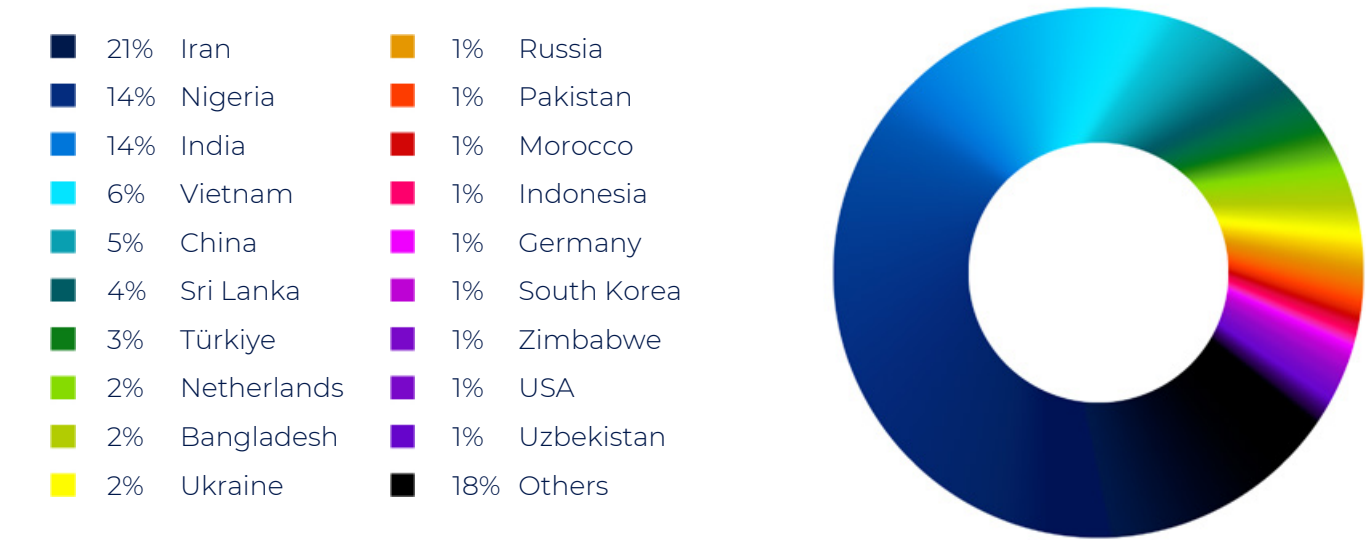
BBA	928 Total Students	86 Nationalities	372 Female	556 Male
APELDOORN	481	66	196	285
AMSTERDAM	167	42	58	109
AMSTERDAM ON CAMPUS	186	36	79	107
TNE/Munich*	94	37	39	55

**TNE/Munich students are not registered under the Dutch WHW.*
***Amsterdam On-Campus students attend classes at the University of Amsterdam campus while being formally registered as Wittenborg BBA students (croho 39239). Upon successful completion of the Propaedeutic Phase, these students are conferred the Wittenborg BBA Propedeuse Diploma.*

Data is based on the end of the 2025 registration period, aligning with Wittenborg's six-entry system and financial accounting.
- Current students: Paid invoice in the calendar year.
*- New students: Paid invoice issued in the calendar year.**
*- Dropouts: Did not re-register, counted in the year they leave.**
- Graduates: Counted in the year of final project submission.
**Aligned with Wittenborg's accounting system.*

Internationality of Students

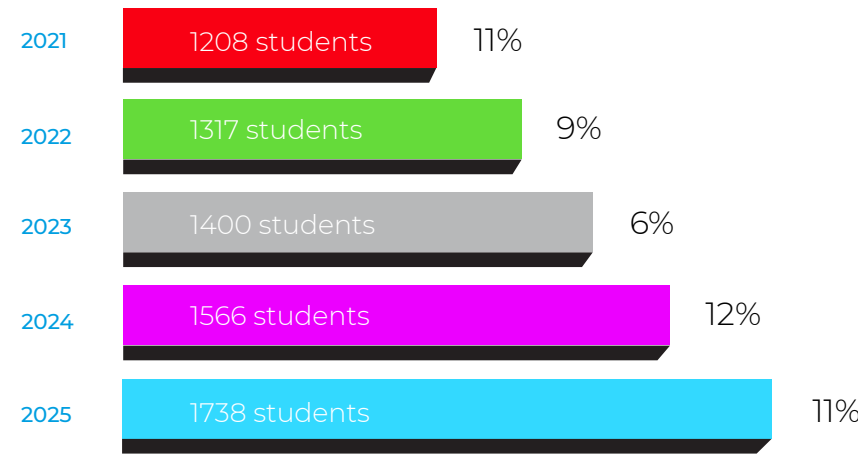
Wittenborg's student community continues to reflect an exceptionally international character, with 123 nationalities represented over the past five years. This diverse mix of backgrounds and perspectives enriches the academic environment and strengthens intercultural collaboration across all programmes. It remains a defining feature of Wittenborg's identity as a truly global university of applied sciences.



Growth

Student numbers showed strong and sustained growth in recent years, rising from 1,566 in 2024 to 1,738 in 2025. Over the past five years, Wittenborg has demonstrated sustained growth, achieving an average annual increase of around 10%, with some fluctuations between individual years. This upward momentum reflects the institution's growing visibility, the appeal of its international programmes, and the continued confidence of prospective students choosing Wittenborg.

The consistent growth demonstrates the effectiveness of recent strategic initiatives aimed at strengthening programme quality and student experience. It also positions Wittenborg well for further development in the coming years, with a solid foundation for continued expansion.





Financial Support

Wittenborg continues to strengthen its commitment to accessible and merit-based financial support for high-achieving students. In 2025, a total of 87 registered students were awarded a scholarship, reflecting Wittenborg's dedication to recognising academic excellence and strong motivation. The scholarship recipients represented 28 nationalities, underscoring the institution's international character and its ability to attract talent from across the globe. The gender distribution remained well balanced at 54% male and 46% female, demonstrating Wittenborg's ongoing efforts to support a diverse and inclusive student community.

Looking at the broader trends, this year's results confirm the continuing relevance and visibility of Wittenborg's scholarship scheme. The combination of academic performance criteria and accessibility ensures that the scholarships reach students who demonstrate exceptional potential and commitment. By offering meaningful financial support to a globally diverse group of learners, Wittenborg reinforces its mission to foster equal opportunities and promote outstanding student achievement. This focus on recognising excellence contributes to a vibrant and internationally oriented learning environment in which students are encouraged to thrive.

Wittenborg Scholarship possibilities

- Wittenborg MBA Scholarship
- Tech Women Scholarship
- Wittenborg Americas Scholarship
- Holland Scholarship
- Wittenborg Platinum Award
- Wittenborg Graduate Fund
- EU Scholarship for EU/EEA/UK/Ukrainian Students
- Family Support Scholarship

Awarded Scholarships

87

Gender Ratio

46%

Female

54%

Male

Total Nationalities

28

Average Scholarship Amount

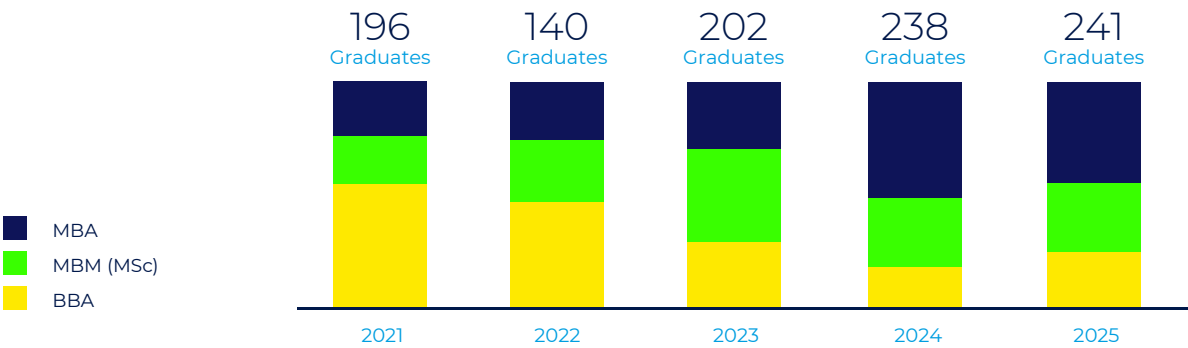
€5,520

Reduction of tuition fees

Graduate Statistics

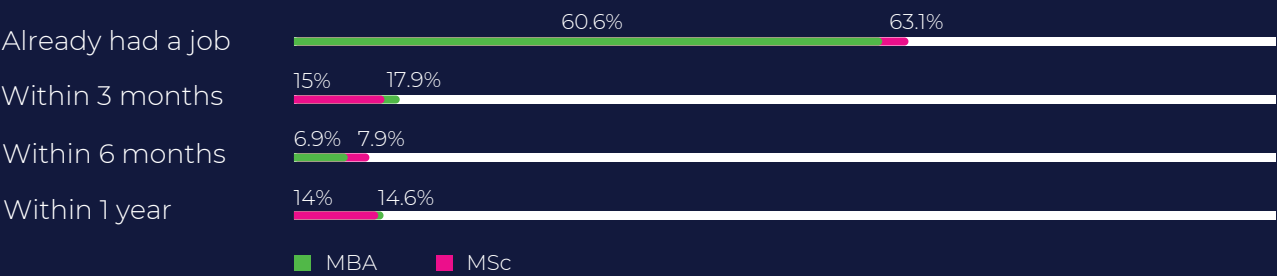
The figures reflect overall growth in graduate numbers, driven primarily by a strong increase in MBA graduates in recent years. The MBM (MSc) and bachelor's programmes show some variation across the years, reflecting natural fluctuations in student cohorts.

Together, these trends indicate that overall growth is largely supported by postgraduate programmes, particularly the MBA.

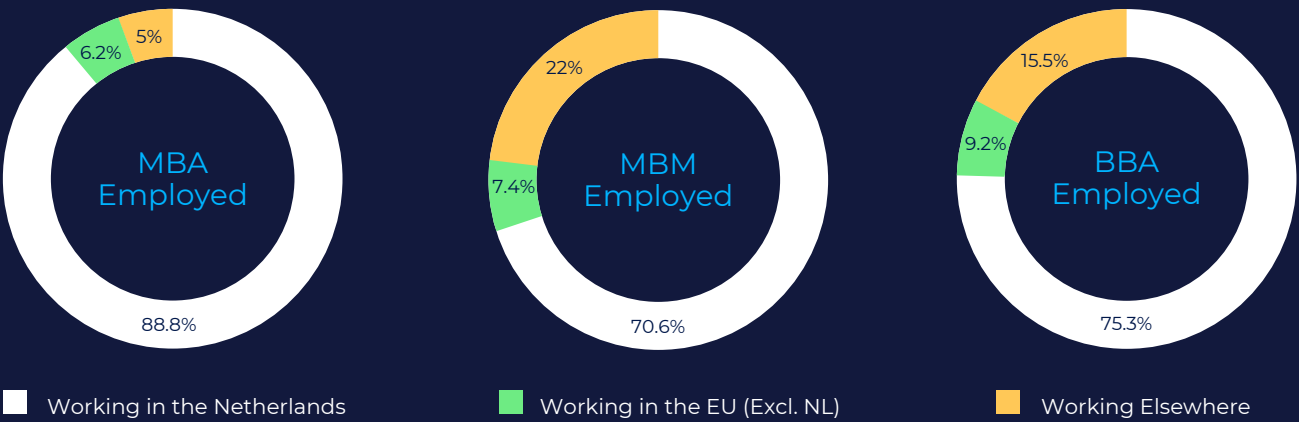


Time to Employment (MBA & MSc)

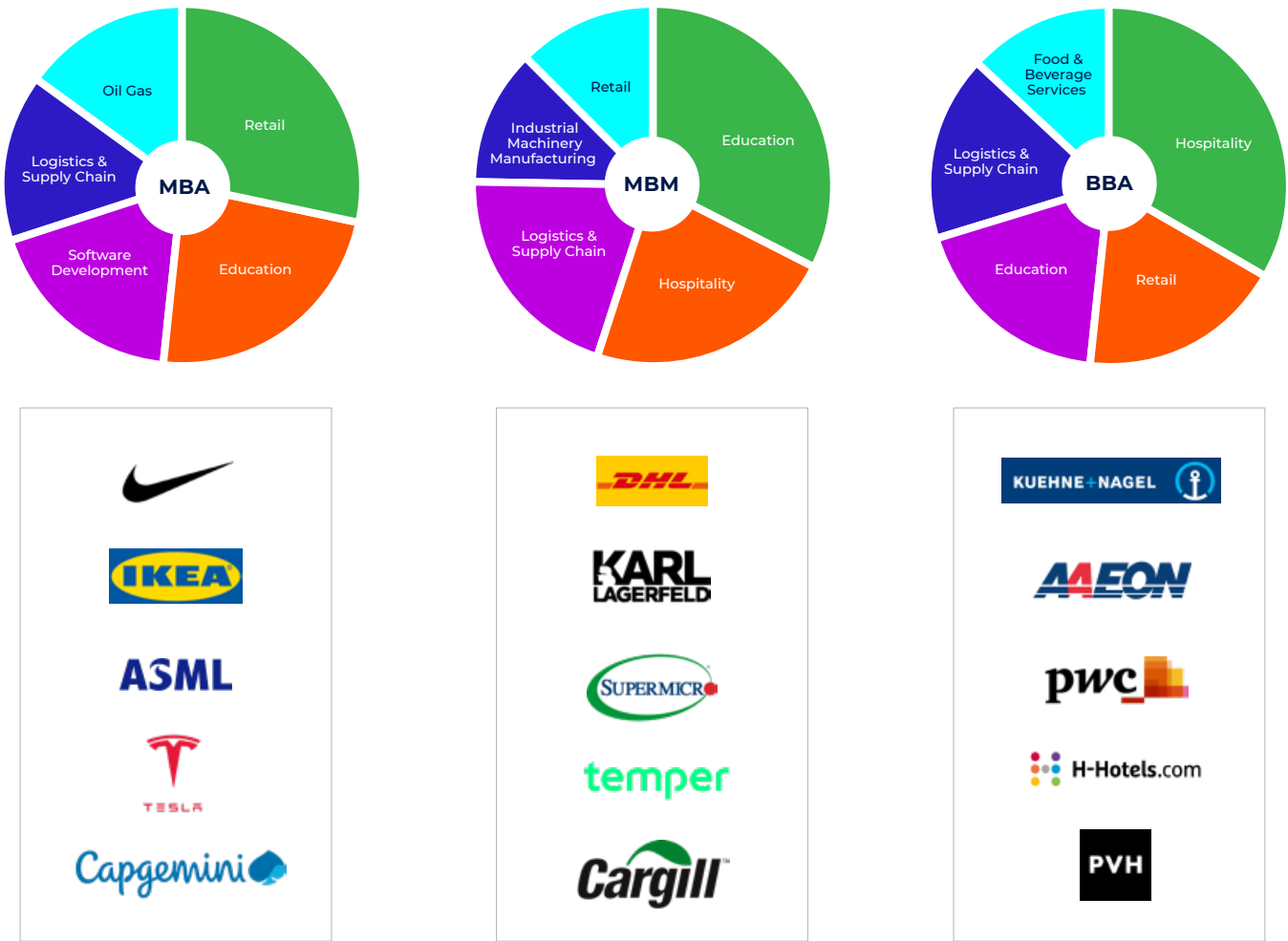
For postgraduate graduates, employment outcomes show a strong transition into the labour market. A large proportion of students are already employed at the time of graduation, while most others secure positions within a relatively short period, demonstrating the practical relevance and career focus of the programmes.



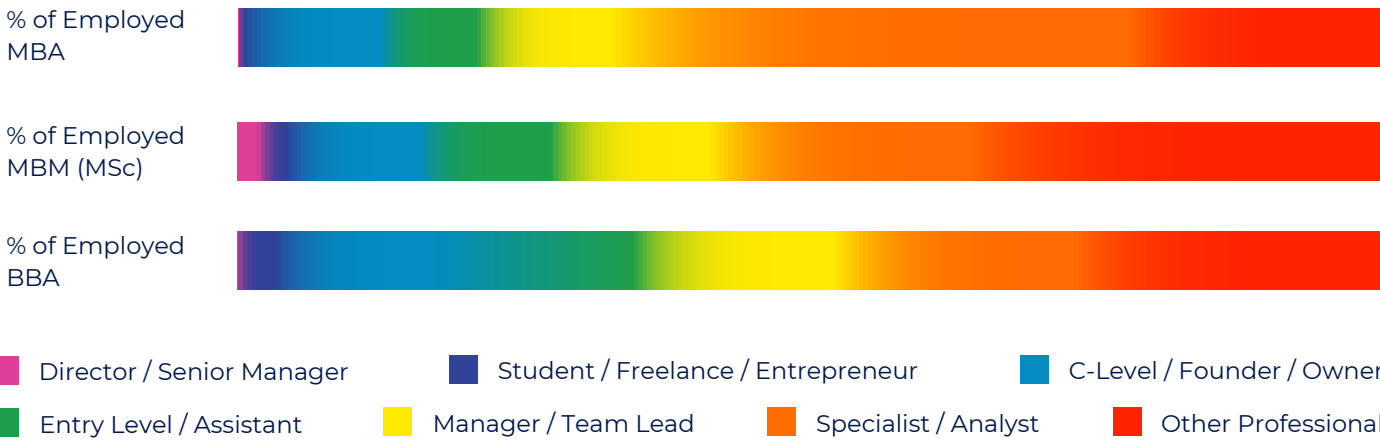
Employment by Region



Top positions and top recruiters



Top positions





Alumni Engagement

Maintaining strong connections with graduates remains an important part of Wittenborg's community. Alumni are regularly invited to take part in social events organised each academic block, bringing together students, staff and graduates in an informal setting. In addition, alumni are encouraged to engage in career development workshops and professional field meetings, supporting ongoing learning and exchange between academia and industry.

In September 2025, Wittenborg hosted its annual alumni gathering at Apeldoorn City Hall, bringing together graduates from different years, staff and industry partners for a networking cocktail reception. The event provided an opportunity to reconnect, share experiences and strengthen professional networks within the Wittenborg

community and beyond. The evening featured a welcome and speech by the Mayor of Apeldoorn, Ton Heerts, highlighting the importance of collaboration between education, alumni and the regional business environment.

Through these initiatives, Wittenborg continues to support an active and engaged alumni network, encouraging lasting connections and professional development beyond graduation.

Alumni in the Spotlight: Wittenborg Graduate Rosita Sayyar

Rosita Sayyar, originally from Iran, has successfully transitioned from a background in Computer Engineering to a career in digital marketing in the Netherlands. Now based in Hilversum, she graduated in 2025 with an MSc degree in Digital Marketing and Communication and has since developed her career as a Marketing Specialist.

Rosita chose Wittenborg in part for its flexible intake system, with six entry points per year, which made planning her move and enrolment more accessible. She was also drawn to the culture and atmosphere of the Netherlands, which strongly resonated with her.

During her studies, Rosita developed key skills in presentation, public speaking and clear communication. One piece of advice from a lecturer left a lasting impression: "You should learn to ask for help when you need it. People cannot read your mind—until you ask, they cannot understand that you need support." Rosita quickly gained practical experience. Within three months of arriving in the Netherlands, she secured a six-month internship, which later developed into a part-time role. By the time she completed her thesis, she had been offered a full-time position as a Marketing Specialist at CECO Environmental Corporation. In her current role, she manages multiple brands, overseeing event management, social media and website activities.

Reflecting on her studies, Rosita credits Wittenborg with equipping her with a broad set of skills, including business management, market analysis and strategic thinking from multiple perspectives. Looking ahead, she is particularly interested in exploring the impact of artificial intelligence on digital marketing and evolving customer behaviour. She notes that her time at Wittenborg encouraged her to broaden her perspective and think beyond conventional approaches.



Research Strategy

In 2025, Wittenborg's Research Centre achieved significant progress in strengthening its research culture, expanding international collaboration, and deepening its engagement with applied, socially relevant projects. With 2 new research projects and 2 mobility projects approved in 2025, the Research Centre successfully advanced major Erasmus+ initiatives—including Green4ADU, TourXpeRience, Busy Bees, and AIDEA—which delivered impactful outputs such as international focus groups, XR-based pedagogical frameworks, large-scale student pilots, and multi-language educational resources.

The Globalisation Forum's second edition stood out as a flagship event, hosting renowned keynote speakers, external experts, diverse workshops, and over 230 students, further positioning Wittenborg as a hub for global dialogue on education, sustainability, and innovation. Alongside an active mobility agenda, welcoming partners from across Europe and the Caucasus, the Research Centre continued to embed research-driven learning across the institution.

In 2025, the strategic development of 10 overarching research themes advanced significantly, steering their integration into all Research Centre activities and strengthening the foundation for a future-oriented research ecosystem in 2026 and beyond.

Ongoing & Concluded Research

Number of Research Projects

5



Total Budget for 5 Projects

€5.417.926



Total Budget for 3 Projects (Wittenborg as Partner)

€4.492.136



Total Budget for 2 Projects (Wittenborg as Coordinator)

€925.790



Partner Countries

14



The second edition of the Globalisation Forum, held on 3–4 November 2025, delivered a programme with clearly defined academic and professional outputs. The Forum opened with two keynote speeches addressing pressing themes in higher education and sustainability: Environmental Challenges: Think Small, Act Big by Marjon van Opijnen, and Research into Teaching and Learning in Higher Education by Prof. Roeland M. van der Rijst.

Two focused panel discussions examined international education under globalisation pressures

and strategies for publishing in academic journals. Alongside these discussions, several Wittenborg-led and EU-funded projects—TourXperience, Green4Adu, and Busy Bees—were presented, allowing participants to see concrete examples of applied research and innovation within Wittenborg.

The Forum's academic depth was further strengthened through three parallel paper sessions featuring both Wittenborg researchers and external contributors. Topics included administrative barriers in social support schemes for people with disabilities, entrepreneurial team resilience in challenging environments, higher education internationalisation strategies, global communication dynamics in the music industry, and migration narratives in Turkish cinema (1960–1980).

The programme also benefitted from Erasmus+ staff mobility partners from Georgia and Türkiye, who contributed actively as presenters. Over 180 bachelor's and 50 master's students attended sessions throughout the two days, and the event welcomed external experts such as Laura E. Rumbley (EAIE) and Prof. van der Rijst, ensuring strong engagement between students, researchers, and international partners.



Erasmus+ Projects

Wittenborg continues to strengthen its international outlook through participation in the Erasmus+ Programme. Erasmus+ projects contribute to the development of education and research in key areas such as digital transformation, sustainability, entrepreneurship, and innovation. Through international partnerships, Wittenborg shares expertise while continuously enhancing its academic offer and real-world relevance.

Recent and ongoing projects reflect this focus, including initiatives in digital skills, circular economy, tourism education, and artificial intelligence.



Erasmus+ Mobility

Together with Erasmus+ projects, mobility plays a key role in strengthening Wittenborg's international engagement and providing participants with valuable global experience. It enables students and staff to study, train, teach, or gain academic experience at partner institutions across Europe and beyond. As part of the Erasmus+ Programme, it supports international cooperation while contributing to academic, professional, and intercultural development.



○ 2024 + 2025 Erasmus+ European Mobility (KA131)	€52,740.27
○ 2024 + 2025 Erasmus+ International Mobility (KA171)	€133,550.00

Staff & Student Mobility in Practice

In 2025, a total of 8 students participated in outgoing study mobility to Romania, while 6 students from Georgia were welcomed for incoming study exchanges. These exchanges enhanced intercultural competence, independence, and academic flexibility, while contributing to a deeper understanding of different higher education contexts. Together with the institution's highly international student body, mobility opportunities strengthened the global character of the learning experience.

Staff mobility also showed a balanced exchange. Four staff members took part in outgoing training activities in Spain, Italy, and Ireland, while Wittenborg welcomed four incoming staff members from Georgia and Türkiye for teaching and training purposes.

Throughout the year, staff participated in Erasmus+ KA131 mobility activities focused on teaching, training, sustainability, and international collaboration. These exchanges contributed to the further development of professional competencies and strengthened international cooperation across partner institutions.

Staff mobility supported knowledge exchange in areas such as EU project development, sustainability in higher education, eco-innovation in tourism, and sustainable practices in teaching and learning. In addition, incoming mobility contributed to the sharing of diverse perspectives on academic practice and institutional development.

Overall, these activities reinforced Wittenborg's commitment to internationalisation and continuous professional development, while enhancing collaboration and innovation in education.



Wittenborg Apeldoorn Campus

Wittenborg has its main academic base in Apeldoorn, where it operates two school locations. Apeldoorn is a green and centrally located city in the heart of the Netherlands, at the edge of the Veluwe, offering an excellent environment for international education. The municipality has around 170,000 inhabitants and it is the 12th biggest city in the Netherlands. In 2024, Apeldoorn was named the healthiest city in the Netherlands in the biennial Healthy City Index, reflecting its strong social cohesion, safety and green character.



Brinklaan 268, 7311 JD Apeldoorn

Wittenborg's location at Brinklaan 268 supports the institute's academic, operational and sustainability objectives. Adjacent to Wittenborg's student housing in the city centre and directly bordering the Amaliapark, the building strengthens the integration of learning, working and living environments.

The facility comprises approximately 2,600 m² of classrooms, flexible learning spaces and offices, accommodating

up to 180 students and 60 staff and faculty members. In line with Wittenborg's sustainability ambitions, the building holds an energy label C and is equipped with 94 solar panels, contributing to reduced energy consumption and long-term environmental goals.

Spoorstraat 23, 7311 PE Apeldoorn

Located directly next to Apeldoorn's central train station, Wittenborg's Spoorstraat building supports accessible, city-based education. Within walking distance of shops and restaurants, the facility covers approximately 1,000 m² and includes five spacious classrooms. Two upper-floor classrooms are separated by a flexible sliding wall, allowing the creation of a larger lecture or examination hall with capacity for up to 120 participants.



In line with Wittenborg's digital-first strategy, the former physical library has been converted into a student leisure and study area, while a dedicated ICT server room supports digital infrastructure and operational continuity. The building holds an energy label A and is equipped with 64 solar panels, reflecting its high level of energy efficiency.

Future Campus Development in Apeldoorn

Wittenborg is actively involved in the development of the new city campus, the Learning District (Veldhuis), located at Apeldoorn's railway station. The project is conceived as a long-term urban development, with an expected duration of five to seven years.

Following the start of the design phase, Wittenborg continued its engagement throughout 2025, contributing to ongoing discussions and collaboration with the municipality, the developer and other stakeholders. Final approval of the project remains subject to agreement between the partners.

Student Accommodation Apeldoorn

Wittenborg places strong emphasis on providing high-quality student housing to support its predominantly international student population. With approximately 90% of students coming from outside the Netherlands, accommodation is arranged for international students upon arrival, ensuring a smooth and welcoming start to their studies. As quality housing plays an important role in student wellbeing and study choice, Wittenborg maintains a diverse, secure, and well-managed housing portfolio across Apeldoorn.

At the core of this portfolio are the student housing complexes at Ruyterstraat 3 and 5, located directly next to the Brinklaan main campus. Together, these buildings create a compact city-campus environment on the edge of Apeldoorn's city centre, within easy reach of key amenities such as shops, restaurants, and public facilities. Ruyterstraat 5 comprises 75 sustainably designed, zero-emission (A++) studio units fully operated by Wittenborg, each with a private bathroom and kitchen, alongside shared communal spaces. Adjacent to this, Ruyterstraat 3 accommodates up to 42 students across 34 rooms with shared kitchen and bathroom facilities.

Complementing the campus-adjacent housing, Wittenborg also offers 9 student apartments across Apeldoorn, typically housing an average of 4 students each. These apartments provide additional flexibility within the overall housing mix and cater to students seeking shared living arrangements in residential neighbourhoods.

In addition to its established housing options, Wittenborg has further expanded its portfolio through the Randerode initiative. Largely finalised in 2025, this project provides 20 furnished student rooms on a vacant floor within Randerode, a healthcare facility operated by Zorggroep Apeldoorn. Developed in collaboration with real estate intermediary De Kabath, the initiative supports intergenerational living by bringing students and older residents together under one roof.

Total accommodation units

165

Studios

75

Apartments

9

Rooms

90

Avg. distance to amenities & transport

< 1 km

Avg. distance to campus

1-4 km

Guaranteed stay (intl. students)

9-12 weeks

Study Locations and Academic Partnerships

Amsterdam – Dali Building

At its Amsterdam study location, Wittenborg rents approximately 700 m² on the second floor of a modern office building in Amsterdam Southeast. The facilities are fully equipped to support teaching and research activities and serve around 100 students. The premises include five classrooms and office spaces, with capacity for up to 150 students and 20 staff members. The IT infrastructure at this location is fully integrated with Wittenborg's central network in Apeldoorn.



Cambridge Education Group (CEG)

Wittenborg collaborates with Cambridge Education Group, operator of OnCampus Amsterdam at the University of Amsterdam. Students complete their propaedeutic phase at OnCampus while remaining enrolled with Wittenborg and, upon successful completion, receive an accredited propaedeutic diploma. They can then continue in a Wittenborg bachelor's programme or progress to a Dutch research university. Throughout, students benefit from support services provided by both Wittenborg and OnCampus.

Munich, Germany

Wittenborg's study location in Munich provides classrooms and academic facilities for up to 150 students, supported by teaching and administrative staff. As Munich is a well-established university city, students benefit from access to public university library facilities, while suitable student accommodation is readily available throughout the city.



Infrastructure, Digitalisation & AI Strategy (2025)

In 2025, Wittenborg continued to enhance its digital infrastructure as part of its broader commitment to innovation, academic excellence, and ongoing improvement. Digitalisation becomes increasingly integrated across the institution, supporting both operational efficiency and the enrichment of the student learning experience.

The ongoing development of an integrated student lifecycle platform has enhanced visibility across recruitment, admissions, and student progression. This has facilitated more consistent data-driven decision-making and supports systematic monitoring of performance indicators, in line with the institution's commitment to assurance of learning and academic quality.

Artificial Intelligence is becoming a key focus within Wittenborg's digital strategy. Initial uses are being investigated in areas such as recruitment, admissions, academic support, and administrative tasks, aiming to improve efficiency, responsiveness, and personalisation. Simultaneously, the institution is creating internal guidelines to ensure the responsible and ethical deployment of AI, especially concerning assessment, academic integrity, and learning design.

Wittenborg continues developing its digital learning environment, building on its extensive experience with blended education. Advances in flexible and hybrid delivery methods support a more diverse student body, including working professionals and international students, while maintaining alignment with clearly defined learning outcomes and academic standards.

Meanwhile, the institution is striving for greater integration and security across its digital systems. Cybersecurity, data protection, and regulatory compliance remain vital priorities, ensuring that digital innovation is supported by strong governance and institutional resilience.



Legal Entity and Operations

Wittenborg University of Applied Sciences B.V. operates as the official legal entity for Wittenborg University of Applied Sciences, registered under the Act of Higher Education and Research (BRIN number 25AY). It is a company limited by shares and responsible for all education-related activities. Wittenborg B.V. acts as the contract partner for students and staff, handling legal, administrative, and financial obligations, including tuition payments.

Ownership and Executive Management

Wittenborg University of Applied Sciences B.V. is fully owned by Stichting Wittenborg University of Applied Sciences Executive, a foundation that also serves as the Executive Board. The Executive oversees operations at:

- Main Campus: Brinklaan 268 and Spoorstraat 23, Apeldoorn (owned by the holding)
- Amsterdam Location: Dali Building, Herikerbergweg 260 (leased)

The Executive Board consists of:



Peter Birdsall,
President and Chair



Maggie Feng, CEO



Karen Penninga,
Director of Corporate Governance

As required by the Dutch Higher Education Law (WHW), the Executive Board establishes Education and Examination Guides (EEGs) for each programme, providing clear and reliable information.

The Executive Board formally appoints the members of the Graduation and Examination Board (GEB), which oversees the operations, quality and examination methods.

The Executive reports to the Advisory Board.

Advisory Board

The Stichting Wittenborg University of Applied Sciences Advisory Board provides governance oversight and strategic advice. Independent from the Executive, it comprises five members from local businesses, employers, and government. The Board ensures institutional continuity, advises on programme development, appoints top management, and introduces external expertise when needed.



Education Board

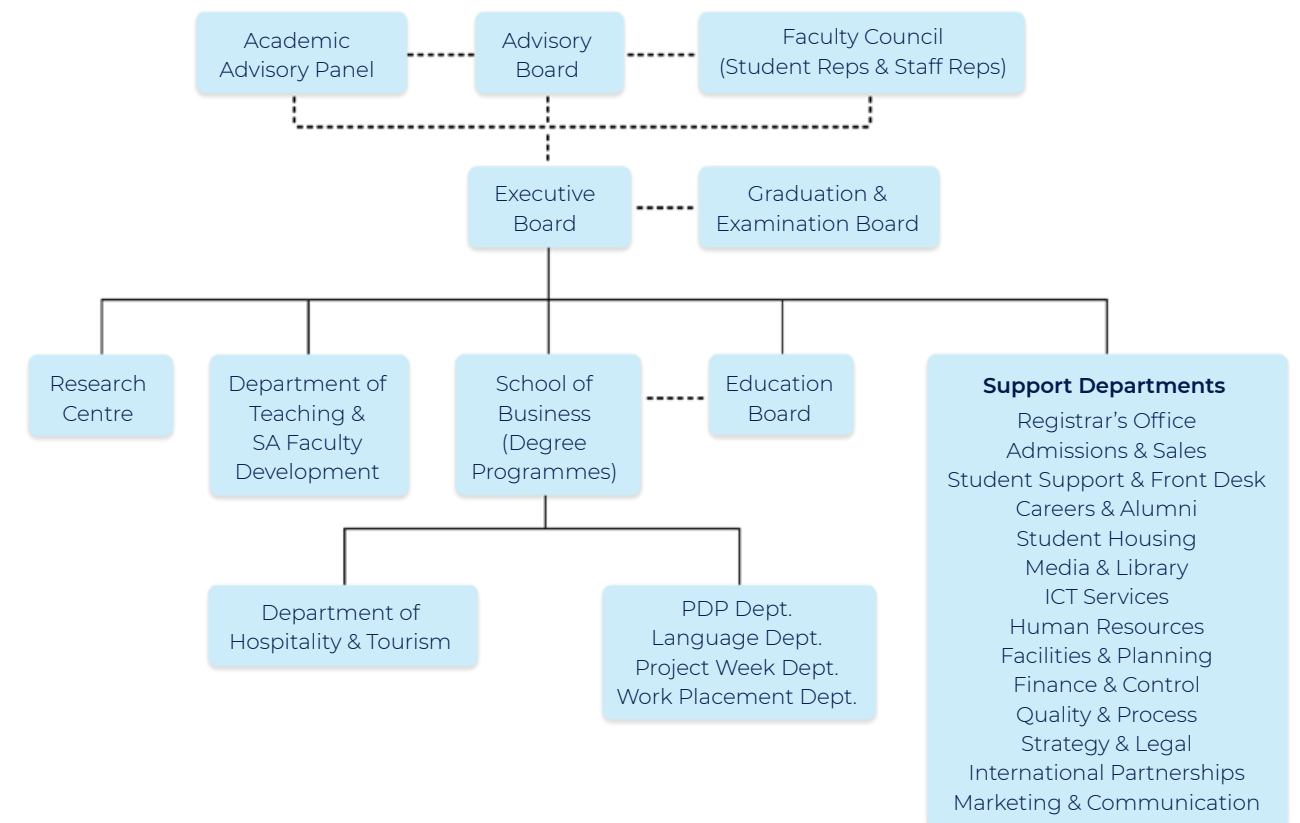
Wittenborg's Education Board manages the development and quality of Wittenborg's degree and non-degree programmes. It includes the Executive Director of Education, the Rector, the Dean of the Business School (Head of School), Deputy Heads of School, the Education Development & Quality Manager, and members of the permanent faculty.

Key Responsibilities of the Education Board:

1. Oversees the operational delivery of programmes (management)
2. Develops and monitors the accreditation process of new programmes
3. Updates and maintains existing curricula
4. Incorporates feedback from students, faculty, companies, and alumni to enhance programmes

The Education Board ensures programmes align with accreditation standards (NVAO, AACSB, FIBAA), market demands and professional standards while actively engaging with external stakeholders.

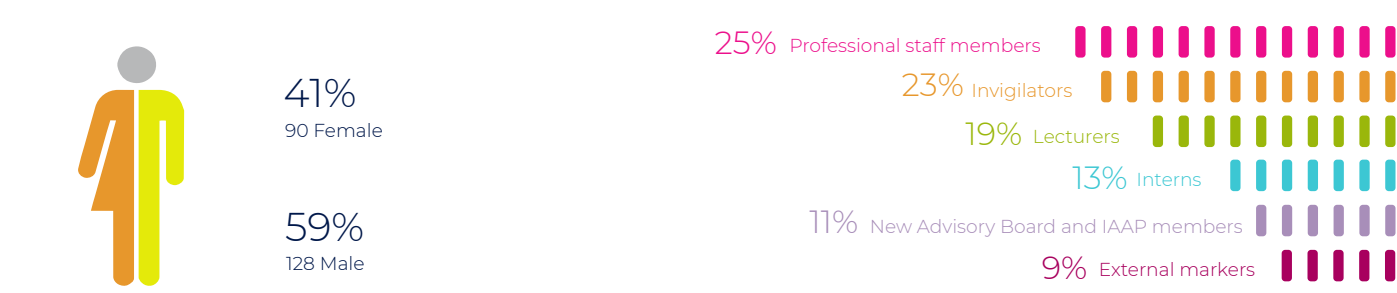
Wittenborg University of Applied Sciences Organisation Chart 2025



Staff Stats

In 2025, Wittenborg continued to strengthen its international and diverse team. With a total of 218* staff members representing 54 countries of origin, the organisation welcomed new colleagues across academic and professional roles, while continuing to invest in staff development, engagement, and wellbeing.

Gender Diversity of Staff



Staff Internationality Chart



Retention

Our staff retention rate in 2025 is 79.4%, an increase compared to last year. This reflects continued organisational stability and suggests that more staff are choosing to remain with the organisation over time.



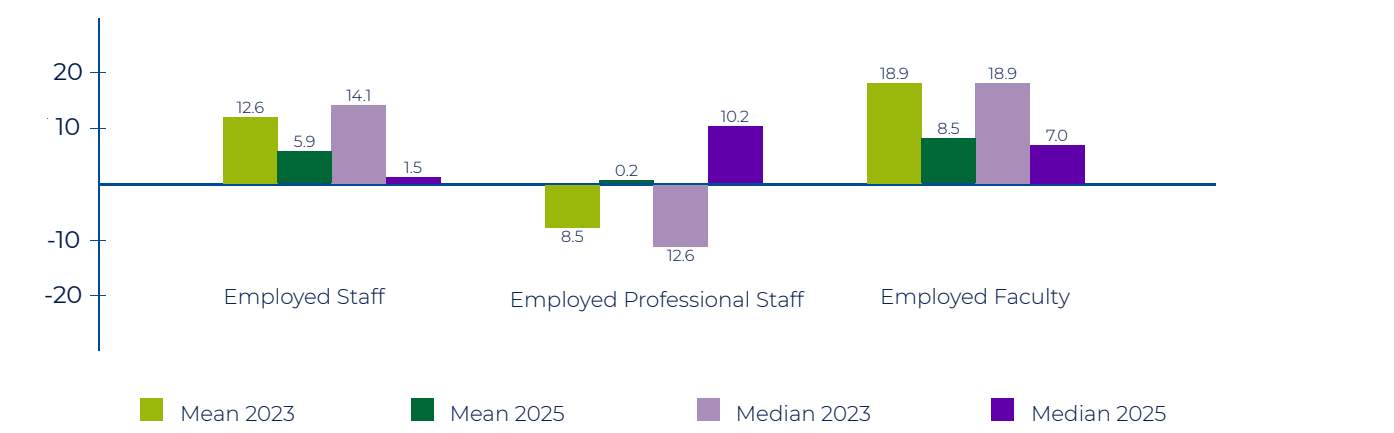
Turnover

Turnover rate in 2025 was 21.2%. The slightly higher turnover rate in 2025 is mainly driven by the departure of interns and invigilators in temporary roles, as well as a small number of faculty changes.



*Figures exclude Munich/TNE and OnCampus staff.

Gender Pay Gap Comparison by Staff Category (Employed) 2023 vs 2025



Mean and Median Gender Pay Gap at Wittenborg (2023 vs 2025, Employed Staff Only)

The data relate exclusively to employed staff. In 2025, both the mean and median gender pay gaps narrowed substantially compared with 2023: the mean gap fell from 12.6% to 5.9% and the median gap from 14.1% to 1.5%, indicating a marked improvement in pay equality across staff groups.

Faculty Composition

Wittenborg continues to maintain a highly qualified and experienced faculty, while encouraging continuous professional development. By balancing academic expertise with industry relevance, faculty qualifications align with its mission and AACSB standards. Faculty members are classified based on scholarly and professional activity, ensuring a strong foundation in both research and practice.

Faculty development is supported through opportunities such as PhD preparation, doctoral completion, and specialised teaching qualifications in higher education, ensuring staff remain up to date in their fields. Looking ahead, Wittenborg continues to expand its scholarly academic faculty and research output, further integrating research into teaching and strengthening its applied sciences approach.

AACSB Business School Table 3.2

	Faculty percentage of teaching by programme and degree level (using Contact Hours)					
	Scholarly Academic (SA)	Practice Academic (PA)	Scholarly Practitioner (SP)	Instructional Practitioner (IP)	Additional Faculty (AP)	Total
Bachelor	47.27%	4.88%	1.28%	46.57%	0%	100%
MBA	72.99%	22.65%	0%	4.36%	0%	100%
MBM (MSc)	67.50%	19.98%	0%	12.52%	0%	100%

Intellectual Contributions

1 Book



11 Book Chapters

97 Peer-Reviewed
Journal Articles1 Published Case/
Working Paper6 Proceedings from
Scientific
Conferences

6 Invited Speakers

2 Participation at
an Academic
or Professional
Meeting

Recognised Scientific Publications

- **Achieving world-class manufacturing excellence: integrating human factors and technological innovation.**
Mehta, A.M., Rauf, A. and Senathirajah, A.R.B.S.
- **Strategic planning as a catalyst for sustainability: A mediated model of strategic intent and formulation in manufacturing SMEs.**
Mehta AM, Qazi SZ, Haque R, S Senathirajah ARb, Baig W, et al.
- **A systematically derived AI-based framework for student-centered learning in higher education.**
Albasry, H., Carmona-Cejudo, E., Rauf, A. and Chen, D.
- **Revolutionizing higher education: A literature-driven exploration of AI-based student-centered learning system.**
Albasry, H., Chen, D. and Rauf, A.
- **Assessing efficiency of public spending on elementary education in India: A comparative analysis post-implementation of the Right to Education (RTE) Act.**
Pahwa, N., Georgievski, B., Indira, M., Chen, D. and Rauf, A.
- **Understanding the Role of Partition Pricing Vs All Inclusive Pricing on Consumer Behaviour and Purchase Intention of Eredivisie Football Tickets**
Nikita, P., Bojan, G. and Jochem, K.
- **Building human capital in the Dutch hospitality industry with a holistic EVP-model.**
Marcussen, W. J., Carlback, M., & Jones, A.
- **Prompt engineering techniques for human resource practices.**
Saleem, I. and Rauf, A.
- **How do generative artificial intelligence, entrepreneurial education and entrepreneurial capacity interact to spark entrepreneurial intentions among business graduates in the digital space?**
Ayaz, M.Q., Saleem, I., Hayat, N. and Rauf, A.
- **Diet and lifestyle behaviours in relation to academic performance among university students: a cross-sectional study.**
Neisi, A., & Parham, S.



Training and Development

In line with Wittenborg's objective to further enable career development, we continued to invest in the professional growth of both faculty and professional staff in 2025. Financial and practical support for further education remained a key element of this approach. During the year, Wittenborg supported two staff members in pursuing Master's degrees, two in obtaining Postgraduate Certificate (PGCert) qualifications, and five faculty members in pursuing doctoral studies.



Professional development was further supported through a range of workshops, seminars, events, and training opportunities. In total, more than 30 activities were organised for faculty and professional staff, including internal workshops, guest lectures, and initiatives such as Microsoft AI Learning Month and Global People Lunch & Talk sessions, as well as participation in internal and external conferences and events, including the Globalisation Conference, Summer School, Job Fair Central Netherlands, and EAIE. Four staff members participated in Erasmus+ staff mobility opportunities, which were actively promoted as an additional pathway for development.



Training also addressed workplace responsibilities and needs, including continued training of company emergency response officers (BHV) and workshops on handling aggression, following input from staff representatives during the 2025 Representation Conference. HR staff participated in workshops on safe working environments, employee development, and leadership, ensuring continued alignment with developments in people management and wellbeing.

Staff Engagement and Wellbeing

In 2025, Wittenborg continued to strengthen initiatives aimed at supporting staff engagement, wellbeing, and a positive and inclusive working environment. Preventive health measures included offering fully funded flu vaccinations to all staff members. International staff were supported through residence permit sponsorship, while opportunities such as participation in local volunteering and networking events, including the Vrijwilligersmarkt Apeldoorn, encouraged engagement with the local community.

Wittenborg remains committed to long-term employment relationships. Offering permanent contracts and higher FTE appointments where possible reflects the institution's approach to responsible employment practices and supports staff engagement and continuity. Staff events, including the annual staff dinner, Family Day, BBQ, and Christmas drinks provided opportunities for colleagues to connect across departments and campuses, strengthening collaboration and a sense of belonging within the institution.



The 2025 Staff Satisfaction Survey further reflected the positive working environment at Wittenborg, with 91% of staff members indicating a high level of overall satisfaction and reporting particularly strong results regarding feeling safe at work, interactions with colleagues, and the ability to be themselves in the workplace. Staff described Wittenborg's culture as open, friendly, supportive, collaborative, respectful, and family-like, while also emphasising the international, diverse, and inclusive character of our community.



Student Recruitment, Market Dynamics & Diversity

In 2025, Wittenborg's student recruitment activities occurred within a complex and changing global environment. Geopolitical shifts, economic uncertainties, and evolving mobility patterns continued to affect international student flows.

Despite these external factors, interest in Wittenborg's programmes has remained resilient. While some markets have experienced temporary fluctuations, these have been balanced by growth in other regions, reflecting the institution's continued efforts to diversify its recruitment base and maintain a broadly international student population.

Wittenborg has further refined its recruitment approach by blending traditional partnerships with greater digital engagement and data-driven targeting. In specific cases, operational flexibility, such as alternative admissions processes and decentralised support for applicants, has ensured continuity even in challenging circumstances.

Diversity remains a defining feature of the Wittenborg community and a vital part of the learning environment. The institution continues to welcome students from a broad range of national, cultural, and professional backgrounds, fostering the development of global citizenship and intercultural competence. Looking ahead, recruitment strategies will continue to emphasise diversification, adaptability, and student compatibility. In this context, maintaining a balanced and inclusive student body remains a key aim, in line with Wittenborg's mission and values.

Academic Quality, AACSB Alignment & Institutional Development (2025)

Wittenborg's strategic development in 2025 closely aligns with its ongoing commitment to international accreditation standards, especially those related to AACSB. This process continues to drive improvements in academic quality, governance, and institutional effectiveness.

A key focus is the ongoing development of Assurance of Learning (AoL) processes. Wittenborg is enhancing the systematic measurement and evaluation of learning outcomes across programmes, ensuring that assessment methods are aligned with intended competencies and that results are actively utilised for continuous improvement.

Faculty development remains a key focus of this process. The institution continues to invest in the professional and scholarly growth of its academic staff, supporting both teaching excellence and research productivity. This includes promoting engagement in applied research, industry collaboration, and scholarly activities that enhance the relevance and impact of programmes.

Furthermore, Wittenborg is strengthening the integration of research, teaching, and external engagement. Greater emphasis is being placed on practice-oriented research and its connection to the classroom, ensuring that academic content remains current, relevant, and closely linked to real-world challenges.

Impact is increasingly regarded not only in terms of academic results but also concerning graduate employability, industry collaboration, and societal impact. Through its international focus and practical learning approach, Wittenborg aims to equip graduates who are adaptable, responsible, and able to contribute to a rapidly evolving global environment.

Strategic Outlook (2025 and beyond)

In 2025, Wittenborg began the redesign of its Strategic Plan, signaling a shift from the current 2022–2026 framework to a new planning cycle covering 2026–2032. This process reflects both the institution's ongoing growth and the need to adapt to an evolving educational, technological, and geopolitical landscape.

Although the core mission and values of Wittenborg stay the same, the new strategic cycle places greater emphasis on academic quality, societal impact, and the responsible use of emerging technologies, especially artificial intelligence. The redesign builds on existing strategic initiatives while sharpening their focus and broadening their scope.

Strategic Initiative 1: Organisational Culture, Quality & Learning

A central priority continues to be the ongoing development of Wittenborg's organisational culture, rooted in its core values and international identity. These values are increasingly integrated into both academic and operational processes, ensuring alignment between the institution's vision, curriculum development, and student experience.

Within the current strategic period (2022–2026), considerable progress has been achieved in integrating key values into curricula and institutional processes, as well as embedding the concept of Assurance of Learning (AoL) within the quality system. These developments have enhanced the systematic measurement of learning outcomes and fostered a culture of continuous improvement.

Looking ahead to 2026–2032, this initiative will develop further through the exploration of new models of AI-enhanced education. The goal is to maintain and improve quality and AoL processes in an environment where teaching, learning, and assessment are increasingly shaped by digital and AI-driven tools. Simultaneously, ongoing investment in staff development continues to be a priority. Supporting and fostering the professional and scholarly progress of both academic and professional staff is crucial for maintaining collegiality, academic standards, and institutional resilience.



Strategic Initiative 2: Societal Impact & International Positioning

Wittenborg's dedication to societal impact continues to grow, both locally and abroad. From 2022 to 2026, the institution has concentrated on enhancing its involvement in Apeldoorn and the nearby region, especially through partnerships with industry, government, and educational bodies.

In the upcoming strategic cycle (2026–2032), this emphasis will expand to include a broader regional and international outlook. Building on the 'Triple Helix' model of collaboration among education, industry, and government, Wittenborg intends to further develop a 'Quadruple Helix' approach, integrating the role of international talent and global networks.

Transnational education is expected to increasingly play a key role in this context, supporting the delivery of programmes beyond the Netherlands and enhancing international partnerships. Simultaneously, the institution will continue to pursue and broaden both national and international accreditations, strengthening its commitment to recognised quality standards.

Research, Faculty & Academic Development

Across both strategic cycles, enhancing research activity and strengthening the role of scholarly active academic staff remain key priorities. Wittenborg continues to support applied and practice-oriented research that is closely aligned with its educational mission and industry engagement.

Looking ahead, the institution intends to further organise its research activities around a more thematic approach, ensuring alignment with its core values and strategic goals. This encompasses strengthening the integration of research into teaching, improving student learning, and fostering broader societal and professional impact.

Looking Ahead

As Wittenborg advances into its next strategic phase, it continues to prioritise balancing growth with quality, innovation with governance, and internationalisation with institutional coherence.

Digital transformation, including the responsible use of artificial intelligence, will continue shaping both education and operations. Meanwhile, ongoing geopolitical and economic uncertainties demand a flexible and resilient approach to student recruitment and programme development.

Through its dedication to ongoing improvement, academic excellence, and international collaboration, Wittenborg is well placed to navigate this changing landscape while preserving its identity as an internationally focused, practice-oriented business school.

Financial Outlook 2025

Wittenborg delivered a strong performance in 2025, characterised by sustained growth, increased profitability, and ongoing investment in its academic and operational infrastructure. Turnover rose by just over 30% compared to the previous year, reflecting continued expansion in student numbers and programme offerings.

Operating performance improved markedly, with the operating result increasing by over 70% year-on-year and net profitability exceeding 16% of revenue. This demonstrates both revenue growth and enhanced cost efficiency, as total operating expenses decreased as a proportion of revenue from about 85% to below 80%. Personnel costs remained the largest expense category but decreased proportionally, indicating greater operational scalability.

Investment in marketing and recruitment activities grew significantly, supporting international expansion ambitions, while student-related costs increased in line with the growing student body. Simultaneously, overhead efficiencies were realised in areas such as personnel-related expenses and depreciation, contributing to overall margin enhancement.

The institution's financial position improved significantly. Equity rose to over 20% of the balance sheet total, up from a minimal level last year, greatly enhancing solvency. Liquidity also strengthened, with a healthier cash position and improved working capital, although short-term liabilities still make up a substantial part of total financing.

The organisation continued to invest in financial assets and reserves, supporting long-term stability and strategic flexibility. Operational cash flow remained strong, underpinning both growth and resilience. Overall, 2025 marks a year of consolidation and growth for Wittenborg, with evident progress in financial health, operational efficiency, and institutional scale, positioning the school well for ongoing sustainable development in the coming years.

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