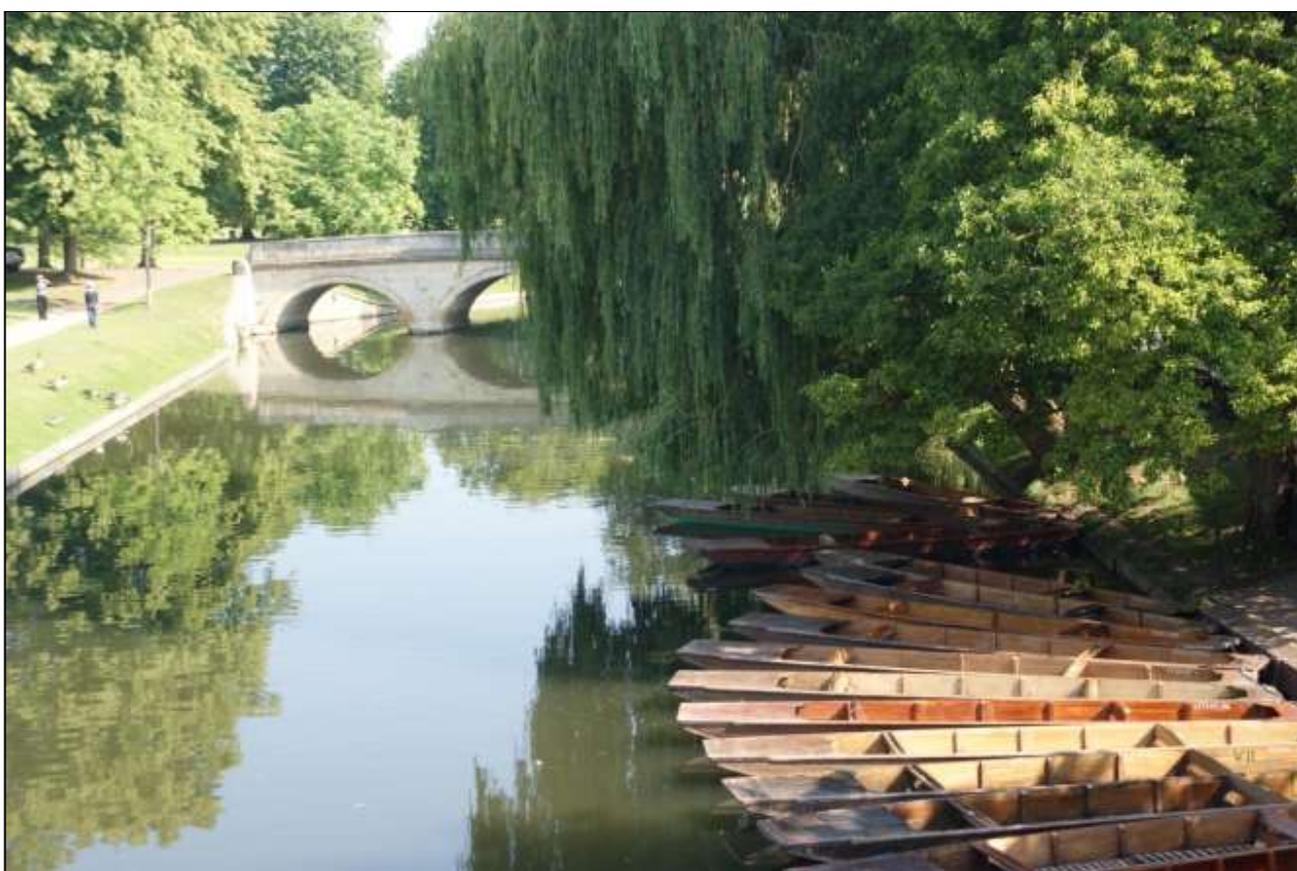


Consultancy and Partnership Business Proposal Cambridge International Education Centre



This proposal document summarises the invaluable assistance that Cambridge International Education Centre (CIEC) of United Kingdom can offer to HE Institutions/Colleges internationally to help them to secure collaborative partnerships with UK and/or international Universities so as to be able to offer UK/US/international degree and postgraduate degree qualifications from their premises in-country. This assistance will also enable recipient institutions to more easily achieve working to UK/international quality assurance standards which will be essential to the retention of any such partnerships.

Foreword

Taking Your Institution to the Next Level with Cambridge International Education Centre

Greetings from Cambridge International Education Centre UK and trust this letter finds you well.

I have pleasure in forwarding to you the CIEC Consultancy Proposal which is designed to facilitate international institutions like yours to partner with UK and international Universities so that your institution can deliver much sought after UK/international degree and postgraduate degree qualifications in country, thus greatly enhancing your profile and market impact.

This is a unique opportunity for your institution and we would respectfully ask you to give some of your valuable time to read through the Proposal document.

CIEC comprises a group of very distinguished and experienced UK and international academics with an extensive network of significant contacts at the highest level with a number of UK and international Universities. We are able to facilitate collaborative partnerships which will work for your institution and provide the underpinning quality assurance to ensure the ongoing retention and successful development of the partnership, once established.

Collaborative partnerships are only one of a myriad of opportunities that are available to your institution through a relationship with CIEC.

To open a dialogue with us as to how best CIEC can take your institution to the next level of its strategic development please contact any of the following:

- Professor Cedric Bell (Chairman): cedric.bell@ciiec-education.co.uk : + 44 (0) 7974 255489
- Ewart Munday (President): ewart.munday@ciiec-education.co.uk : +44 (0) 7799 667792
- Marion Cobby (Director of Business and Operations): marion.cobby@ciiec-education.co.uk
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I very much hope this opportunity will be of interest to you and we look forward to the privilege of working with you.

Yours sincerely



Professor Cedric D Bell



INDEX

Page Number

Cambridge International Education Centre (CIEC)	1
Business Proposal:	2
□ Management Structure	2
□ University Degree Programmes	3
□ Distance/Blended Learning Delivery	4
□ Licensing of Full Time Programmes	5
□ Professional Qualification Awards	5
□ Professional Training	6
□ Policies and Procedures	7
□ Staff Development Training	7
□ Senior Management Team of CIEC Consultants	8
□ Business Proposal Financials	8
□ Visiting Professorial Role	10
□ Post-Success Support	10
□ English Language Provision	11
Appendix: CIEC Senior Management Consultants Group	15

Cambridge International Education Centre (CIEC)

CIEC specialises in Business, Management and English language education, with its key personnel having a globally-recognised academic, consulting and publishing profile.

It partners with universities and organisations worldwide in the joint delivery and accreditation of courses and CIEC has centres in a growing number of cities and countries, including Accra, Beijing, Doha and Bangalore. Members of CIEC also have extensive experience in senior management and leadership roles in tertiary education both in the UK and internationally, consultancy and research with bodies such as the OECD and major multinational companies, in addition to course validation, external examining and developing learning materials for UK and international universities.

CIEC also has high level experience in the provision and assessment of a wide range of English Language qualifications, including the Pearson Test of English (PTE) and IELTS and we have been designated as the official Cambridge test centre for PTE.

It is currently involved in major projects such as delivering MBA and MPhil programmes to UK and international Business Schools.

CIEC is also developing a global distance learning and online MBA for a major UK University, training English language teachers in Curitiba, Brazil, establishing undergraduate and postgraduate provision in Middle Eastern countries, developing the curricula for all levels of new schools in various countries including Qatar and establishing English Centres in Africa, China and the Middle East, amongst many other international projects.

Finally, CIEC also specialises in high level executive and professional training in the UK and internationally.

Business Proposal

The Proposal will involve working directly with the partner institution to ascertain its strategic needs in terms of significant international collaborations.

Initial Assessment

1. This will involve assessing the institution's existing academic profile and position and seeking to match their developmental aspirations with an appropriate international partner institution. This process will involve a preliminary aspect of due diligence which is designed to act as a filter process so that CIEC can be better assured that prospective partner institutions will be able to meet the requirements of the targeted Universities.
2. This filtering process will cover a range of matters including the following:
 - Governance
 - Status
 - Outline Financials
 - Experience
 - Professional Accreditations
 - Premises, Health and Safety
 - Institutional Management Structure

Management Structure

3. CIEC will assess whether the institution has in place an appropriate management structure reflective of partnering with UK and international Universities for delivery of their degree programmes in-country and for better ensuring retention of such partnerships once established.
4. If it is felt that such a structure is not in place, CIEC will advise as to what steps should be taken to address any perceived institutional weaknesses. Further, the Proposal would include drafting the necessary job descriptions for the key programme management positions and assisting with any necessary international 'headhunting' for senior staff, Lecturers etc.



University Degree Programmes

5. CIEC will introduce and promote the institution to a range of UK and international Universities that they have established connections with and will assist with the necessary validation approval processes and will work with your team in-country. The objective will be to secure an appropriate profile of high calibre internationally recognised degree programmes **within a period of 6-12 months from the commencement of the Partnership for distance learning/online arrangements and 12-18 months for face to face delivery through licensing arrangements.**
6. In this regard, CIEC will ascertain what your desired needs are and seek to match them against their University network. However, if CIEC concludes that the client is not being realistic they will not hesitate to say so but will always seek to give effect to the client's wishes.
7. CIEC have the connections and ability to secure, for credible client institutions overseas, both undergraduate and postgraduate programmes which can be delivered in a variety of learning forums including blended learning, tuition support, underpinning study skills support, full time franchise etc. at the partner institution in-country.

International University Connections

8. In this regard, CIEC has established connections with Universities in a number of countries including:
 - United Kingdom
 - USA
 - Australia
 - Canada
 - Cyprus
 - Finland
 - Ghana
 - India
 - Ireland
 - Malaysia
 - Nigeria
 - Sweden



Distance/Blended Learning Delivery

9. A key strategic goal of the partnership will be to secure for your institution the opportunity to deliver UK/international University degree and postgraduate programmes through online /blended learning.
10. The growth of online programmes has been a major ‘game changer’ in the field of global higher education. However, critically most reputable online degree programmes have the same value, acceptance and credibility as any equivalent campus based degree.
11. The reality is that online/distance/blended learning is here to stay and will increasingly become the dominant mode of study for many students who for domestic, financial or professional reasons cannot leave home. **The attraction of distance learning delivery is that students can secure a UK, US or other international qualification by remaining in their home country thus avoiding all the challenges associated with the UK/US student immigration and visa processes.**
12. Further, students studying by online/distance learning will (subject to securing a visa) be able to transfer to full time study at the parent institution if desired. Indeed by virtue of being registered on an online programme and progressing with the same, securing a visa should be easier as there cannot be any issue as to the bona fides of the student. This could well facilitate recruitment of students wanting to go to the UK or US but unable to afford the cost of studying for the full programme in the UK or US.
13. Finally, gaining access to materials developed for online/distance delivery can be an important addition to your institution’s learning resources. CIEC has globally recognised expertise in developing e Texts and VLE related teaching and learning materials.

Licensing of Full Time Programmes

14. The Proposal will also seek to secure collaborative partnerships whereby a CIEC international institution is licensed to deliver an undergraduate course of a UK or international University at its campus in-country.
15. Such delivery will self-evidently be more challenging to secure for a number of reasons including in particular that the licensing institution is delegating in part the delivery of the programme, with consequential quality assurance issues coming to the fore.
16. Such arrangements will involve considerable due diligence inquiries and inevitable upfront costs associated with accreditation/validation visits etc. (the upfront costs vary from University to University) and will definitely involve early access to the institution's financials. Although much more challenging than securing a blended/distance learning delivery arrangement, licensing can be achieved for suitable, established and credible HE institutions with appropriate academic standards.
17. The Consultants of CIEC will be able to harness their experience and expertise in deciding which Universities are more likely to be receptive to a licensing arrangement in-country.

Professional Qualification Awards

18. Likewise the Proposal will involve securing for your institution suitable professional qualifications from prestige UK awarding bodies like CMI, ABE, ATHE, Edexcel, etc. In this regard there will be an emphasis upon those awarding bodies with good progression routes from their qualifications to UK and international Universities. This is the most cost effective way of securing a UK or international degree or postgraduate degree as represented by the following summary :

Undergraduate UK Degree

- Year 1 – Level 4 ATHE/Edexcel
- Year 2 – Level 5 ATHE/Edexcel
- Year 3 – Level 6 University Top-Up Degree

Projected savings for the learner are estimated at around 50% reduction of the full UK three year University fees.

Postgraduate UK Degree

- Level 7 – ATHE/Edexcel (120 credits maximum)
- UK Master’s Degree – 180 credits
- Master’s Top-Up
- Most professional qualifications progression pathways facilitate either 80 or 120 credit exemptions.

Projected savings for the learner are estimated at around 40% reduction of the full UK Master’s fees.

19. CIEC are very experienced in dealing with a number of such awarding bodies and will be able to handle all the necessary application and inspection procedures and advise as to the most suitable awarding bodies, reflective of your strategic direction and business plans. CIEC will also help identify those prospective University collaborative partners which have appropriate progression pathways from professional qualifications and which will therefore be very attractive from a student recruitment perspective.

20. By offering a range of postgraduate, degree and professional qualifications your institution’s student profile will be excitingly diverse and thus will facilitate rapid growth and development.

Professional Training

21. The Proposal will also include advising your institution on how to establish a successful international executive and professional training profile together with advice as to suitable programme accreditations and types of executive and professional training. CIEC will help you develop the rationale and structure for the professional and industry- based training and how these can help build and develop the academic base of the institution.

22. Further, through the Consultancy and Partnership relationship ‘high level’ speakers of Professorial rank from the UK and Ireland can be secured to better facilitate the success of such professional training programmes.

Policies and Procedures

23. The Consultancy Partnership will identify and draft a suitable set of institutional policies and procedures for your institution embracing, for example, the following:

- Quality Assurance Manual
- Staff Handbook
- Student Handbook
- Staff Appraisal
- Staff Development Policy
- Peer Observation of Teaching
- Staff Contracts of Employment
- Guidelines for Successful Delivery of Programmes
- Programme Management

24. Such documentation will be necessary in order to secure the University and Professional accreditations that will be essential for the success and growth of the business.

Staff Development Training

25. The Consultancy Partnership will include an appropriate and ongoing programme of staff development to underpin the policies and procedures adopted by the institution and to better ensure that 'what actually is said on paper actually happens in practice'. This will be crucial in **retaining University partnerships and the confidence of awarding bodies.**



26. A selection of likely staff development sessions would include the following:

- Time Management
- Guidelines for Effective Delivery of Programmes and Lecturer Performance Criteria
- Assessment of Learners – Marking and Feedback
- Stimulating Class Interaction through use of Teaching Methods
- Peer Observation
- Providing Effective Student Feedback
- Individual Professional Enhancement
- Disseminating Good Practice
- Learning Outcomes and Assessment by Levels
- Quality Control

Senior Management Team of CIEC Consultants

27. A group of very experienced tertiary academics all with international experience, extensive university networks and validation/quality assurance experience comprise the CIEC Senior Management Consultants Group. You can find profiles of some of our key CIEC consultancy team who are available to support you and your institution in the Appendix at the back of this document.

Business Proposal Financials

28. To properly and effectively establish the kind of UK and international University relationships and related initiatives outlined above at your institution would, in the opinion of the CIEC, require a minimum commitment of **twelve months**.

29. The cost of the Business Proposal will involve three elements of cost as detailed below:

- Institutional Assessment Fee
- Management and Consultancy Retainer Fee
- Success Fee

30. The first stage is for CIEC to undertake the initial assessment of a prospective partner institution as described above (as a 'critical friend') for which there is a one-off fee of **£2,000** exclusive of the travel and accommodation costs of one short visit to the institution. This must be paid in advance of any institutional assessment visit taking place.

31. The second stage would involve a **Management and Consultancy Retainer Fee payable in six monthly instalments** in return for which the various matters detailed above would be addressed by the team of CIEC Consultants. This retainer fee will reflect the nature of the requirements reflecting the partner institution's strategic objectives and the time frames within which the partner is seeking to achieve those objectives. The Management and Consultancy Retainer Fee would include one further visit to the institution exclusive of travel and subsistence.
32. Any further physical visits subsequent to the two provided for would be on a mutually agreed basis as to time, duration and cost. Any such partnership visits will be carried out by assigned CIEC Consultants who will be responsible for a number of matters including the following:
- Securing University relationships
 - Preparing validation documentation
 - Assisting with the financial negotiations between the partner and prospective Universities
 - Revising policies and procedures as necessary
 - Drawing up course business plans
 - Projecting start-up costs of launching new degree/postgraduate programmes
 - General Marketing and Promotional advice
 - Assisting with any regulatory body approval, including preparing and equipping colleagues to cope with the rigours of validation events.
33. A lead Consultant will be assigned to an institution and he/she will be the main point of contact throughout the project but with the assurance that a team of experienced colleagues are available and will be utilised reflective of the expertise required.
34. The Consultants will require their travel and accommodation costs to be paid for by your institution and in advance of any visits and that the accommodation offered is of a good and acceptable standard reflective of the standing of the Consultant in question.
35. Finally, the third stage would involve a **success fee** payable upon CIEC delivering an international collaborative partnership reflective of the number of programmes secured for delivery in-country, the means of delivery and whether the programmes are at undergraduate or postgraduate level. In the unlikely event of CIEC not being able to so deliver, no such fee will be payable.
36. Further details as to the composition of the Management and Consultancy Retainer and Success Fee are available on request.

Visiting Professorial Role

37. A number of the CIEC Senior Management Team of Consultants will be willing to consider appointment as a Visiting Professor at a suitable institution and in this role provide an agreed number of staff development seminars and a number of lectures to your student community.

38. Such appointments will add considerable gravitas and experience to the profile of your institution and significantly enhance the learning experience of your student community. Such appointments will invariably strengthen the institution's ability to further develop their UK/international graduate and postgraduate profile.

Post-Success Support

39. Also in the period after the establishment of a University partnership, CIEC offers a range of 'post success' support services to better ensure retention of the University relationship just secured. This support includes:

- Overseeing the University relationships once established
- Assisting with University annual monitoring and related QA processes
- Lecturer recruitment
- Staff development sessions
- Occasional professorial lectures to students
- Carrying out peer observation on teaching staff
- Assessment guidance

40. CIEC can also assist with the provision of a range of tailored Pre Bachelors, Pre Master's and Pre Doctoral courses to better prepare your learners for success at degree, postgraduate and Doctoral levels.



English Language Provision

CIEC has well-established credentials in the field of English Language provision offering a range of programmes.

41. English for Specific Purposes

These include the following:

- English for Business
- English for Law
- English for Engineering
- English for Healthcare
- English for the Hospitality Sector



42. English Language Proficiency Course

These are complemented by the ‘bread and butter’ English Language Proficiency course which is delivered at five different levels reflective of learners’ ability and aspirational development level.

At the outset of the programme the English language abilities of all students will be assessed by way of the students taking a placement test in order to assess the most appropriate level for them. The placement test will focus upon the students’ grammar, vocabulary, writing and speaking abilities.

Thereafter students will be assigned to one of five different levels from Beginner to Advanced reflective of the state of their capabilities. The five levels will be as follows:

- Beginner
- Elementary
- Intermediate
- Upper Intermediate
- Advanced

Structured teaching, learning and assessment materials, including VLE supports, will be provided at all levels.

43. English Examinations

- IELTS Examinations and their equivalents
- Cambridge ESOL Examinations, including: YLE (Young Learners English), KET (Key English Test), PET (Preliminary English Test), FCE (First Certificate in English), CAE (Certificate in Advanced English), CPE (Certificate of Proficiency in English)

44. English for Teachers (Continuous Professional Development)

A range of teacher refresher courses are aimed at non-native speakers who already have some experience of teaching English as a Second Language. All courses can be delivered at CEFR B1 and CEFR B2 and above. These include:

- Developing language knowledge for teaching
- Creativity in the language classroom
- Developing fluency
- Current trends in language teaching
- Methodology and principles of language teaching
- TKT:KAL test preparation (Teaching Knowledge Test: Knowledge About Language) for the Cambridge Assessment qualification
- CLIL (Content and Language Integrated Learning) teaching a subject through the medium of English
- Teaching Young Learners
- A two week intensive Pre-Celta course and other Celta related courses.

45. English Language Taster Course

CIEC also offer a new one month **UK/CIEC English Language Taster** programme at their prestige Cambridge campus which is designed to enable students to strengthen their English Language skills, gain an awareness of the cultural dynamics of living and studying in the United Kingdom, appreciate some of the major historical, sporting and cultural attractions of UK, London and Cambridge and enjoy a range of cultural and leisure activities in unison with a number of other like-minded young students from all over the world.

46. English Foundation Courses

CIEC is offering a new one, two or three semester full time Foundation Course in English.

- Semester 1: English Language Skills
- Semester 2: English for Study Purposes
- Semester 3: English for Investigative Purposes

The full range of CIEC English Language provision is available to constituent partner institutions.



Conclusion

CIEC constitutes a unique reservoir of personnel, expertise and international experience to facilitate a significant enhancement and transformation of institutions so that they are better equipped for success on the global tertiary education stage.

We are committed to assisting dedicated educational organisations who want to secure access to quality global education. We proactively engage with our clients to assess and adapt to an ever-changing educational environment through understanding of culture, analysis of data, thoughtful planning, and adherence to sound governance and quality assurance principles, coupled with necessary policy development and effective implementation of strategy.

We serve private/independent and public institutions from the largest universities to the smallest colleges and schools.

Professor Cedric Bell, Dr Penny Hood, and Marion Cobby comprise the core CIEC 'operational team' and we are entirely at your disposal.

The CIEC network of highly-experienced colleagues will do all we can in support of you and your institution in achieving the next developmental level in your educational journey.

We trust this document is of assistance and provides a framework for deliberation and progress.

Should you require any further information or wish to discuss any aspects of the above in more detail, please contact Marion Cobby, our Director of Business and Operations:

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UK.

A group of very experienced tertiary academics, all with international experience, comprise the CIEC Senior Management Consultants Group. They include the following:

Professor Cedric Bell



Professor Cedric Bell is one of the leading academic entrepreneurs in the UK with considerable experience of successful leadership of private sector institutions and with a considerable international profile.

Professor Cedric Bell combines a unique combination of experience including in particular having been CEO of a medium sized international higher education business, practicing lawyer, Professorial ranked academic and Pro Vice-Chancellor of a major global University. He is viewed by his peers as a successful academic entrepreneur with extensive experience of international higher education across three continents who combines commercial acumen with academic integrity.

Career Outline

Professor of Law and Practising Lawyer. He qualified as a Barrister and taught and practised law in the UK for a number of years. His areas of expertise were Land Law and Wills and Probate, Legal Practice Management and the Lawyering Skills.

He was an active participant in the legal conference and seminar circuit for over 25 years in the UK and authored over forty articles in the legal press and four academic textbooks. He has held Professorial rank since 1996 with a number of UK and international Universities including at present with the University of Northampton and Southampton Solent University. Previously he held Visiting Professorships at the University of Hertfordshire, Liverpool John Moores University and the University of Cumbria.

Chief Executive of Holborn College. For ten years he was Chief Executive of Holborn College, London one of the UK's longest established private sector colleges of higher education.

When he took over at Holborn College the full time student population was in the order of around 600 with a turnover of around £3.6 million. As a result of the changes to the portfolio of programmes and the College's new strategic direction which he introduced numbers had strengthened to around 1600 full time students and close to 5,000 distance learning students and the annual financial turnover had been increased to around £7.5 million within five years. He successfully sold the business to the Washington Post/Kaplan Group.

International Academic Entrepreneur. Professor Bell has for a number of years run his own successful international consultancy business and he has a range of Government, regulatory body, diplomatic and tertiary institutional connections across Europe, Africa, Asia and North America reflective of his wide and expanding personal professional interests.

Professor Stuart Wall



Professor Stuart Wall is a globally recognised authority in a range of economics, business and management subjects and has been personally cited by the *Independent Newspaper* in its 'A to Z of Business Schools' as having made an outstanding contribution to UK business education. He is the author of major texts published in many languages (5 texts are in Chinese alone) and of a wide range of on-line, audio and video materials in business and management for the Financial Times/Pearson/ Edexcel/Marshall Cavendish and other leading publishing houses.

Career Outline

Higher Education. Professor Wall has over 30 years' experience in leading university initiatives in international higher education, including being Professor and Head of the Ashcroft International Business School, Anglia Ruskin University, Cambridge, and is currently Visiting Professor in two major UK universities, namely Leeds Beckett and Birmingham City Universities. He has extensive experience of developing and validating courses in business and management for major universities and partners in the UK and internationally.

Professor Wall has acted as external examiner for the Universities of Cambridge, Surrey, Bournemouth, West of England, Roehampton, West London and Harper Adams amongst others, for undergraduate, postgraduate and PhD programmes.

Professor Wall has developed extensive national and international networks with universities, colleges and governmental bodies, having served on the Committee for National Academic Awards and on various 'expert' panels and national consultative fora, such as strengthening links between 'A' levels and higher education.

Professor Wall was 'head-hunted' by Kaplan to develop all teaching and learning materials in all subject areas for the market entry strategy of Kaplan International Colleges in the UK. He is a recognised expert in on-line course development and associated VLE/e-text supports.

Consultancy and Research

Professor Wall has extensive consultancy experience for major organisations, such as the OECD Directorate for Science, Technology and Industry, British Telecom, Cap Gemini, Pearson Education and Kaplan, amongst others. In addition he has developed major research projects for various UK universities in entrepreneurship and corporate strategy, including projects funded by bodies such as the Economic and Social Research Council (ESRC), the Higher Education Innovation Fund (HEIF), and the Higher Education Academy (HEA).

Educational/Entrepreneurial Experience

Professor Wall is both an academic and an entrepreneur, with over twenty five years of experience of running an educational publishing partnership which has initiated and developed series with sales of over 10 million. He is the author of a wide range of 'Educational Specials' for parents and students involving all aspects of the National Curriculum for major newspapers such as *The Guardian*, *The Times*, *The Independent*, *The Mail on Sunday*, and for various multi-media channels of communication.

Professor David Weir



Professor David Weir is an experienced and highly successful Business School Professor and for 30 years a Dean, with a career record in institutional leadership, teambuilding, professional leadership and program development, in the UK and internationally.

Professor Weir has research and teaching expertise in Intercultural Management, Strategy and Community Leadership, Management in the Arab Middle East, Risk and Crisis Management and Critical Management. He has served on government committees and international bodies and has substantial high-level industry and public service experience at board level and as a strategic consultant, both nationally and internationally and is a Companion of the Chartered Institute of Management and a Fellow of The Leadership Trust.

Career Outline

Business School Leadership. Professor David Weir has had an extraordinarily successful academic career which has included leading four university Business Schools as Director of the Bradford Management School, Head of the Glasgow University Business School, Dean and Director of the Newcastle Business School and Dean of the Scottish Business School. He was also Chair of the Association of Business Schools (UK) and is a Visiting Professor for numerous universities including Lancaster University, one of the most highly rated Management Schools in the UK, and the University of Lincoln. He has also been a Senior Enterprise Fellow at Essex University.

Professor Weir has given keynote speeches at high profile conferences at the American, British, European and Irish Academies of Management, the Academy of International Business and other professional and scholarly conferences. He has held Chairs at a number of Universities including Glasgow, Bradford and Northumbria and CERAM and Rennes in France and has been Chair of both the Social Science and Science and Engineering Research Council committees. He was a founding member and long-time Council Member of the British Academy of Management (BAM).

Professor Weir initiated the very first part-time executive MBA in a University Business School in the UK and has created strong suites of programs for UK Business Schools in the international market.

Research and Publications

Professor Weir is a highly regarded academic, with a distinguished international research and publication record. He is an author of several books including the bestselling “Modern Britain” series and has researched and published extensively on Management in the Arab world. He has undertaken consultancy with many leading companies and organisations in the Middle East and North Africa (MENA) region, and is a regular presenter of research and policy papers at major international and regional economic conferences.

Practitioner and Commercial Networks

Professor Weir has created partnership programmes with leading organisations such as the BBC, Emirates Airlines, Rolls Royce, Allied Domecq, Coca Cola, Singapore Institute of Management Development, the RAI Corporation (India), Singapore Institute of Management, and many other national and international partners.

Dr Lyndon Jones



Dr Lyndon Jones has had a long and distinguished career in the UK Higher Education sector, working in Britain, Western Europe, South East Asia, the USA and Africa. Lyndon has been influential in shaping education policy in the UK and internationally, having served on numerous committees including the Business Education Council, the Council for the Accreditation of Correspondence Colleges, BBC Further Education Advisory Committee, British Accreditation Council (BAC), and the International Federation for Training and Development Organisations, to name but a few. In recognition of Lyndon's outstanding service to international education, he was awarded a Doctor of Business Administration at Anglia Ruskin University in 2010, as well as the Management and HRD Excellence Award from the Asian Regional Training and Development Organisation (ARTDO).

Career Outline

Lyndon studied at Manchester University then, following postgraduate studies, he worked for a period in industry before opting for a route into education. He was for six years Head of Department of Management and Business Studies at Thurrock College, then Principal of the South West London College.

Lyndon established one of the UK's largest professional examining bodies, the Association of Business Executives (ABE) as a not for profit organisation dedicated to the intellectual, social and economic development of individuals and communities through the provision of relevant, high-quality, affordable qualifications. In his ABE capacity, he has travelled extensively across the world to meet with students, colleges and senior government officials.

Internationally Lyndon is a Member of the Court of Governors of the International University of Management in Namibia, Member of Council of ARTDO International, bringing together CEOs, Leaders, Managers, HR Professional and Practitioners from both public and private sector organisations from all over the world, and Honorary Co-Chairman of *Employers with a Heart* Advisory Board (Singapore).

Lyndon has been editor of the monthly publication *Education and Training*, is the author of a number of books and numerous articles, and has extensive experience as a consultant and trainer.

Dr Allison Wylde



Dr Allison Wylde is a leading UK academic and entrepreneur, highly regarded in the respective fields of research, teaching excellence and quality assurance, with practitioner experience of leading successful start-ups, private companies and social enterprises.

Dr Wylde combines practical-hands on management and leadership experience with winning contracts from Volkswagen Commercial Vehicles, Ford Motors, Yamaha Motors UK and KTM Sportmotorcycles Austria. Allison leads a flagship social enterprise and has secured funds sponsorship and gifts-in-kind of more than £2.4m.

Career Outline

Academic profile

Dr Wylde has extensive university experience, having held posts at University College London (UCL), Imperial College, Loughborough University, Leicester University, Roehampton University, Middlesex University, London Metropolitan University and Regent's University London.

Allison has expertise in security and crisis management, business ethics and organisational politics, and serves as an International Commissioner on Standards and Governance. She was awarded the 2012 Lord Imbert prize for her outstanding contribution to security standards and co-chaired the ASIS International / American National Standards Institute (ANSI) Convention on Physical Asset Protection.

Allison is also actively involved in the environmental sciences, and is a Fellow of the Royal Geographical Society and a committee member of the Royal College of Science Association.

Research and Publications

Dr Wylde publishes extensively in leading journals and regularly presents and chairs international conferences. Her research concerns security practitioners' perceptions in sense making and decision-making, specifically in risk and trust, in both face-to-face and cyber domains. She also researches the contribution of standards to productivity, and serves on the British Standards Institute (BSI) technical committees on security and crisis management.



Professor Alan M. Jones

Professor Alan Jones has held three professorships and senior roles with major universities, including Warwick University Business School, where he taught across all the various MBA programmes and directed numerous executive training courses dealing with organisations such as Shell, National Grid plc, the BBC, Severn Water plc and many others. As Deputy Dean of the Faculty of Business and Management at Regent's University London he was part of the senior management team that secured degree awarding powers and university title.

Career Outline

Professor Alan Jones is a committed educationalist, having taught in teacher training colleges and a wide range of universities, with over twenty years' experience in external examining at all levels, including doctorate. He has also served as Chairman of Council of the Association of Business Executives (ABE), which is one of the UK's largest professional examining bodies with 55,000 active students, drawn from all over the world and taking examinations in their home countries. As Chairman, Professor Jones has visited the majority of ABE's accredited colleges throughout the world and has extensive experience of quality assurance practice and policy in higher education.

His own educational consultancy has led him to work internationally across the Gulf States, India, Malaysia, the USA and Europe. He has also worked for the PA Consulting Group before joining the Centre for Corporate Strategy and Change (CCSC) at Warwick University where, as Senior Research Fellow, he undertook field research for a central government funded project investigating training and development in small-medium size enterprises. He subsequently completed a five year study into how adults learn in organizations and has published widely in the area of 'creating learning organizations'. After a short spell at Henley Management College as Director of Company Programmes and teaching on the MBA and doctoral programmes, he returned to Warwick as Director of Business Development in the Centre for Creativity, Strategy and Change.

Alan Jones holds a Bachelor's degree in Education from Leeds University, an MSc in Management from Aston University Business School and a PhD from Warwick University Business School. He is a Fellow of the Royal Society of Arts (FRSA) and of the Chartered Management Institute (FCMI).

Professor Roger Mumby-Croft



Professor Roger Mumby-Croft has significant experience in the UK and internationally in the management of Higher Education Institutions. He is also a globally recognised authority in Entrepreneurship, having held Professorships in Enterprise Development at Warwick University Business School and in International Management Practice for the Lord Ashcroft Business School, Anglia Ruskin University. Roger is also Visiting Fellow of Entrepreneurship for the Indian Institute of Management, Bangalore and for WUYI University, Jiangmen City, China, and EU 'senior expert' in SME management.

Career Outline

Roger was Deputy Dean of Oxford Brookes University Business School and founder of its innovative O'Regan Centre. He moved to Warwick University Business School to set up the Warwick Enterprise Hub to help develop programmes for SMEs before moving to the Lord Ashcroft International Business School, Anglia Ruskin University to become the Inaugural Ashcroft Professor of International Management Practice.

Roger is a Fellow of the Chartered Institute of Marketing, Board member of the European Foundation of Management Development (EFMD) Enterprise Network, and non-executive Director of a number of companies. Roger supports a wide range of organisations, being an Advisory Board member for Oxfordshire Bioscience Network (OBN) Ltd., Advisor to the National Association of College and University Entrepreneurs (NACUE) and Chair of a Theatre Company, amongst many others.

Roger is founder and Managing Director of Oxford Business Education, helping companies and universities adapt to the rapidly changing national and international educational environment.

Roger is also a published researcher in the areas of Business History, Enterprise Education and Marketing with an entrepreneurial interface, and has expertise in cognitive neuro-science and its applications to education.

Dr Penelope Hood



Dr Penelope Hood is a highly qualified educationalist with particular expertise in the development of collaborative international partnerships and quality assurance in the higher education sector. She has developed a wide range of degree programmes and partnerships in Sri Lanka, Malaysia, Singapore, India, China, Borneo, Cambodia, Vietnam, Botswana, Zambia, Malawi and Myanmar, amongst other countries.

Career Outline

Academic profile

Dr Hood is an experienced lecturer in a range of business and management areas, including organisational behaviour, international and cross-cultural management and research methodology for universities such as Birkbeck College, London and Anglia Ruskin, and has served as Visiting Professor in the Postgraduate Institute of Management in Sri Lanka. She has acted as consultant to the United Nations and the British Council, as well as to major awarding bodies such as the Association of Business Executives, the Chartered Management Institute and the National Institute of Education, Sri Lanka.

Other professional roles

Dr Hood was appointed Director of International Partnerships, Association of Business Executives (ABE) and has held an equivalent post as Director of International Partnerships for Anglia Ruskin University. She also has extensive experience as an external examiner in a wide range of UK and international universities, including doctoral examining for the Indian Institute of Technology. She has served as Senior Training Manager for various health authorities and as an Information Officer for the UNHCR.

Brenda Eade

Brenda Eade is one of the most experienced UK academics involved in national and international Quality Assurance. She has worked at senior levels and taught in university Business Schools for over twenty years, and is a Reviewer for Educational Oversight and for Higher Education Review for the Quality Assurance Agency (QAA), having completed over twenty reviews. She has also assisted UK and international institutions in setting up quality assurance systems, developing the curriculum and enhancing the student experience, in both the private and public sector, as well as completing several research projects for the Higher Education Academy (HEA).

Career Outline

Brenda has extensive university teaching experience, with Management Development, Information Systems and Technology, Learning and Skills Development, as key subject areas. Brenda also has extensive external examining experience in the UK and internationally, including for Northumbria, Staffordshire, Leeds Beckett, Huddersfield, Bedfordshire, Bolton, Swansea Metropolitan, and Glyndwr Universities.

Brenda has also acted as External Panel Member for the review and revalidation of overseas partnership for many of these universities, including with CDUT, Chengdu, China, Wuhan University, China, Hong Kong Polytechnic University, Hong Kong Management Association in conjunction with Hong Kong Normal University, Putra International College, Malaysia, Rushmore Business School, Mauritius, amongst others.

Brenda is currently QAA Reviewer for Educational Oversight and Higher Education Review. She has acted as Director of the Higher Education Academy (Business Management, Accounting and Finance Network), as well as Reporting Inspector for the Accreditation Service for International Colleges (ASIC).

Jonathan Knowles



Jonathan Knowles is one of the UK's most experienced practitioners in developing, delivering and assessing business and management programmes in an international context, especially those involving strategy, marketing, decision making and research methods. Jonathan also has wide ranging quality assurance experience as both Chair and member of numerous validation panels for both masters and undergraduate programmes in the UK and overseas.

Career outline

Jonathan has extensive teaching experience in universities in the UK and internationally, including acting as Head of Department, Director of Studies, Programme Leader and Visiting Lecturer for Anglia Ruskin, Hertfordshire, Sunderland Universities in the UK, and FHNW Basel, DHBW Mannheim, University of Valencia, KTPUR Technical University (Poland), Université de Paris, and Groningen University (Netherlands), amongst others.

Jonathan has also worked on Distance Learning and On-line programmes for the Open University and as Visiting Lecturer for Heriot Watt University campuses in Dubai, Malaysia and Jordan. His external examining experience covers a wide range of universities, including De Montfort, Oxford Brookes, Westminster, Northampton and Hertfordshire Universities, for both UK and international programmes.

Anoop Patel



Anoop Patel is an academic who is also highly experienced in developing international collaborative partnerships for major UK universities. These include the University of Bradford's entry into the Executive MBA market in Abu Dhabi and Dubai, as well as partnership activities involving UK universities in South Asia, South East Asia, the Gulf States, Europe and many other locations.

Career Outline

Academic profile

Anoop is an experienced academic, specialising in Human Resource Development but with expertise in teaching and lecturing over a wide range of business management subjects, including Organisational Behaviour, Business Law and Professional Development. He has held academic appointments in the Business Schools of the University of Cardiff, Birmingham City University and Shoaib Emirates Management/Bradford University, amongst others.

Anoop is highly experienced in all aspects of quality assurance, validation and regulatory contexts involving Universities and Higher Education Colleges. For example as Director of Birmingham City MSc Programmes he managed a whole suite of degrees in accordance with university regulations, accreditation requirements for international partners and relevant quality assurance procedures.

Anoop has developed and managed the overseas partnerships for various Business Schools, working closely with the quality assurance/validation sections of various universities' to ensure the effective implementation of progression and articulation agreements. He has provided high level strategic advice to Vice Principals of Universities and Colleges, Directors of International Offices and Faculty Deans as regards partnership development, including all aspects of due diligence and regulatory compliance.

International Office Engagements

Anoop is highly experienced in providing consultancy services to the International Offices of major universities and colleges involving the recruitment, training and development of key in-country representatives and staff. He has developed, designed and implemented student application and management systems for major universities, including Middlesex University, Greenwich University, Birmingham City University, Leeds Beckett University and the University of Central Lancashire amongst others.

Gregory O'Shea



Greg O'Shea is an acknowledged authority on international business, organisational development and international finance, with extensive experience in developing international partnerships and programmes for universities in Finland, UK and India, amongst others. As well as Visiting Professorships in several countries, Greg also has considerable practitioner experience, working on coaching and team development programmes for major organisations in Russia, the Baltic States and many former eastern bloc states. Greg is licensed to use various innovative training strategic tools and techniques, eg the MBTI, the Belbin team inventory, the SDI, Lego Serious Play and Six Hats.

Career Profile

After taking professional qualifications in accounting, Greg studied for a degree in law and subsequently obtained doctorate and MBA qualifications in the areas of international business and strategy.

As well as his academic credentials, Greg is widely recognised as an organisational development expert and his training and coaching projects have focused on innovative global team development, complexity and chaos in organisations and how to practically work innovatively and creatively in global, virtual R & D teams to create lasting cultural and behavioural change. Greg has worked in this field since 1998 especially in the Nordic and Baltic countries and Russia and then in almost all of the EU countries and further afield in India, the Gulf States, Turkey, in the former Eurasian Soviet Republics, Japan and the USA. His other consultancy engagements include working with Scandinavia's top ten companies on global leadership, innovation and strategy.

Ian Fleming



Ian has considerable experience in supporting higher education institutions and training providers in the UK and internationally to help them meet quality assurance and enhancement targets. Ian ended his full time career as Higher Education Manager for the largest UK awarding body (Edexcel/Pearson) and has since served as a Quality Assurance Agency (QAA) Review Coordinator for two different QAA review processes. He assisted QAA in the initial design of their review process for independent colleges in the UK and, since leaving the QAA Coordinator role, has supported a large number of institutions in preparing for QAA review, as well as offering support in management, quality assurance and policy development.

Ian is currently a Lead Inspector for the British Accreditation Council (BAC) and has undertaken a large number of college and university inspections in the UK and overseas. He has established and currently chairs Boards of Governance of two UK colleges and one Irish college, and has produced briefings and run seminars on developing college governance.

Ian is highly experienced in supporting institutions seeking awarding body approval or validation, as well as those either preparing for or dealing with the outcomes of QAA reviews. He provides advice and practical support in setting up and enhancing quality systems, developing practical policies and procedures, reviewing and revising college documentation, team building and interpersonal skills training and development and establishing governance structures.

Ewart Munday



Ewart uses his wide ranging and high level practitioner experience in international management to initiate and develop major corporate training programmes. Ewart is President of Cambridge International Education Centre (CIEC) and Director of Learning Solutions at Wyboston Lakes Training Academy. In this capacity he brings together an elite team of corporate training providers with an emphasis on improving performance outcomes in public and private sector organisations using innovative approaches. Project engagements include organisations such as Bluehat Group, Business Smart International, Excel Communications, i-negotiate, ITS, netStratagems, and Elephants Don't Forget. Ewart studied at St Catharine's College, Cambridge University, UK and is a Fellow of the National Institute of Agricultural Botany, member of Ashridge Management College and lead advisory partner to The Critical Eye network.

Frances Amrani



Frances has extensive experience in developing and delivering English language courses and materials for teachers, students and publishers in the UK and internationally, especially in the Middle East and North Africa. She is multi-lingual, including Arabic, and has held the senior positions of Commissioning Editor and Senior Development Editor for Cambridge University Press and has led professional development for teachers in ICT and TESOL for the Institute of Education at Manchester University and for teacher trainers with the British Council. Frances has worked as a language trainer, developing and delivering courses in CELTA, KET, PET, FCE, IELTS, TOEFL and a wide range of language assessment vehicles in the UK and USA. Frances has worked with major publishers such as Cambridge, Oxford, Hachette and Harper Collins amongst others and has co-authored a major text on Materials Development in Language Training for Cambridge University Press.

Career Outline

After completing her undergraduate degree in Middle Eastern Studies and her Masters of Education at Manchester University, Frances worked at the American Consulate in Oran, Algeria. She obtained TESOL qualifications from Michigan State University, USA and the Institute of Education, London.

Frances has worked as Commissioning Editor, English Language Training for Cambridge University Press, developing multilevel, multi-component courses including books, digital, online, audio and video materials for major CUP projects and publications.

Frances has acted as a trainer for the British Council and for the Algerian Ministry of Education, as well as delivering major English courses for women's universities (KAU and PNU) in Saudi Arabia. She also has extensive consultancy experience in UAE, Turkey, Morocco and Europe and has worked with Oxford University Press, Harper Collins and Cengage, as well as CUP.

Mahmoud Al-Kilani



Mahmoud has a doctorate in Accounting and Finance, has co-authored a major text in Accounting and Finance for Pearson and has extensive experience in validating and accrediting degrees for major universities in the UK and international locations. He has developed and delivered undergraduate and postgraduate programmes in universities in the UK and overseas, including delivering lectures in India, Germany and Switzerland. Mahmoud has also been involved in developing innovative degrees in Business and Management for the Higher Education Funding Council of England and Wales (HEFCE) and has acted as advisor and external examiner to universities in the UK and overseas. As well as publishing in major academic journals, Mahmoud has high level practitioner experience within multinational manufacturing companies, such as British Foam Group, Romania and Aramoon Trading Establishment, Jordan.

Dr Sandhya Sastry



Dr Sandhya Sastry has extensive experience in developing and managing institutional collaborative partnerships with international Higher Education partner institutions in Singapore, Malaysia, Oman, India, Nepal, Bangladesh, Switzerland, Germany, Poland, Netherlands and Hungary, amongst others. She has successfully led many international validation events for overseas partners.

Career Outline

Dr Sastry has studied in the UK, US and India, with a doctorate from Anglia Ruskin University, an MBA from Leicester University, an MA from the University of Minnesota, USA and a BA from Bangalore University, India. Sandhya is Adjunct Professor at Acharya Institute of Management Sciences (AIMS) in Bangalore. Dr Sastry is an experienced lecturer and researcher in intercultural management, international business, comparative human resource management, and other business and management areas. Sandhya is also a practitioner with extensive international managerial experience, for example serving as Senior Resources Manager for Marie Stopes International, working in-country for South Africa, Malawi, Zimbabwe, Sri Lanka, Vietnam and many other countries.

Sandhya has led major MBA programmes for UK and international universities, is external examiner for both UK and for international universities such as Hanze University, Groningen, Netherlands, and FHNW, Basle, Switzerland, and has acted as the external member of validating panels for UK, EU and other international universities.

Marion Cobby



Marion is Director of Business and Operations for CIEC and has extensive experience in similar roles in UK University and Higher Education settings. In her former position as Business and Operations Manager in the Ashcroft International Business School of Anglia Ruskin University, Marion held responsibility for planning and overseeing all logistical and resource-based deployments for the International Development Team. Marion has worked closely in developing and resourcing successful curriculum-based initiatives with a wide range of international partner institutions and external agencies.



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