

Practicalities of overseas delivery  
John Mountford, Association of Colleges  
Sanjeev Ohri, Dudley College





# Association *of* Colleges

Promoting. Representing. Supporting.

## New Models for international delivery

John Mountford, Association of Colleges



## Session introduction

- Overview of FE sector's international work
- Chance to listen to ideas on global approaches, strategies and opportunities from AoC, UKTI and Dudley College
- Opportunity to share ideas with peers on your college's international approach



# International introduction

- Around 50,000 overseas students (EU and international)
- Dropping number of students on Tier 4 visas (10,000 over the last two years)
- £350m in income and £980 million in living expenses (International Growth and Prosperity, DBIS)
- Colleges developing international partnerships and models of Trans National Education
- The global demand for Technical and Professional education remains strong as does the UK's college offer.



# International remains important

- Commercial
- Global times demand a global response
- Enriches the experience of all learners and staff
- Raises Colleges' profile; locally, nationally and internationally
- Improving quality through learning new approaches and perspectives
- To take advantage of particular features of provision or location
- Responding to a particular opportunity, government initiative or stakeholder programme
- Reaching new students and partners

## Different approaches to international

- Teaching Students – in the UK and overseas
- Teacher training, train the trainer
- EU and international projects including Student and Student Exchanges
- Institutional partnerships
- Delivery overseas: Curriculum, Capacity Building, Consultancy
- Key question – which is the best approach?



# Challenges

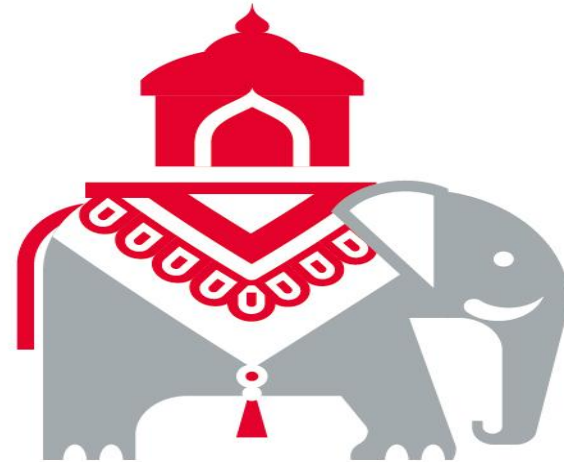
- Student visas
  - Child visas
  - SELTS
  - Work rights
  - Two year limit
  - Progression
  - Application of 10% metrics
  - Does our Government want colleges to recruit international students?
- Domestic challenges have ramifications for international work
- Costs – staff and time
- International demands a medium to long term investment
- Initial set up of in country delivery
- Expertise
- Getting whole staff buy in and support
- Is it time for a rethink?

# PRACTICALITIES OF OVERSEAS DELIVERY

Sanjeev Ohri

Vice Principal

International and Business Development



“We teach you everything we know”



# Overview of our international operations

- ✦ Have been involved in International work for over 20 years
- ✦ Main focus on student recruitment



# STUDENT RECRUITMENT

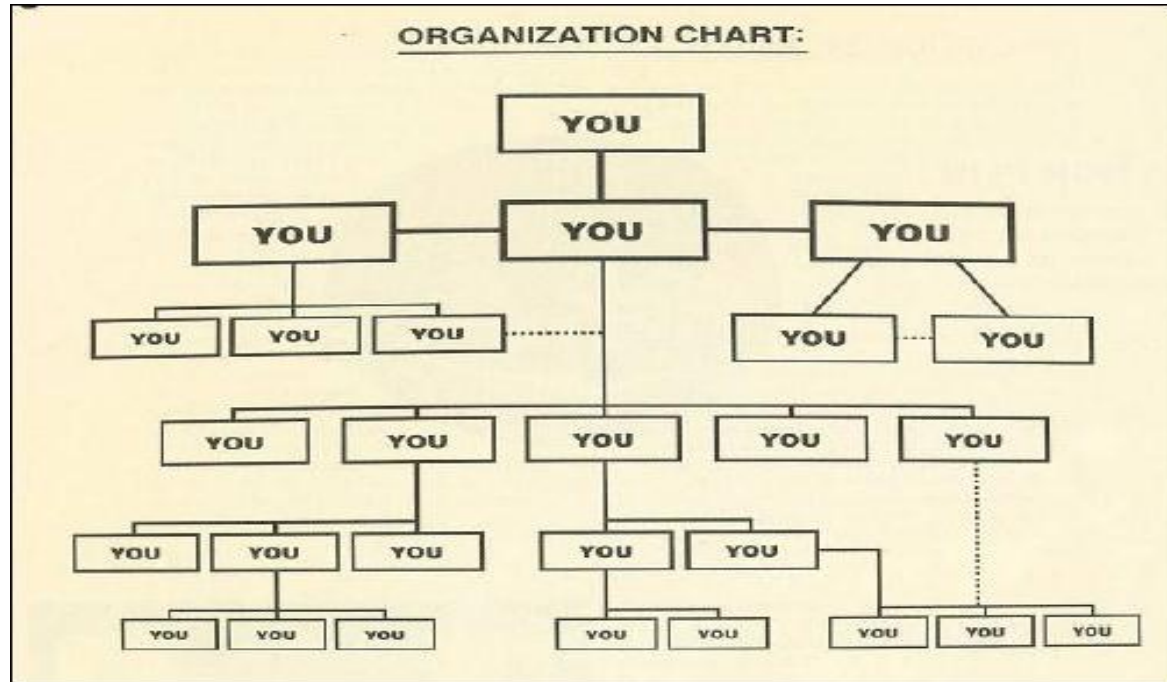
UKVI

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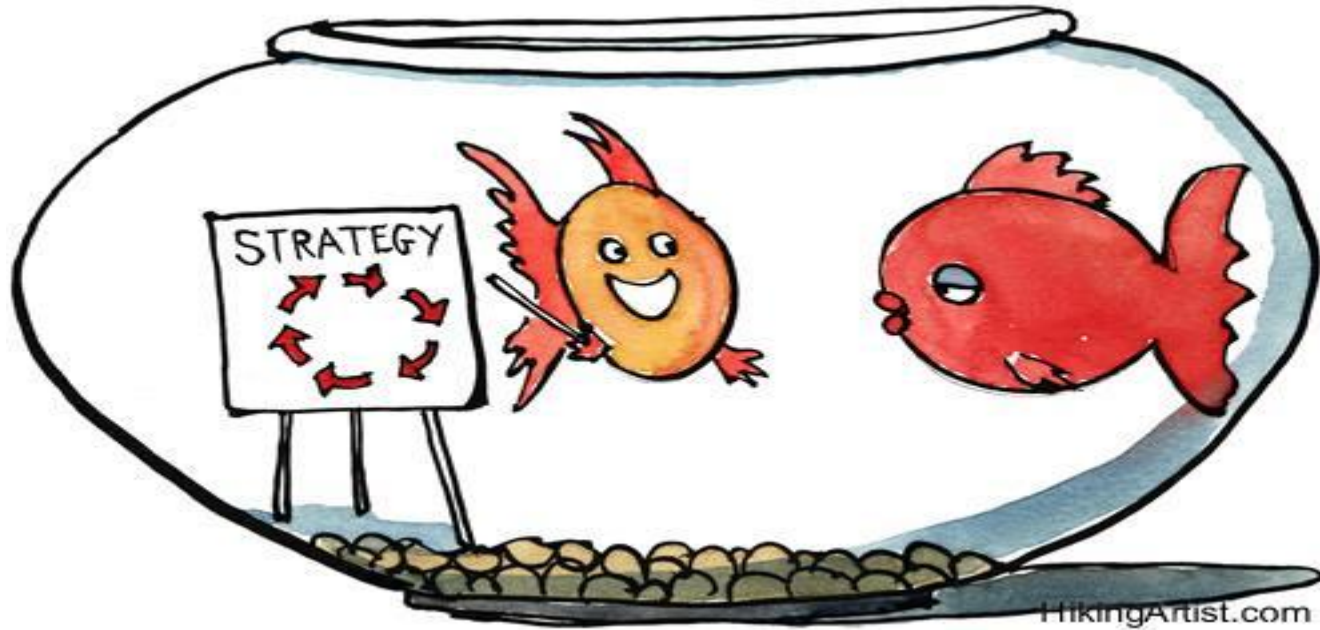
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# INTERNATIONAL MANAGEMENT STRUCTURE



# International Strategy



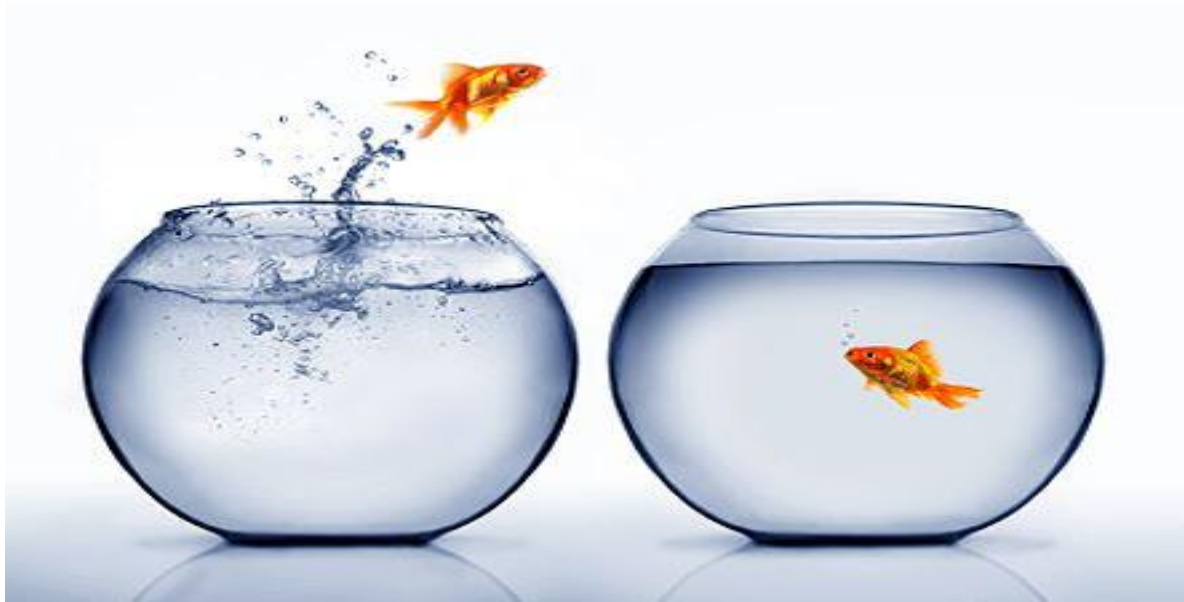
# Income

## VP Finance

- ◆ Budgets
- ◆ Forecasts
- ◆ Income
- ◆ Expenditure
- ◆ Cash flow



# NEW STRATEGY



# Overseas Projects

- ✦ Reduction in core funding
- ✦ UKVI changes to student visas
- ✦ Cost of education in the UK
- ✦ Increase our global foot print
- ✦ Corporate Social Responsibility



# Overview of our Strategic Markets

- ✦ Middle East and North Africa
- ✦ India and South East Asia
- ✦ South Africa
- ✦ China
- ✦ Europe



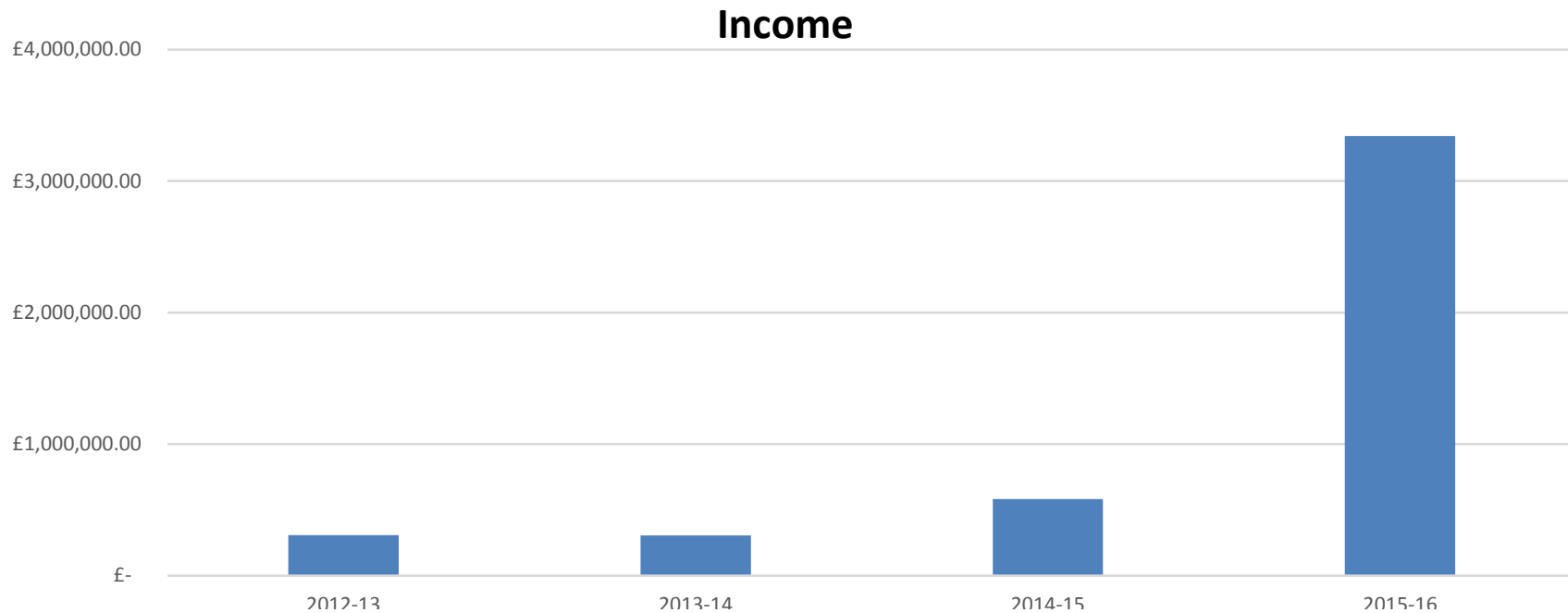


LITTLE OR NO INCOME



FIVE YEARS AGO

# Income over 4 years



# Seed Funding

- ★ Our initial international projects were small-scale British Council projects, £10-15k each
- ★ Yemeni QA Project
- ★ Tunisian Employer Engagement and Teaching Skills projects
- ★ South African vocational training projects



# India – Leadership and Management Skills

- ✦ Proposed a Leadership training programme to the UK-India Education and Research Initiative (UKIERI)
- ✦ Trained 250 college deans and principals
- ✦ Attracted interest from India ministries; have been approached regarding follow-up programmes



# Saudi Arabia – Capability Building Contracts

- ★ Having established an international reputation, we bid for a Capability Building Contract in Saudi Arabia
- ★ Following our successful bid, we won a further two contracts in Hafr Al-Batin
- ★ These are multi-million pound contracts; supported by Santander on this



# Key Themes: Patience

- ✦ International is not an easy win
- ✦ Takes time to build relationships and establish a reputation
- ✦ Need to have an international presence
- ✦ Low hanging fruit may be a mirage
- ✦ Financials
- ✦ Competition
- ✦ Holding your nerve

# Key Themes: Buy In

- ★ International can't just be the domain of one of two staff members
- ★ Requires buy-in from the whole organisation – from the Principal down
- ★ Key influencers need to be involved and kept informed
- ★ Use your best staff...whoever they are
- ★ Planning
- ★ Partners

# Key Themes: Expect the Unexpected!

- ✦ International is vulnerable to a huge range of factors
  - Changes in Government
  - Political instability
  - Natural disasters
  - Policy and legislative changes
- ✦ Always have a back-up plan
- ✦ Don't put all your eggs in one basket

Expect the  
Unexpected





# Key Themes: Diversify Your Projects

- ✦ Projects are vulnerable to change so be diverse
- ✦ Don't ignore small projects – these can grow into something big
- ✦ Large projects always experience delays – don't be overly reliant on them



~~GOOD THINGS  
COME TO THOSE  
WHO WAIT~~

**GOOD THINGS  
COME TO THOSE  
WHO WORK THEIR  
ASSES OFF AND  
NEVER GIVE UP**

# Any Questions?

