



# SERVICES FOR INTERNATIONAL EDUCATION MARKETING CONFERENCE 2012

## Delivering impact through international skills partnerships

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[www.britishcouncil.org/siem](http://www.britishcouncil.org/siem)

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# Benefits to Bradford College – why we do it

- Supports the international strategy and internationalisation of the College
- Promotion of college brand and brand UK
- New market entry strategy and profile build
- CV builder
- Staff (CPD) and student exchange opportunities
- Potential ‘spin-off’ opportunities
- International employer engagement opportunities
- Engagement with international policy
- Strengthens country links
- Diversification from traditional international marketing activity

# The balancing act: a few challenges!

- Balancing brand building opportunities with the requirement for direct income
- Funding speculative work
- Taking key staff away from their primary duties
- Time scales – always longer than anticipated
- Managing expectations
- Interpreting and identifying client need
- Expertise – identifying staff with diverse skills
- Overloading some curriculum areas and staff

# Personal reflection on the must-do's and have's

It takes 3 – 5 years realistically to build a new market, so:

- Be patient, tenacious, committed and focused
- Critical to have buy-in from Executive and Senior management – ‘will and support’
- Consolidate and focus – use limited resource, well
- Manage expectations (internal and external)
- Identify niche markets, common themes and pursue
- Do your homework. Take advice. Seek support.
- Find the right partner for your organisation – ‘cultural-fit’
- Take a long-term view unless compelling/justified short-term reasons
- Broaden your pool of ‘international champions’
- Do whatever you do well – repeat business; spin-offs
- Shamelessly promote your successes!

# Case study: Vietnam

- New market
- Started with British Council “matching panel” in 2009
- PMI2 project with NTT University in HCMC – 2 years funding developed the first vocational programme in Vietnam to train Ophthalmic Technicians which has Ministry of Education and Training approval and license – launched in 2011; 70 students enrolled
- Skills for Employability with VCAM in Hanoi – Automotive curriculum; applying for continuation funding with MOLISA and GDVT support
- Profiled and volunteered to speak at conferences about these partnerships: Going Global; Skills Dialogues; Dissemination Seminars; Publications

# Case study: Vietnam –some spin-offs

- Strong profile
- Working with Ministries in Vietnam to support vocational reform programme
- Consultancy work
- Government contract for English Language Training
- Hosted Vietnam Olympic team for pre-games training camp this summer and a new MOU with Vietnam Olympic Committee for Asian Games 2019
- New partnerships in Special Education Needs teacher training; Business
- Student recruitment
- Employer engagement: Rolls-Royce Vietnam
- Word of mouth – recommendations

# How did we do it?

- Built on British Council partnerships as a foundation to show case what Bradford College can do
- Well- designed projects, which we delivered on
- Worked in partnership – took time to find the right partners and worked together throughout
- Worked with the British Council Vietnam team to support
- Visited often!
- Networked consistently while in country with agencies
- Involved our Principal throughout
- Delivered high quality and consistent training in UK with supporting enrichment activities
- Used media, social media, TV to promote successes
- Worked with partners who have good relationships and connections
- Remained tenacious, committed and patient!







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## What do international skills partnerships look like?

Facilitated, managed  
and evaluated  
by British Council

Bilateral or multilateral

Funded for two years  
with view to being  
self-sustaining thereafter

Specific sectors and  
specific themes

Wide constituency

Consortia

Exchange of knowledge,  
experience and  
expertise

Delivery of defined  
project outputs

Mutual benefit

Pre-commercial

Innovation and piloting  
new approaches

Employer engagement

Impact, including  
long-term impact

Positioning

Income generation

Enhancing the skills and  
employability of current  
and future workforces

## Nine reasons why institutions embark on international skills partnerships

Enhance the offer and performance of institution

Enhance the intercultural character of institution

Build links with employers and other key organisations in the UK and the partner country

Capacity build staff

Motivate staff and students

Deliver potentially life-changing opportunities for staff and students

Enhance institutional reputation nationally and internationally

Position institution for income generation opportunities

Contribute to systemic change that impacts positively on the lives of young people



## How much experience does British Council have of supporting such partnerships?

- British Council has been facilitating international educational partnerships for over 75 years
- Over 60 skills partnerships delivered in 32 countries since 2008
- Close links with partnership institutions leading to enhanced understanding of all aspects of partnerships

## With which countries have we facilitated partnerships?

Afghanistan

Albania

Armenia

Azerbaijan

Bangladesh

**Bahrain**

Bosnia Herzegovina

**China**

Croatia

**Egypt**

Georgia

India

Jordan

Kazakhstan

Kosovo

**Kuwait**

Lebanon

Macedonia

Montenegro

**Morocco**

Nepal

Oman

Pakistan

Palestine

Serbia

**Syria**

**Tunisia**

Turkey

**United Arab Emirates**

Uzbekistan

**Vietnam**

**Yemen**

## What are international partnerships' key impact stories to date?

- Innovative approaches
- Joint curricula
- Quality assurance processes
- Employer engagement modelling
- New business opportunities
- Informing policy

## How are partnerships currently funded?

- Typically funding period lasts two years
- Grant of £15-18k annually
- Some partnerships co-funded
- Funding contingent on performance
- Funding goes to UK partner



## How are partnerships currently initiated? (1)

- British Council identifies mutual national priorities, gains relevant buy-in and defines partnership criteria
- Where appropriate, briefing workshops for interested institutions are held in the partner country and the UK
- A competitive process leads to selection of candidate institutions in the partner country
- British Council issues an online call for proposals for travel grants for UK institutions, including initial project ideas, a competitive process
- British Council assesses proposals for travel grants
- Successful applicant institutions awarded travel grants and visit country, meeting in-country candidate institutions

## How are partnerships currently initiated? (2)

- Prospective partnerships design and submit project proposals referring to proposal guidelines
- British Council assesses partnerships' project proposals
- Successful partnerships are informed, partnerships are initiated, initial funding installment is made and a start-up video conference held involving all partners and British Council
- In some cases, British Council may require clarifications and enhancements before the partnership project plan is approved
- Duration for whole process around four months

## What are common reasons for a partnership proposal being rejected?

- Generic and unimaginative
- Too inward focussed
- Lack of clarity
- Don't meet British Council objectives
- Over-promising
- Lack of mutuality
- Lack of country context
- Lack of consideration of sustainability
- Unambitious, with limited, low level of impact
- Excessive focus on mobility and intercultural dialogue
- Lack of value for money

## What makes a good international skills partnership? (1)

- A good, achievable mutually-beneficial project plan, shaped and understood by all partners, with innovative elements and clear deliverables
- Regular and effective communication between partners, and between the partnership and British Council
- Understanding the different contexts, priorities, skills of those involved and building strong working relationships
- Flexibility and ability to adapt to changing circumstances and identify and take advantage of opportunities

## What makes a good international skills partnership? (2)

- A strong external focus, proactively engaging with other organisations and partnerships to form mutual beneficial, leverage access to funding, expertise, access to networks and increase impact
- Energetically promoting the partnership from the start and throughout
- Maximising the reach of partnership dissemination
- A focus on sustainability, positioning and income generation from the start to establish a long-term partnership
- Delivering significant impact and reporting that impact in a timely way, including long-term impact

## What support does British Council currently provide?

- Financial
- Set-up
- Performance feedback
- Country briefings
- Networking opportunities
- Support with publicity and dissemination
- Support with identifying business opportunities
- Capacity building
- Recognition of achievement – International Skills Partnership of the Year
- Ongoing guidance and advice

## What will partnerships look like in the future?

- Greater flexibility
- Greater networking
- Greater continuity
- Greater sustainability

## Current Call: UKCPIE

- UK-China Partnerships in Education
- Funded by Department for Business Innovation and Skills
- Managed by British Council
- Qingdao Technicians College
- Call centre operation and management
- Open to institutions in England
- Call for £2000 travel grant now open
- Deadline for receipt of applications – 23.12.2012

[www.britishcouncil.org/skillsforemployability](http://www.britishcouncil.org/skillsforemployability)



## Forthcoming Call: UKIERI

- UK-India Education and Research Initiative
- Government-to-government initiative
- Managed in UK by British Council
- Second phase 2011-2016
- Call imminent
- Three areas: Sector skill organisational development, Leadership, Student exchange programmes

[www.ukieri.org](http://www.ukieri.org)

## Suggested next steps

- Visit and follow BC skills site: [www.britishcouncil.org/skillsforemployability](http://www.britishcouncil.org/skillsforemployability)
- Visit and follow UKIEI site: [www.ukieri.org](http://www.ukieri.org)
- Respond to calls?
- Revisit International Strategy – roles and responsibilities, countries
- Involve employer contacts, business unit, marcoms – whole institution approach
- Consider stakeholder initiated ideas
- Visit institutions already involved in partnerships – ideally during inward visits

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# Questions