



INTERNATIONAL CONFERENCE 2013

EFFECTIVE LANGUAGE SCHOOL MANAGEMENT

18th-20th April 2013

Ballsbridge Hotel, Dublin

Welcome from the Chair of EAQUALS



Dear Colleagues,

I am very pleased to welcome you to the 2013 EAQUALS International Conference in the warm, hospitable city of Dublin. The theme of this year's Conference, 'Effective Language School Management' could not be more important in the challenging business context in which we operate. Effective Management takes many forms but includes: visible, inspiring leadership; a clear vision and strategy; appropriate market positioning and product development; good communication; corporate social responsibility; techniques for running 'a tight ship'; a coherent, consistent approach to client and staff feedback and, above all, quality management.

We are honoured that the Irish Minister for Education and Skills, Ruairi Quinn, will be opening the conference. We are very grateful to our speakers from within and outside EAQUALS who are leading workshops and giving presentations on these themes, which we are sure you will find relevant to your needs. There will also be plenty of opportunities to share expertise with fellow managers. We are very grateful to our Irish accredited members and to ACELS (National Qualifications Authority of Ireland) for their help in organising and sponsoring the event. We would like to thank our sponsors PPI, Oxford University Press, Macmillan English Campus, the British Council, Easymate Software and Dr Walter Insurance for their extremely generous support.

I hope you find the conference and the city of Dublin memorable and profitable and look forward to meeting you personally during the event.

Ludka Kotarska
Chair of EAQUALS

If you are interested in learning more about EAQUALS, its Accreditation Scheme, its benefits for members, and about EAQUALS projects, meet me at the 'Meet EAQUALS' session at **12.30 on Saturday** in Redwood 3.

A Welcome from our Dublin members

Dublin, April 2013

Céad Míle Fáilte.

On behalf of the Irish Member Schools and Associate Member we welcome you to this EAQUALS international conference in Dublin. The programme promises a particularly relevant and thought-provoking few days but as well as an informative and exciting event from a language practitioner's viewpoint we hope that you will find some time to savour our capital city. Mentioned as far back as the first century A.D. by Ptolemy, there has been a settlement at the mouth of the river Liffey for over 2000 years. Dublin became one of the major cities of the British Empire in the 19th century and now in the 21st century has acquired a worldwide reputation for economic boom, economic bust and - right now - for its robust fight back to economic and cultural well-being. Dublin is home to many of today's household name multinational companies - Google, IBM, PayPal, Facebook, Ebay, Bayer and Pfizer have all located part of their operations in Dublin and have attracted many of the "new" Irish who have come to enrich our society and contribute to the diversity of our population, culture, languages and accents.

Ireland is famous for its literature, drama, music, language and dance. Few cities can match the four Nobel Prizes for Literature awarded to writers associated with Dublin and the 2010 designation as a UNESCO City of Literature acknowledges its continuing international acclaim in fiction, drama and poetry. Traditional Irish music and dance are integral to the entertainment scene in today's Dublin. Take a stroll down any of our major streets and you will very soon hear the beat of the bodhrán, the strains of the accordion or the tin whistle and a range of lilting songs and melodies.

We hope you will have the opportunity to call into a pub offering such musical delights where you will soon be joining in a great sing-song in a warm and welcoming environment. We will be offering such opportunities on the Saturday evening for those who wish to follow Friday's Gala dinner at Jameson's with a more informal, in depth, study of what Dublin has to offer. Above all we wish you a very successful conference and an enjoyable time in Dublin.

Marie Shortt and Mary Grennan, for the Irish organising committee



**THURSDAY, 18th APRIL
PRE-CONFERENCE DAY**

8.30 Registration open

	Redwood Suite 2	Redwood Suite 4	Redwood Suite 1	Cedar Suite	Redwood Suite 3
9.30-11.00	<i>Certification Panel (Closed group)</i>	<i>Development Group (Closed group)</i>		<i>Accreditation Panel (Closed group)</i>	<i>Event Committee (Closed group)</i>
11.00-11.30	Coffee				
11.30-13.00				<i>Continuous Professional Development for Inspectors (Closed group)</i>	<i>Board meeting (Closed group)</i>
13.00-14.00	Lunch (Hotel Restaurant)				
14.25-15.45	The Market Place chaired by Justin Quinn	The Market Place chaired by Stephen Shortt	<i>E-learning Accreditation Scheme (From 14.00) (Closed Group)</i>	<i>Continuous Professional Development for Inspectors (Continued from 14.00)</i>	<i>Board meeting (Continued from 14.00) (Closed group)</i>
14.25-14.40	Galway Cultural Institute	British Council			
14.45-15.00	Centre of English Studies	English in Action			
15.05-15.20	ELC Group	Lacunza - IH			
15.25-15.40	IH London	Zayed University			
15.45-16.15	Coffee				
16.15-18.00	The Market Place	The Market Place	<i>E-learning Accreditation Scheme (Continued)</i>	EAQUALS CEFR Certification: What inspectors need to know	17.00 - 18.00 EAQUALS: What it has to offer to language schools in Ireland
16.20-16.35	Alpha College	Liden & Denz		Mila Angelova, Ela Jarosz	(By invitation)
16.40-16.55	NILE	IH Dublin		Followed by	<i>Ludka Kotarska & Sarah Aitken</i>
17.00-17.15	IH Barcelona	British Council		Inspectors' Forum	
17.20-17.35	IH World	Malaca Instituto		Susanna Dammann	
17.40-17.55	Eurocentres	CLIC IH Seville & Cadiz			
19.00	RECEPTION AT INTERNATIONAL HOUSE, DUBLIN (Pick up at 18.45 from Ballsbridge Hotel to International House, 60-63 Dawson Street, Dublin 2)				
20.30	INFORMAL DINNER: La Stampa, 36 Dawson Street (Pre-booking required: a short walk from IH Dublin Reception)				

FRIDAY, 19th APRIL - MORNING			
8.30 Registration open			
	Ballroom	Redwood Suite 3	Redwood Suite 1
9.30-9.45	Discussion Forum: the EAQUALS Strategy Briefing Sarah Aitken		<i>Inspection Scheme Version 7 (Closed group) Susanna Dammann</i>
9.45-10.30	Discussion Forum Group discussions	CEFR Assessment Tasks Piloting Experience Brian North	
10.30-11.15	Coffee		
11.00-11.30	Reports from Discussion Groups Ballroom		
11.30-13.00	EAQUALS <i>Annual General Meeting: Members only</i> Ballroom		
FRIDAY, 19th APRIL - AFTERNOON			
13.00-14.15	Lunch (Hotel Restaurant) and Exhibition		
14.15-14.45	FORMAL OPENING Ruairi Quinn Minister for Education and Skills Chaired by Ludka Kotarska Ballroom		

FRIDAY, 19th APRIL - AFTERNOON

14.45-15.30	OPENING PLENARY Managing effective teacher development: the role of the European Profiling Grid (EPG) Richard Rossner, Brian North & Galya Mateva Chaired by Sarah Aitken Ballroom				
15.30-16.00	Coffee				
16.00-17.30	Cedar Suite	Redwood Suite 4	Redwood Suite 2	Elm Suite	Oak Suite
	Workshop 1 Internal assessment: an instrument for quality management in language institutions Galya Mateva, Optima & Laura Muresan, QUEST	Workshop 2 Communication is the key Anita Towers, Zentrum Bildung, Baden	Workshop 3 Using Cambridge English Teacher for Continuing Professional Development Fiona Barker, Cambridge ESOL	Presentation 1 If you can't beat them, you don't have to join them: A qualitative study on employee perceptions of Organisational Fit. Helen Gumbold, British Council, Morocco	Presentation 3 Implementing Digital Solutions Alex MacKenzie, CES Dublin
				Presentation 2 Serious Fun - designing a challenging summer course programme for juniors Maurette Kirwan, International House, Dublin	Presentation 4 Digital Realia - Online Communities of Participation and Collaboration in the classroom and beyond Liliane Sakamoto, Alpha College Dublin
19.00	GALA DINNER JAMESON's (Pre-booking required) (Pick up at 18.30 from Ballsbridge Hotel; shuttle back to the hotel: 22.30; 23.00; 23.30)				

SATURDAY, 20th APRIL

8.30 Registration open

9.00-09.40

PLENARY

What makes a successful business?

Matthew Bullock, Chair IH Trust

Chaired by Brian North

Ballroom

9.45- 11.15

Cedar Suite

Redwood Suite 4

Redwood Suite 2

Elm Suite

Oak Suite

Workshop 4
Introducing a Self-Assessment Scheme for Quality Management
Jo Watson and Peter Loftus

Workshop 5
Effective risk management
Ian Powney, IH
London, EAQUALS
Treasurer

Workshop 6
Business and academic quality assessment options for English Language Teaching Centres
Jon Gore, British Council

Presentation 5
Managing to motivate: what makes language education professionals work better?
Dave Allan, NILE

Presentation 7
Customer service and the manager in a language school
Chris Newcombe, British Council, Singapore

Presentation 6
Managing Teacher Pathways
Ian Brangan & Mick Leonard,
Alpha College Dublin

Presentation 8
From 'Above The Line' to 'Below The Line' - the bumpy road to success
Helen Mehta, British Council, South India

11.15-11.45

Coffee

SATURDAY, 20th APRIL (CONTINUED)

11.45-12.25	<p align="center">Competing to be unique Chris Moore, Specialist Language Courses Chaired by Ian Powney Elm Suite</p>			<p align="center">The role of CLIL and plurilingualism in teaching languages Aine Furlong, Waterford Institute of Technology Chaired by Marie Shortt Ballroom</p>		
12.30-13.15	<p align="center">Redwood Suite 2 Presentation 9 Successful E-direction to blended learning Joanna Trzmielewska Macmillan English Campus</p>	<p align="center">Elm Suite Presentation 10 Quality aspects in travel insurance - chances and risks for students and language schools René Gillet Doctor Walter Insurance</p>	<p align="center">Oak Suite Presentation 11 Does practice make perfect? Naomi Moir Oxford University Press</p>	<p align="center">Cedar Suite Presentation 12 The top 5 ways Digital will transform your marketing Iain Scott PPI</p>	<p align="center">Redwood Suite 4 Presentation 13 Easymate Language School Management System Diana Urban Easymate Software</p>	<p align="center">Redwood Suite 3 MEET EAQUALS (Non members) Find out about EAQUALS & its Inspection Scheme Sarah Aitken Susanna Dammann</p>
13.15-14.30	<p align="center">Lunch (Hotel Restaurant) and Exhibition</p>					
14.30-15.15	<p align="center">The Role of Corporate Social Responsibility in today's world Justin Quinn, CES Dublin Chaired by Susanna Dammann Elm Suite</p>			<p align="center">Digital marketing & digital learning: new ways to recruit and delight your students Michael Carrier, Cambridge English Language Assessment Chaired by Brian North Ballroom</p>		
15.15-15.45	<p align="center">Coffee and Exhibition</p>					

SATURDAY, 20th APRIL (CONTINUED)

15.45-16.15	<p align="center">International House and EAQUALS - a valued partnership Lucy Horsefield Chaired by Ludka Kotarska Ballroom</p>
16.15-17.00	<p align="center">CLOSING PLENARY The Business of Language - what can you do to boost your commercial metrics? Susan Hayes Chaired by Mary Grennan Ballroom</p>
17.00-17.15	<p align="center">CONFERENCE CLOSURE Ludka Kotarska</p>
17.15-18.15	<p align="center"><i>Board and Executive Committee Meeting</i> Chaired by Ludka Kotarska Redwood Suite 1</p>
17.30	<p align="center">Wandering Rocks Pub Crawl</p> <p align="center">Please <u>sign up at Registration</u>. Participants will be divided into small groups (to fit in pubs!) Meet Declan and the Wandering Rocks guides in the foyer.</p> <p align="center">Follow in the footsteps of Leopold Bloom, Stephen Dedalus, the One Legged Sailor, Blazes Boylan, Corny Kelleher, Almidano Artifoni, Buck Milligan and other citizens of Joyce's Dublin and go on the Wandering Rocks Pub Crawl, visiting the traditional Dublin pubs mentioned in Ulysses and getting lost on the way!</p> <p align="center">The pub crawl will terminate in the oldest pub in Ireland, the Brazen Head, where, according to one of the characters in Ulysses, M'Conachie: "...you got a decent enough do in the Brazen Head over in Winetavern Street..."</p> <p align="center">Find out a) what he means and b) if it's true!</p>

New to EAQUALS??

Is this your first time at an EAQUALS conference? If so, we are very pleased to see you. Don't be shy to introduce yourself and to ask people what is going on. There are indeed people with "Ask Me!" badges for that purpose. In addition, on Page 24 you have photos of the EAQUALS Board and Officers, which will help you to recognise people with whom you may have been in contact.

Take the opportunity to network and socialise and don't hesitate to approach any of the Board or Officers for information.

In addition there are three events at the conference for different kinds of newcomers who can sign up for one of these with our registration staff on arrival.

- **New members:**

- New accredited and associate members**

- If you represent a newly accredited member, an institution that has recently had an Advisory Visit or an organisation being considered for Associate Membership at this conference, then please come and have lunch with some of the Executive Committee:

- Friday, 13.00, specially reserved tables in the hotel Restaurant**

- **Non-members:**

- Participants who would like to find out more about EAQUALS**

- If you are attending for the first time and you would like to learn more about EAQUALS, its accreditation scheme and how you become an accredited or associate member, then you will find some brief information on Pages 22-3. Please also come to the "Meet EAQUALS" session and meet the Executive Director (Sarah Aitken) and the Director of Accreditation (Susanna Dammann):

- Saturday, 12.30, Redwood Suite 3**

- **Irish language schools:**

- Both non-members and members**

- The closed session ***EAQUALS: What it has to offer to language schools in Ireland*** is for schools that have been invited to the conference in order to find out about EAQUALS, discuss the benefits of EAQUALS membership with our Irish members and meet the Chair (Ludka Kotarska) and Executive Director (Sarah Aitken):

- Thursday, 17.00, Redwood Suite 3**

ABSTRACTS
THE MARKET PLACE
Open to all conference participants

THURSDAY 18th APRIL	
14.25 - 18.00	
This is a NEW initiative in 2013. Andy Warhol said in 1968 that "In the future, everyone will be world-famous for 15 minutes." EAQUALS members will present their current products in 15-minute slots.	
Redwood Suite 2	Redwood Suite 4
14.25 - 14.40 Galway Cultural Institute (Ireland) - Celestine Rowland Beyond language and onto 3rd level. Combine English language with accredited business modules or choose to do one to four yearlong programmes in business & management at Galway Business School.	14.25 - 14.40 British Council - Michael Little Teachers learning and performance management system - resources, materials and system.
14.45 - 15.00 Centre of English Studies (Ireland and UK) - Justin Quinn Learn English in Ireland and in England. Adult and junior programmes, homestay and residential. Teacher training. ESP Programmes. English plus business / Conversation / Banking / Law / Finance / Medicine / Aviation & much more.	14.45 - 15.00 English in Action (UK) - Mike Turner Intensive English Project Weeks in students' own schools. A distinctive product that can be used to build relationships with state and private sector schools in countries across Europe.
15.05 - 15.20 ELC Group (UK) - Angela Signorastrri The ELC Group brings together four high-quality schools in four of the UK's most iconic locations. We offer not only the internationally recognised CELTA and DELTA but also Cambridge TKT preparation and Teacher Immersion courses designed for non-native English teachers (and student teachers) working in a country where English is not the first language.	15.05 - 15.20 Lacunza - International House (Spain) - Emma Heyderman Extensive language programmes and their organisation, incorporating the EAQUALS Certificate of Achievement, assessing speaking and writing.
15.25 - 15.40 International House London (UK) - Steve Brent IH London offers a range of face-to-face, blended and wholly online programmes in teacher training, e-moderating and educational management. Also intensive courses with native speakers for younger learners, business and general English.	15.25 - 15.40 Zayed University (United Arab Emirates) - Ken Collins The ESSC (Extremely Short Story Competition) offers students the opportunity to practise writing online by writing a short story in English on any topic in exactly 50 words.
Coffee	Coffee
16.20 - 16.35 Alpha College of English (Ireland) - Stephen Shortt General and Business English; Specialised Courses for Adults and Young Learners; Executive and Internship programmes along with Teacher Training Programmes including Literature, CLIL and Technology in the Classroom. EAQUALS Certificate of Achievement in the intensive environment.	16.20 - 16.35 Liden & Denz (Russia) - Walter Denz Intensive Russian language courses in St Petersburg, Moscow and live around the world using Adobe Connect to deliver online lessons.
16.40 - 16.55 Norwich Institute for Language Education (NILE) (UK) - Dave Allan Training and professional development in language education, delivered in the UK, in-country and online: initial training with Cambridge CELTA; further professional development with specialist courses; the Cambridge modular Delta and the UK's biggest MA programme designed specifically for working language teachers; trainers and other language education professionals; the MA in Professional Development for Language Education (modular).	16.40 - 16.55 International House Dublin (Ireland) - Mary Grennan General English courses for adults, summer courses for juniors in Dublin and Cork and high school programmes. IH Dublin also offers teacher training courses.

THE MARKET PLACE
Open to all conference participants
(Continued)

THURSDAY 18th APRIL

Redwood Suite 2	Redwood Suite 4
<p>17.00 - 17.15 International House Barcelona (Spain) - Jonathan Dykes We offer a wide range of Web-based English and Spanish courses; these can be used to supplement classroom study, as part of a blended learning programme, or as a 100% online course. Our bestselling course series is now available on both Android tablets and iPads.</p>	<p>17.00 - 17.15 British Council - Jon Gore and Helen Mehta The British Council will present on the latest developments for English language learners and teachers, including an up-to-date review of digital and self-development resources and Apps.</p>
<p>17.20 - 17.35 International House World Organisation - Elizabeth Arbuthnott International House is an affiliated network of 154 language schools in 50 different countries. We offer a flexible range of teacher training and development courses both online and face to face. We also offer diverse and varied Study Abroad options for adults and juniors in various locations and languages.</p>	<p>17.20 - 17.35 Malaca Instituto (Spain) - Bob Burger Studying Spanish in Malaga: what defines Malaca Instituto and its services compared to the innumerable offers available through the internet.</p>
<p>17.40 - 17.55 Eurocentres - Tim Goodier Intensive tuition in 8 languages worldwide with an expanding network for English, pathways to university study in the UK, USA and Canada, expert bespoke teacher training short courses for in-service teachers.</p>	<p>17.40 - 17.55 CLIC International House Seville & Cadiz (Spain) - Frederic Parilla Spanish as a second language. Teacher training (Tefl). Study abroad. Foreign languages.</p>

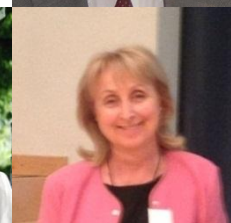
ABSTRACTS

PRIME SESSIONS

FRIDAY 19th APRIL

14.45 Managing effective teacher development: the role of the EPG
Richard Rossner, Brian North & Galya Mateva **Ballroom**

Essential to the effective management of language schools is the continuous professional development of all staff and managers and in particular of teachers, given their key role in the success of the school. When it is finalised the European Profiling Grid (EPG), which was originally conceived by EAQUALS and which is now the subject of an EU co-funded project spanning ten countries and seven languages, is expected to play an important role in making it easier for teachers to assess their own language teaching competences in a comprehensive manner, and for managers to work with their teachers on planning and reviewing professional development at an individual level. It can be used to enhance the management of the teaching team and to bring a more methodical approach to individual and joint professional development in all the various forms it can take.



SATURDAY 20th APRIL

09.00 What makes a successful business? Matthew Bullock Ballroom

The talk will cover the following topics as seen from the eyes of the entrepreneur:

- Sector choice: growth and competition
- The basics: Operations, Quality and Information
- The basics: Distribution structures
- The basics: Operational finances
- The Team
- Innovation and strategy
- Proposition and personality
- The customer experience
- Trajectories and time frames
- Ownership impacts



We will start by asking the audience to name a number of public companies which they think of as successful businesses and why.

11.45 Competing to be unique Chris Moore Elm Suite

The key to competitive success lies in an organization's ability to create unique value. If rivals all pursue the 'one best way' to compete, they will find themselves on a collision course. Customers will be left with nothing but price as the basis for their choices.

The focus, therefore, has to be on creating a unique value proposition offering superior value for the chosen customers, not on imitating and matching rivals. Here, because customers have real choices, price is only one competitive variable.

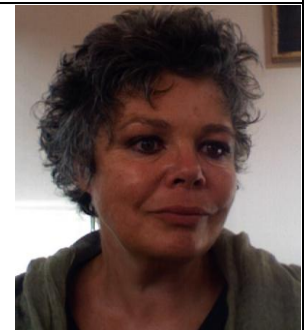
In this way, a strategy is a coherent set of analyses, concepts, arguments, processes and actions designed to meet the challenge of being unique.

This session will look at practical examples from within the industry and without, and ask attendees to reflect on the strategies their organizations are following.



11.45 The role of CLIL and plurilingualism in teaching languages Aine Furlong Ballroom

The European landscape of language teaching and learning is currently characterised by the development of two parallel and major movements: Plurilingualism/culturalism and Content and Language Integrated Learning (CLIL). In the context of language teaching and learning in Europe, both of these developments have been described as the challenges of the 21st century. What is the rationale for these developments? Can we develop an integrated teaching and learning approach to reflect these developments? How can these developments be implemented in context-dependent learning environments? This paper proposes to address these questions and presents examples of and suggestions for a plurilingual/cultural approach to CLIL in a variety of linguistic contexts and education levels.



14.30 The role of Corporate Social Responsibility in today's world Justin Quinn Elm Suite

The presentation will outline the history of CSR, explaining the way in which it has developed over the last 50 years, and its role in the modern world.

It will then focus on what has CES done over the last 24 months with its CSR project.

Finally a guide will be offered for developing your own CSR programme.



14.30 Digital marketing & digital learning: new ways to recruit and delight your students **Michael Carrier** **Ballroom**

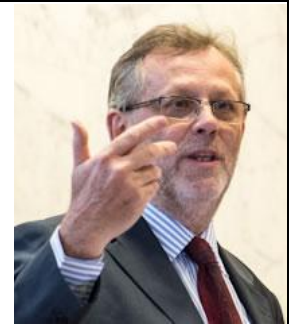
We live in a digital age which becomes more complex by the day - Twitter, Bebo, Facebook, SEO, augmented reality, LMSes, tablets & apps are all part of our customers' expectations of how a modern language school engages with and serves its customers.

Agents expect high quality websites, RSS feeds, social media streams, Facebook updates to promote your school to the world, digital training and promotional resources.

Students expect high quality digital technology in the school, social media approaches to building communities before and after the school experience, and access to the most attractive and high-tech learning resources.

Parents of younger students expect digital systems to allow them to keep in touch with and follow their children's learning, with status and homework reports, Skype opportunities etc.

This talk brings together some of the latest trends in digital marketing and digital learning to outline how you can delight your customers - and recruit more of them.



15.45 International House and EAQUALS - a valued partnership **Lucy Horsefield** **Ballroom**

This is a landmark year for all of us at International House - we are celebrating our 60th anniversary! As with all important birthdays, this will provide us with a valuable opportunity to revisit and celebrate our achievements; reflect on what has past and look ahead towards what we have planned for the future. Enduring partnerships with other like-minded bodies are essential for any organisation to attain the very best and in this session I will explore the valuable relationship International House has always had with EAQUALS. Several IH schools are founder members of EAQUALS and our collaboration has been reinforced as other IH schools have joined EAQUALS over the years. In fact, our quality management system is so complimentary that in 2008 we launched a joint inspection scheme.

We are now working closely to build on our relationship and to work on innovative projects together that will benefit both organisations.

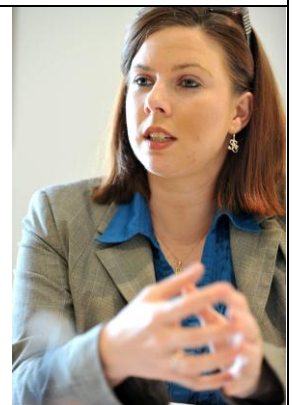


16.15 The Business of Language - what can you do to boost your commercial metrics? **Susan Hayes** **Ballroom**

In every language school, the students, staff, tuition, facilities and reputation are at the core. However behind these crucial elements, there is a requirement for a strong, sustainable, viable business model. The "commercial metrics" can be improved greatly by simply identifying what's important, executing some simple strategies and utilising some freely available (financial and other) resources.

In this session, business owner and trainer Susan Hayes will detail some immediately implementable ideas which could be of immense help when considering the enterprise of the language school itself. Without the need for a business degree or swathes of experience, these straightforward pointers can be put in place right away spanning the areas of strategy, marketing, finance, sales and productivity.

The carrying out of these actionable steps will serve you, your school community and your stakeholders in good stead as well as ensuring that your language school can excel both on and off the balance sheet.



ABSTRACTS

CONCURRENT WORKSHOPS & PRESENTATIONS

FRIDAY 16.00 - 17.30

Workshop 1

Cedar Suite

Internal assessment: an instrument for quality management in language institutions Galya Mateva & Laura Muresan

The workshop will introduce a new Quality Improvement (QI) Scheme emerging as a result of a Grundtvig project coordinated by Optima, Bulgaria, with project partners QUEST Romania, QLS Greece, University of Zaragoza and CALF Croatia. It draws on the experience of EAQUALS and of national associations, EAQUALS associate members. Its main objective is to establish an internal assessment procedure for the quality management of services provided by language centres as well as language programmes in schools and university departments. Additionally, it aims to provide a framework for language institutions or departments to prepare for an external inspection and (re)accreditation.

The new Scheme encompasses the fundamental areas of Management, Teaching and Learning. The workshop will discuss aspects of effective management which allegedly depends on the integration of individual self-assessment, peer assessment and manager assessment based on a set of criteria in the above areas. The QI Scheme is currently being piloted by all the project partners both in their own educational context and beyond.



Workshop 2

Redwood 4

Communication is the key Anita Towers

We're in the business of promoting communication, improving interactive skills and encouraging and supporting participation; so why is it then, that many schools fall short when it comes to their management infrastructure, and that this is so often attributed to bad communication - a little ironic really.

This workshop will take a look at the basic management structures that should be in place in a language school and invite you to reflect on your own personal experiences, present and past, positive and not so positive. We'll focus on key areas under the umbrella of school management (staff management, student administration, teaching and learning programmes, quality assurance, premises and environment) and explore how to implement or strengthen these through improved communication at every level. It's a lot for one session, but with good communication, we'll get through it all.



Workshop 3

Redwood 2

Using Cambridge English Teacher for Continuing Professional Development Fiona Barker

An effective language school stems from effective people, policies and practices. This workshop will explore how online communities such as Cambridge English Teacher can help teaching staff to develop their skills and knowledge as part of their continuing professional development. Being part of a wider community of practice enables teachers to interact with and learn from a global network of practitioners in a supportive setting. This workshop will present the rationale behind setting up Cambridge English Teacher and we will then look together at the range of resources on offer, both available for free and on subscription, which aim to help members to network and improve their own teaching practices.

Delegates will be encouraged to consider which resources would be of most benefit to themselves or their colleagues, what can be done to involve more teachers in similar online communities and how to improve what is currently on offer



Presentation 1

Elm Suite

If you can't beat them, you don't have to join them: a qualitative study on employee perceptions of Organisational Fit

Helen Gumbold

The presentation will present research conducted in 2008 into how employees perceive their relationship with the organisation they work for. This relationship is referred to as person-organisation or P-O fit. P-O fit perceptions are important and relevant to organisations since they have an impact on recruitment and selection as well as performance.

In-depth, semi-structured interviews were conducted with employees of an international cultural relations organisation. At the end of each interview, participants were invited to draw a mind map representing their fit with the organisation. Key findings of the research suggest that P-O fit perceptions are closely linked to an individual's psychological contract with an organisation which, if breached, results in negative perceptions of fit. This contract is founded on core needs related to Existence, Relatedness and Growth (ERG). These needs vary in importance at different points in the professional life cycle. Recommendations will be made in relation to the conference focus on ELT management.



Presentation 2

Elm Suite

Serious Fun - designing a challenging summer course programme for juniors

Maurette Kirwan

Feedback from agents and students has led us to the conclusion that we were not fully meeting our junior learners' needs in terms of the course programme we were offering. We therefore decided to design a new course programme which would be more challenging, interesting, motivating and above all, one that would fulfil our learners' expectations.

This workshop looks at our rationale behind the new course programme and decisions we made when designing it.



Presentation 3

Oak Suite

Implementing Digital Solutions

Alex MacKenzie

The speaker will share the experience of Centre of English Studies in their establishment of an e-learning platform in a multi-school environment. The presentation will cover:

- Why CES decided to invest in e-learning.
- The stages in designing the platform: customisation and end-user needs.
- Implementation - finding the right people. Coming up with a staged plan. Getting a core of teachers involved. Rolling it out to working groups. Action research. Gathering feedback and using that to design future stages. Hardware & technical issues.
- Learner/teacher reaction.
- Future planning

Participants will engage in a critical discussion on e-learning, particularly how this technology can connect to social media, how it can generate data and how it can be used as an effective marketing tool. Discussion and questions will be solicited throughout the presentation. The speaker will chair a discussion and will endeavour to facilitate as much as possible.



Presentation 4

Oak Suite

Digital Realia - Online Communities of Participation and Collaboration in the classroom and beyond

Liliane Sakamoto

Online communities of participation and collaboration such as YouTube, Facebook and Google Drive have become intrinsic to the way we interact with others and entertain ourselves. If we fail to provide our learners with the opportunity to develop their language skills in a manner which emulates their life outside our schools, we fail to provide them with an authentic learning experience. This presentation will look at ways of utilizing "digital realia" to enhance our learners' development and transforming a class into an online community which will continue to collaborate and communicate amongst themselves and with our schools beyond their stay.



SATURDAY 09.45 - 11.15

Workshop 4

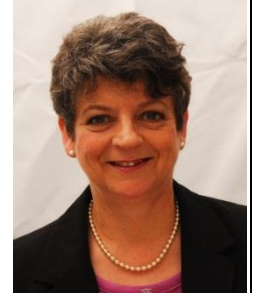
Cedar Suite

Introducing a Self-Assessment Scheme for Quality Management

Jo Watson & Peter Loftus

In this workshop we will discuss the stages that a school goes through in order to design and implement a self-assessment scheme, using the Case Study of CES. The aim is to present the stages a sample school would go through and to see how these stages might be tailored and implemented by other schools. In short these stages are:

1. Assign overall Project Manager, 'mini-project manager' and working groups in each department
2. Meet with stakeholders to explain SA/rationale/introduce handbook/outline expectations
3. Project managers - identify 'key' areas/processes and strategies
4. Each department adapts the SA handbook to suit the situation/context
5. How to get other members of departments involved/encourage interdepartmental collaboration
6. Fit the whole process into a QA scheme so it is not 'just for inspection'
7. Ensure that gaps and areas for improvement are identified and an action plan produced



Workshop 5

Redwood 4

Effective risk management Ian Powney

Managing risk is an important issue for any enterprise including language schools. This session considers how to:

- identify and manage existing and new risks in a planned and coordinated manner with the minimum of disruption and cost.
- develop a 'risk aware' culture that encourages all staff to identify risks and associated opportunities and to respond to them with cost effective actions: proportionate to the risk impact and probability.
- be perceived by stakeholders (including your bank) as a well-managed organisation through adopting best risk management and legal compliance practice.
- construct a risk register, quantifying the likelihood and impact of each risk.
- prepare to continue your business in the event of a disaster.



Workshop 6

Redwood 2

Business and academic quality assessment options for English Language Teaching Centres Jon Gore

The workshop will focus on an exploration into systems, methods and approaches used in assessing overall quality of the work achieved in British Council Teaching Centres, including the implications in terms of planning and support for future development. The workshop will also look at ways in which some of these approaches have been taken up by other organisations, identifying what they have found most useful and appropriate. Specific areas of enquiry include evaluation of performance measures, environmental factors, communication, customer and client relations and service, and a wider view of teaching and learning. In the light of this exploration discussion will include the strengths, weaknesses and opportunities of such approaches set in a context of increased competition, the influence of changing technology and increasingly diverse demands. The workshop will be of particular interest to you if you are involved in the management of a language school or quality assessment.



Presentation 5

Elm Suite

Managing to motivate: what makes language education professionals work better? Dave Allan

This session will explore the key factors underlying effective performance by professionals involved in language education. Since researching motivational factors in language learning as a postgraduate in Cambridge, I've been fascinated by what makes people 'tick', what motivates individuals and groups to want to give of their best. I've observed how effective leadership and teambuilding can have dramatic impact in fields apparently as distant from the world of language education as, e.g., professional football, and explored how particular attitudes, policies,



processes and actions work out in practice in organisations where I've had direct contact with over 30,000 teachers from 60 countries and widely varying cultures. While there may be no universally valid answers to the questions I've posed, there are undoubtedly key factors in how we 'manage to motivate', some perhaps surprising in the light of accepted beliefs in the literature of management in professional contexts.

Presentation 6

Managing Teacher Pathways Ian Brangan & Mick Leonard

This presentation will look at ELT teaching career pathways in the Irish context from initial training opportunities, to continual professional development, to developing careers within the industry. It will be examined from the teachers' and the management point of view to see how best we can build successful teaching teams in our institutions.

Elm Suite



Presentation 7

Customer Service and the Manager in a Language School Chris Newcombe

Language Schools have long felt the conflict between the pedagogical institution and business machine. There are many reasons for the Language School Manager to take seriously the 'business' component of their organisation and a fundamental aspect of this is customer service. This presentation will look at strategies taken in Singapore to provide a higher quality customer experience.

Oak Suite



Presentation 8

From 'Above The Line' to 'Below The Line' - the bumpy road to success Helen Mehta

Not so long ago, ATL and BTL were alien abbreviations to me and now they seem commonplace. I read them on application forms, in marketing plans and hear them bandied around at marketing meets. Why does it matter and why do I feel the need to share my experience with you? The answer is simple. In a world where cost cutting is the need of the hour and the measure of a successful business plan, it is essential to fully understand and then bring your team to understand the costs and benefits of both Below The Line and Above The Line marketing spend. This cost-benefit analysis, in my opinion, needs to be done before you can take your team with you and equally importantly, before you can bring your customers in. Customer engagement is essential. The big questions for me are: where does digital fit into this, how do we maintain momentum and measure our impact? This session will attempt to answer these questions today.

Oak Suite



SATURDAY 12.30-13.15

Presentation 9

**Macmillan English Campus
Successful E-direction to blended learning**

Although online platforms have been around for a good few years, it seems that now its demand has grown significantly and it's forcefully pushing its way into English classes. However, the burning question is how to inspire your teachers to use online platforms in their teaching and position your institution at the forefront of the market.

The main purpose of this talk will be to discuss the practical aspects of successfully running an eLearning programme and organizing its processes. We will discuss the importance of vision, strategy and communication as key factors to quality management. We will send you off with a tried and tested list of ideas ready to apply at your institutions. The talk will use examples provided by the Macmillan English Campus.

Redwood 2

Joanna Trzmielewska



Presentation 10

Dr Walter Insurance

Quality aspects in travel insurance - chances and risks for students and language schools

When and why do travel insurers refuse to pay? Which benefits may be decisive and which exclusions can really cause trouble? The presentation will give some examples of major insurance cases the speaker has experienced in the past showing the huge differences between some travel insurance policies in several countries.

The approach will mainly focus on medical insurance and assistance services but also touches other areas, like liability and cancellation insurance. Based on the examples taken from real cases, the presentation aims at defining a few quality aspects that will enable you to better evaluate the insurance coverage you provide as a school or that your agents or students have taken out. You will be able to ask your insurance provider four or five simple questions and the answers will reveal the quality of the “small print”. You will find out that insurance can be more exciting than you thought.

Elm Suite

René Gillet



Presentation 11

Oxford University Press

Does practice make perfect?

‘Practice makes perfect’ is a well-known saying - but is it actually true? Surely bad practice won’t lead to perfection? Is it the same with professional development? Is professional development only beneficial if it is good professional development? If that is the case, what is it that constitutes good or effective professional development? Is it the same factors for all teachers or does it differ across individuals, schools, regions and even countries?

This session will draw on research done by Catherine Walter and Jessica Briggs on behalf of Oxford University Press.

In this research and report the question ‘What professional development makes the most difference to teachers?’ was posed. We will explore the findings and consider their validity across a range of teacher-types and contexts. We will also discuss the practical implications, looking at ways and means to incorporate these ‘success factors’ into a professional development programme.

Oak Suite

Naomi Moir



Presentation 12

PPI

The top 5 ways Digital will transform your marketing

In this **inspiring, energetic and interactive** session, you will learn how an integrated print and digital campaign will transform your marketing, and inspire **thousands of potential students** to not only contact you, but also help you to market your language school. Using the power of **offline promotion with online and social media**, you’ll learn how integrating **digital will transform** your entire marketing effort, and give you the financial returns your school deserves.

Cedar Suite

Iain Scott



Presentation 13

Easymate Software

Easymate Language School Management System

Your administration is the backbone of your language school. You want it to be fast, friendly, professional, accurate and reliable. Easymate is an online system that gives your team the tools they need to do just that.

All you need is a computer and a good internet connection to have access to accurate up-to-date information. When bookings change, the information is instantly changed in all areas: class lists, airport transfer lists, client turnover, accommodation and so on. The system is easy to use with minimal training and little room for error.

The Easymate language school management system allows you to deliver what agents and students expect from your administration. Join our presentation and discover what Easymate can do for your school.

Redwood 4

Diana Urban



BIOGRAPHICAL INFORMATION ON SPEAKERS

DAVE ALLAN is Director of NILE, which since 1995 has provided professional development for over 20,000 language education professionals from some 60 countries. Dave is Chair of MATSDA, a long-term co-ordinator of IATEFL TEASIG and an author for OUP. He has designed and delivered ELT management modules at Masters level.

FIONA BARKER taught secondary English and earned a doctorate in language description and corpus linguistics. Within Cambridge English Language Assessment she develops collections of spoken/written data to inform language tests and is involved in researching the progression of aspects of language across proficiency levels within the English Profile Programme.

IAN BRANGAN Academic Manager Alpha College of English, Teacher, Trainer, Schools' Inspector, Syllabus Writer, Curriculum Developer, Academic Advisor. Ian has been involved since the 90s in the development of the CELT in Ireland and in managing teaching teams.

MATTHEW BULLOCK has been Chair of International House Trust since 2011, after being a Trustee since 2000. He started Barclays High Technology Financing Team in the 1980s before becoming Risk Director of Barclays Banking Division and a Managing Director of BZW/Barclays Capital. He then became CEO of the Norwich & Peterborough Building Society and Chairman of TAP Biosystems, before retiring in 2011.

MICHAEL CARRIER is Director of Strategic Partnerships at Cambridge English Language Assessment (formerly Cambridge ESOL). He has worked in ELT for over 25 years, teaching, writing and in senior management roles in Eurocentres, British Council and International House. He is Technology Editor of *Modern English Teacher* and serves on the Boards of EAQUALS, TIRF, and *English Language Teaching* journal.

ÁINE FURLONG completed her Ph.D. in TCD on learners' language learning experience at primary level. She was project leader for the Modern Languages in Primary Schools Initiative (1998 - 2002) and has been involved in language teacher education in Ireland, Europe and the Middle East. She is currently co-developing an online CLIL teacher education programme at Waterford Institute of Technology.

HELEN GAMBOLD has worked in ELT since 1994. She has worked in Europe, Asia, the Middle East and North Africa across a range of roles related to academic management. She has an MBA from Leicester University and she is currently Deputy Teaching Centre Manager British Council Rabat, Morocco.

RENÉ GILLET is International Sales Director at Dr. Walter and has been in the travel insurance business for 15 years, 8 of them as an operational team leader of an international assistance company. He is familiar with all kinds of issues in travel insurance, especially with critical cases involving high costs.

JON GORE is currently working as a Teacher Development Advisor for the British Council based in Manchester. He has managed centres in Syria, Saudi Arabia, Bangladesh and Nepal and has been engaged in various aspects of quality assessment in his work over the last 20 years. He is also an Assessor for the Cambridge DELTA and CELTA schemes.

SUSAN HAYES is Managing Director of Hayes Culleton and co-author of the very recently published "Positive Economics", a Leaving Certificate Economics textbook and "The Savvy Woman's Guide to Financial Freedom" with Penguin Ireland. Hayes Culleton Ltd is an international financial training company that specializes in eLearning development and delivery.

LUCY HORSEFIELD has been the Chief Operating Officer for International House World Organisation for the past four years. Previously she oversaw teacher recruitment and quality management within the organisation. She is an EAQUALS inspector. Prior to joining IH in 2001 Lucy taught in Italy, Australia and the UK.

MAURETTE KIRWAN has been a teacher at IH Dublin since 2010 and has worked with juniors both in Ireland and in Japan. She has a BA in English, Irish and Music, a Master's in Music Technology, a CELTA and a Diploma in Adult and Community Education. She is currently completing a Higher Diploma in Primary Education.

MICK LEONARD is currently completing his DELTA. He has taught in South Korea and Ireland. Mick has been teaching at Alpha College for 6 years. He is currently involved in delivering General English, Exam Courses, Online Training, and In House Development.

PETER LOFTUS has been with EAQUALS schools since 2002. He is currently Director of Studies for Centre of English Studies Dublin and Academic Director for CES UK and Ireland. He is also a Local Tutor

for the DELTA and a past Inspector for IALC. Peter is DELTA qualified with a Masters in Strategic Management and Anthropology. His interests include systems design, organizational strategy and change management.

ALEX MACKENZIE is the head of e-learning for Centre of English Studies and has rolled out their e-learning platform throughout the CES UK and Irish centres. With a background in investment banking, he specialises in Business English and IELTS preparation. He also works in CES Dublin as an ESL teacher.

GALYA MATEVA is an Associate Professor and lecturer at Sofia Technical University. She is an experienced Cambridge CELTA and DELTA tutor, assessor and EAQUALS inspector. She is Chair of Optima, the Bulgarian Association of Quality Language Services. She participates in and coordinates projects on quality and innovation in language services.

HELEN MEHTA currently Head of Teaching Centres, South India, for the British Council. She is an ELT professional with about 8 years' management experience. She has worked with diverse and dispersed teams in a number of countries including Sri Lanka, India and Vietnam. She is married with two small children.

NAOMI MOIR has run training courses and presented at conferences on a variety of areas connected with English language teaching. Naomi now works for Oxford University Press, working with a team of authors and freelance trainers and developing new initiatives for providing teachers around the world with professional development opportunities.

CHRIS MOORE has been in language training for 23 years. He recently founded Specialist Language Courses, a UK consultancy working with a global portfolio of high quality business and academic language provision. Clients include IH London, whose in-company language training SLC promote to the UK corporate market.

LAURA MURESAN is Professor and co-ordinator of an Interdisciplinary Teacher Education Master's at the University of Economics, Bucharest. She is an experienced EAQUALS inspector and member of the Accreditation Panel. Founder President of QUEST Romania and coordinator of ECML projects on quality assurance ("QualiTraining"), her professional interests include the inter-dependence between professional development and quality assurance in education.

CHRISTOPHER NEWCOMBE is an Assistant Director at the British Council Singapore. He has worked in Language Schools in Singapore, Japan, China and Australia. As well as a DELTA and PGCE, he has a Masters in Education: Leadership, Policy and Change. As a manager he focuses on providing the best possible experience for customers and trains staff in this area.

BRIAN NORTH has been Chair and then Vice Chair of EAQUALS since 2005. He was Head of Academic Development at Eurocentres until 2012, and was a co-author of the Common European Framework of Reference, being the person who developed the descriptors.

IAN POWNEY, EAQUALS Treasurer, has been Finance Director and Company Secretary of International House Trust/London/Oxford for 4 years. Qualified as a Chartered Accountant with KPMG he has extensive experience of legal commercial and financial management issues across a range of service industries.

JUSTIN QUINN has as Managing Director grown Centre of English Studies to a school with year round operations in London, Oxford, Dublin, Leeds, Worthing and Taipei. A graduate of Dublin Institute of Technology and the Graduate School of Business, Stanford University, Justin has been on the board of MEI and of the Irish Government body "Internationalisation of Education in Ireland" and is currently on the MEI marketing committee.

RICHARD ROSSNER is an education consultant and trainer, and a co-founder of EAQUALS. He was Executive Director of the Association from 2005 to 2011, and previously Chief Executive of the Bell Educational Trust.

LILIANE SAKAMOTO is the Overseas Teachers Course Coordinator at Alpha College of English. She holds an M.Phil in English Language Teaching from Trinity College and has several years' experience. In the last year, she has focused on teacher training and development with an emphasis on the use of technology.

IAIN SCOTT is Director at award winning web design agency Base Creative (PPI's online marketing department), Radio Presenter, Web Entrepreneur, Speaker and Blogger. Iain specialises in online and digital marketing. Iain has spoken at seminars for Business Link, London Chamber of Commerce, Independent Seminars, and is a guest lecturer at London City University.

ANITA TOWERS has been a teacher, teacher trainer and school manager for many years and hopes to be so for many more. She currently oversees language department at Zentrum Bildung, Baden, a private business school in northern Switzerland. She speaks English, French, Spanish and German.

JOANNA TRZMIELEWSKA is an Educational Consultant at Macmillan English Campus. She runs the Macmillan English Campus blog (www.blendedmec.com) and engages with teachers via social media. Joanna travels across Europe to introduce and train teachers in using technology in their classes. She presents at national and international events.

DIANA URBAN is the sales and marketing manager for Easymate Software GmbH, the “Management system for language schools”, a user-friendly web-based management solution based in Vienna, Austria. Diana studied Foreign Languages and has been running her own business in Romania since 2004, specialising in business consulting as well as in sales and the distribution of niche products and services. She speaks Romanian, English, French and German.

JO WATSON has been involved in English language teaching since 1989 and spent twelve years working in the Middle East - Gulf countries. Jo also worked in Switzerland for just over three years as Academic Director. She was Director EAQUALS Accreditations and Consultancy Services from October 2011 to November 2012 and is now a Freelance Consultant and Teacher Trainer.



WHAT IS EAQUALS?

Founded in 1991, EAQUALS is an international association of language training providers which aims to promote and guarantee quality in language institutions offering foreign language courses. To achieve these aims it has established and published a demanding set of criteria for accreditation. These are laid out in the form of the EAQUALS Charters, and are verified by a rigorous inspection scheme.

EAQUALS also provides important opportunities for its members and other stakeholders to share best practice and to co-operate in projects of mutual interest. The Association also participates in international working groups with other organisations, such as the Council of Europe, with which EAQUALS has Participatory Status, the European Centre for Modern Languages, the International Organisation for Standardisation (ISO), and the Association of Language Testers in Europe.

Membership of EAQUALS

Membership is open to private or state organisations which are involved in the delivery of quality language services or are in some other way committed to the achievement of excellence in this area. There are different categories of membership:

Founder Members:

These are institutions and organisations which were jointly responsible for establishing the Association and developing its structure and principles.

Accredited Members:

To become an Accredited Member, language teaching institutions must prove their full adherence to the EAQUALS Charters by submitting themselves to an inspection, which is repeated every four years, or more frequently if deemed to be necessary.

Associate Members:

This category of membership is for organisations with considerable involvement or interests in language teaching. Associate membership is by invitation and the essential criterion is a commitment to the achievement of quality.

Individual Members:

Individual membership is open to both appointed EAQUALS inspectors and, under certain conditions, to other language professionals who are not affiliated to an EAQUALS member institution.

All members of EAQUALS endorse and uphold the EAQUALS Charters. The basic principles underlying the Charters are:

- respect for the legal constitution of EAQUALS;
- an aim to deliver good quality and effective language services;
- fair dealing with clients, students and staff;
- truthful advertising and information to members of the public.

Project partners:

EAQUALS reserves this category of relationship for those institutions which are not eligible to become Accredited or Associate Members but which wish a form of affiliation with EAQUALS in order to enable them to:

- participate in the EAQUALS network;
- co-operate with EAQUALS and its Members in the development of language teaching and learning in Europe and beyond;
- share project-specific, networking and research expertise.

What are the advantages of EAQUALS Membership?

- Belonging to an international network of excellent language schools, and attending regular meetings and conferences.
- Participation in a process of quality assurance which helps schools to develop.
- Permission to use a name and logo which are a credible guarantee of quality for clients and students.
- The right to award EAQUALS Certificates of Achievement (Accredited Members)
- Presence on the EAQUALS website and in the 'Course-finder' section.
- Access to information on leading-edge developments in language education, especially in relation to European developments in the field.
- The opportunity to use EAQUALS English Campus blended learning software under preferential terms and conditions.

How do institutions become Accredited Members of EAQUALS?

All language teaching organisations applying for accredited membership must undergo an EAQUALS inspection. Prior to inspection, you need to contact info@eaquals.org and submit an enquiry form. Before first inspection it is necessary to carry out an EAQUALS self-assessment at your institution. There is also the option of a one-day Advisory Visit before inspection. For this or for first inspection, a full application for EAQUALS membership needs to be submitted using the Membership Application Form on the website. On the form you are asked to specify some dates when an inspection by EAQUALS would be convenient. Inspections normally take three months to organise.

Organisations not eligible for Accredited Membership but interested in Associate Membership or Project Partnership should contact info@eaquals.org.

For more information: www.eaquals.org

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Acknowledgements

EAQUALS is very grateful to Mary Grennan, who played a leading role in organising the conference venue and helping with arrangements, and to Alpha College of English, CES Dublin, the Galway Cultural Institute and International House Dublin for their support and sponsorship. We also warmly acknowledge the part played by all the speakers and workshop leaders who are so willingly contributing their experience and expertise, and without whom there would be no conference.

Other organisations have generously sponsored the meeting with financial contributions and are participating in the exhibition:

- **The British Council**
- **Oxford University Press**
- **Easymate Software**
- **Dr Walter GmbH**
- **Macmillan English Campus**
- **PPI**



Visit the British Council stand in the Conference Lobby

- Talk to us to find out more about the British Council's worldwide offer.
- See examples of our latest resources for learners, teachers and researchers.
- See live demonstrations of our websites and apps, and browse our latest publications.



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Take part in our webinars - a great way to get 'bite-sized' professional development.

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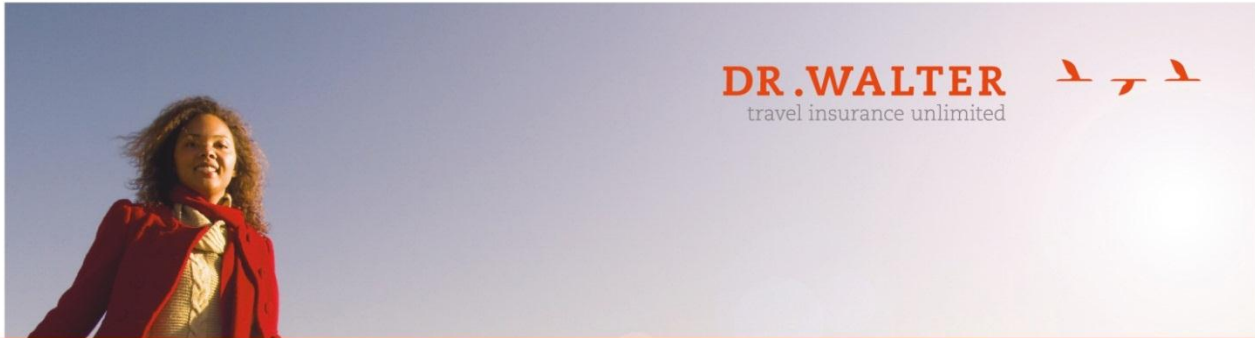
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LEAN
BACK**

Online Management System for language schools

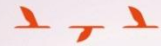
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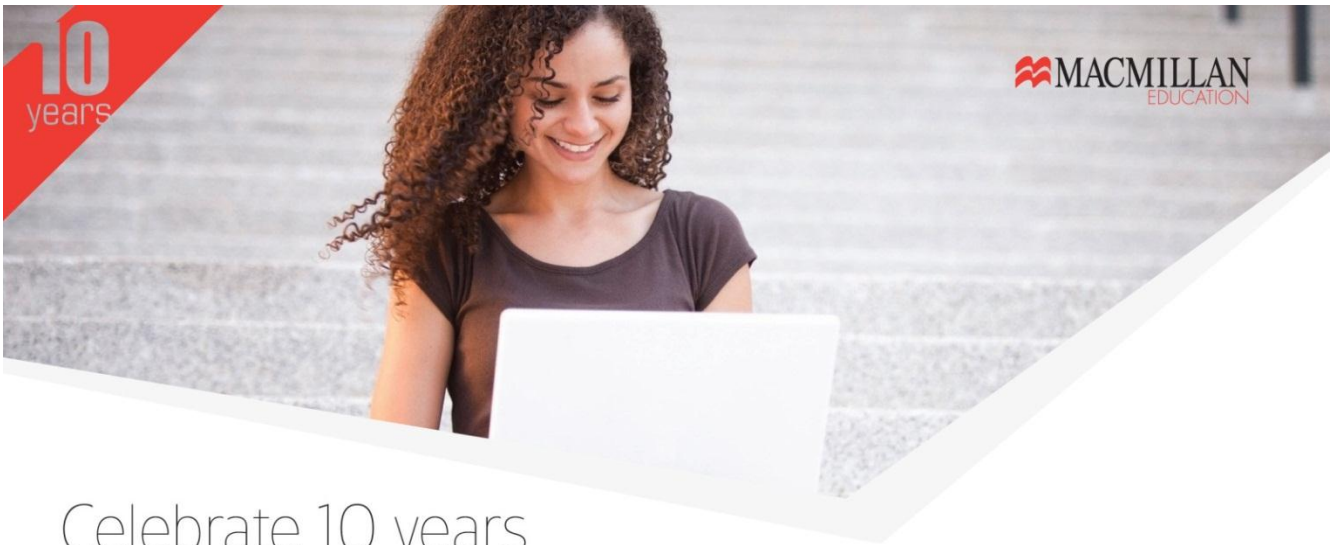
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Find us at the Macmillan stand during Equals 2013 to find out more about our solutions

one stop english Macmillan Practice Online Macmillan TEST MAKER



MACMILLAN
DICTIONARY

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Creative graphic design
Brand communications
Marketing materials
Brand identity
Free consultation



PRINT

Brochures / books
Posters / flyers
Exhibition graphics
Digital & lithographic print
Small to large format
Any stock any size



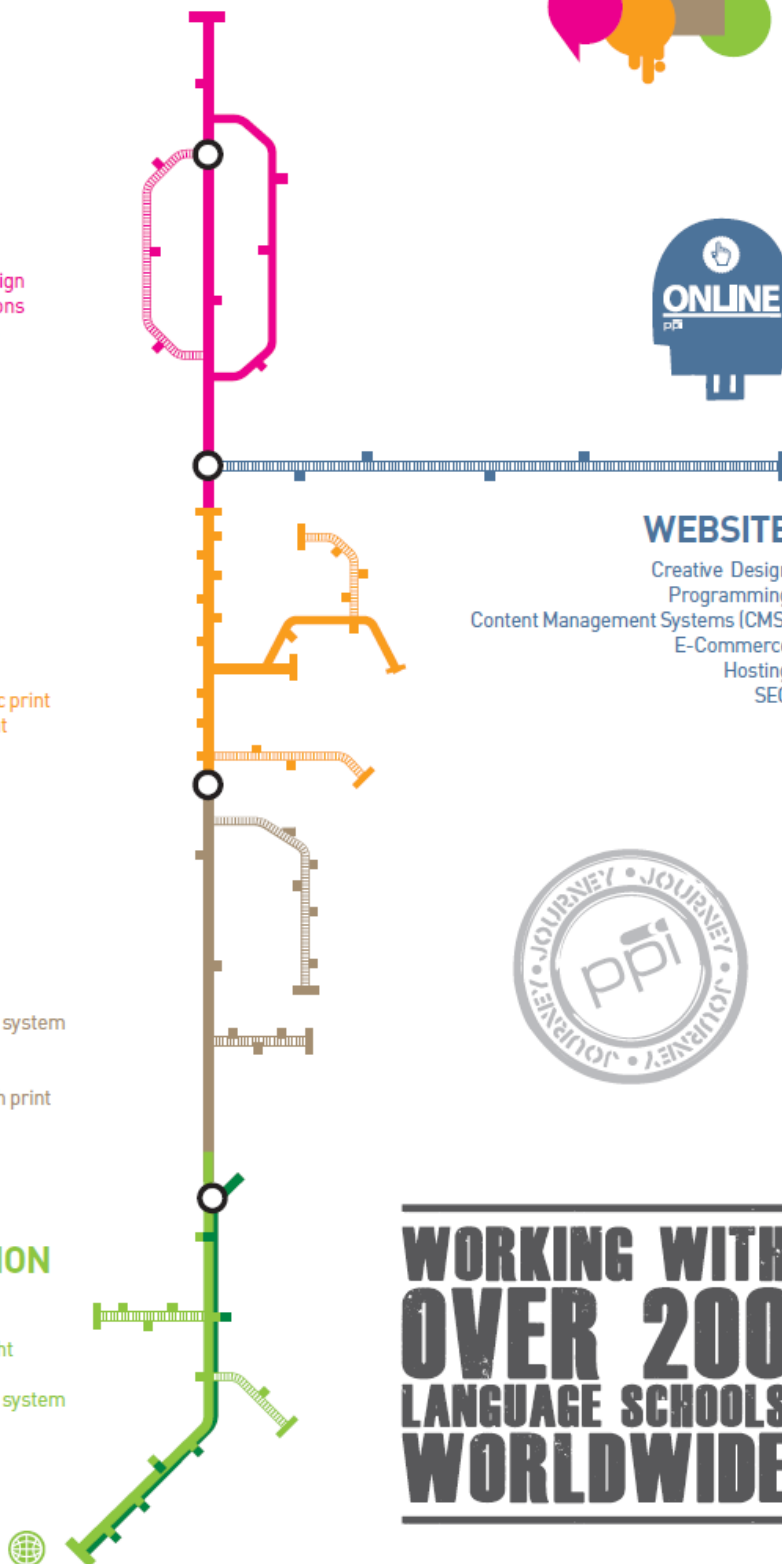
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Pick and pack
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