

Eaquals Members Meeting

13th -15th November 2014

Hotel Moskva

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Eaquals

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Equals Members Meeting

Dear Colleagues,

In this year's Members Meeting we will share experiences and receive expert training in our four main strands, chosen because they are of greatest interest and importance to our day-to-day operations:

- Best practice in quality management
- Best practice in the classroom
- CEFR, curriculum and assessment
- Business and marketing management

We have tried to cater to different target audiences and different levels of experience in these areas, and we trust that each of us will find something useful to take home after the meeting. The main goals we set ourselves when putting together the programme are:

- To enhance member benefits by providing a range of training and networking opportunities, as well as a choice of workshops and topics;
- To offer training sessions which cater effectively to our needs as quality language services providers;
- To create the right conditions for members to exchange best practice and ideas.

We have also allotted space in the programme to consult members on the initial ideas that have been produced by the newly established Equals Development Group. Your contributions to the sessions will be highly valued. We also count on your feedback and further suggestions on the contents and format of future Equals events.

We hope you have a fruitful and enjoyable experience in Belgrade.

Mila Angelova
Vice Chair, Academic



Thursday, 13th November

Inspectors CPD Sessions

The day will be led by Susanna Dammann and James Douglas with assistance from the members of the Accreditation Panel.

These sessions are only open to qualified inspectors of Eequals.

08.30 – 09.30	Registration Reception area – at Room Moskva
09.30 – 11.00	Inspectors CPD: Standardisation session 1 Room: Moskva
11.00 – 11.30	Coffee break (Room Moskva)
11.30 – 13.00	Inspectors CPD: Standardisation session 2 Room: Moskva
13.00 – 14.00	Lunch (Restaurant Tchaikovsky)
14.00 – 16.00	Inspectors CPD: Presentation and discussion on The Eequals Quality Standards and the Indicators of Compliance and Excellence Room: Moskva
16.00 – 16.30	Coffee break (Room Moskva)
16.30 - 17.30	Inspectors CPD: Inspectors Forum Room: Moskva
19.00- 22.00	Informal dinner (<i>pre-booking required</i>) at Tri Šešira , Skadarska 29, Belgrade <i>Meet in the hotel lobby at: 18.30 to walk together to the venue.</i>



Friday morning, 14th November 2014

08.15 – 09.20	Registration Reception area at Room Balkanska
09.30 – 09.45	Opening and welcome Richard Rossner, Equals Chair Room: Balkanska
09.45 – 11.00	Discussion forum led by the Equals Development Group Room: Balkanska
11.00 – 11.30	Coffee break (Room Moskva)
11.30 – 12.45	Opening plenary sessions: Education developments in Serbia Tony O'Brien, Director Western Balkans, British Council & The Dimensions of Continuing Professional Development Rod Bolitho, NILE Room: Balkanska
12.45 – 14.00	Lunch (Restaurant Tchaikovsky)



Friday afternoon, 14th November 2014

14.00 – 17.00	<p>Parallel workshops (Coffee break from 15.30 – 16.00) Delegates select one of the following:</p>			
	<p>Best practice in quality management Managing staff performance reviews Jo Watson Room: Balkanska</p>	<p>Curriculum, assessment & the CEFR Exploiting Eaquals CEFR curriculum aids: teaching content and assessment tasks at different levels Brian North Room: Terazije</p>	<p>Best practice in the classroom Teaching Young Learners Kylie Malinowska Room: Moskva</p>	<p>Business & marketing management Understanding and using financial reports to help manage a language centre Ian Powney Room: King Milan</p>
17.10 – 17.55	<p>Optional session for those who are interested in learning more about Erasmus + How to benefit from funding available to language teachers under the new Erasmus + scheme Sarah Mount Room: Balkanska</p>			
19.30 – 22.30	<p>Formal dinner in the historic Kalemegdan Fortress, above the Danube and Sava rivers (Mali Kalemegdan bb). <i>pre-booking required.</i> <i>Meet at 19.00 in the lobby of Hotel Moskva</i> <i>Coach to take guests to the restaurant leaves Hotel Moskva at 19.05</i></p>			



Saturday, 15th November 2014

Saturday, 15th November 2014				
09.00 – 12.00	Parallel workshops (Coffee break from 10.30 – 11.00) Delegates select one of the following:			
	Best practice in quality management Getting to know Version 7 – what Accredited Members need to know Susanna Dammann Room: King Milan	Curriculum, assessment & the CEFR Managing curriculum development and innovation Jo Watson Room: Terazije	Best practice in quality management Case studies in Continuing Professional Development Rod Bolitho Room: Balkanska	Business & marketing management Digital marketing workshop Walter Denz Room: Moskva
12.15 – 13.00	Plenary: The Architecture of Quality Peter Brown Room: Balkanska			
13.00	Close of meeting Room: Balkanska			
13.15 – 14.30	Lunch (Restaurant Tchaikovsky)			



Session Summaries

Thursday		
09.30 – 11.00	Inspectors CPD: Standardisation session 1	We will look at some anonymised extracts from recent reports using Version 7 of the Scheme and discuss, deciding on grades according to the evidence presented in the reports. This will be followed up with a similar exercise, to be completed in your own time and sent to the Secretariat after the Meeting.
11.30 – 13.00	Inspectors CPD: Standardisation Session 2	We will watch some extracts of classroom practice, make notes, and then discuss in pairs what grade might be awarded to a school on the basis of the performance seen in these extracts. This will be followed up by an exercise to be done in your own time, in which you write a 'report' on Teaching and Learning, based on what you have seen in the extracts. Completion of this and the previous exercise will qualify you to carry out inspections in the coming academic year.
14.00 – 16.00	Inspectors CPD: Presentation and discussion on The Equals Quality Standards and the Indicators of Compliance and Excellence	We will explore the relationship between these and the central tension in any inspection between making an informed and objective judgement on the one hand, and maintaining in an awareness of local conditions and context, on the other. We will concentrate in particular on Category 3: Course Design and Category 4: Assessment. We hope to cover other categories in future sessions.
16.30 -	Inspectors Forum	This will be an opportunity to raise your concerns and comments and to share your inspection experience of the last year with colleagues.



Friday		
11.30 – 12.45	Education developments in Serbia	<p>This talk will introduce the broad education context in Serbia and explain some of the challenges facing the country. It will outline:</p> <ul style="list-style-type: none"> • Education reform – the ambition and the reality • The climate for small and medium enterprises – and for entrepreneurs like language school owners • The private language school scene; and why Eaquals and YALS are important for us all.
	The Dimensions of Continuing Professional Development	<p>This talk looks at CPD from a number of perspectives:</p> <ul style="list-style-type: none"> • the links between CPD and quality: links between individual and institutional development • top-down and bottom-up initiatives in CPD • the affective side of CPD: self-esteem, professional pride, empowerment • establishing and maintaining a culture of CPD in individuals and across an institution as a whole; institutions as ‘learning organisations’ • framing a CPD policy • CPD as part of a response to external change • an overview of a range of options and pathways to CPD for all staff in an institution <p>Rod will include a number of questions to members of the audience to encourage them to reflect on practices in their own workplaces.</p>
14.00 – 17.00	<p>Managing staff performance reviews</p> <p>Level: All</p>	<p>This session will be dedicated to exploring models of appraisal/performance review; considering how they can be implemented and how often they should occur. The main questions to consider are:</p> <ul style="list-style-type: none"> • Why do them? • What model will suit the organisation? • Who are they really for? • What should the result be? <p>The session is suitable for both new and experienced academic managers. Be ready to share!</p>



	<p>Exploiting Eaquals CEFR curriculum aids: teaching content and assessment tasks at different levels</p> <p>Level: All</p>	<p>This session will give participants an opportunity to familiarise themselves with the Eaquals/British Council Core Inventory for General English and Eaquals Illustrative CEFR Assessment Tasks for Listening and Reading. The two works will be introduced and ways of using them for continuous professional development or for a curriculum review will be discussed. Illustrations will be given of planning documents used by various Eaquals members to implement a real-world oriented, CEFR-based curriculum.</p>
	<p>Teaching Young Learners</p> <p>Level: All</p>	<p>In recent years the language teaching sector has experienced an increasing demand to provide classes and learning opportunities for young learners. This has led to higher expectations from stakeholders and the need for training and support for teachers, many of whom have very little experience of YL. Many teachers and managers are aware that they need to develop new approaches to meet the needs of this group of learners. This workshop discusses the key differences in teaching younger learners, teachers' expectations and how academic managers can support their staff to make lessons for young learners more meaningful. Practical ideas for classroom practice will be presented whilst discussing key methodology and theory, classroom management issues and shifting our focus from activities to 'learning'.</p> <p>Whilst directed at academic managers, this session is equally suitable for teachers.</p>
	<p>Understanding and using financial reports to help manage a language centre</p> <p>Level: Beginners</p>	<p>Language centre managers (whether academic or non-academic) may not be aware of the potential offered by a good reporting system to help manage their institution. Ian will start with basics: how to understand the assets and liabilities, how to match income and costs in each period, how to identify trading issues and monitor performance, what margin to expect for different courses, capital expenditure and depreciation. This workshop is very participatory and is set at a level for beginners.</p>
<p>17.10 – 17.55</p>	<p>How to benefit from funding available to language teachers under the new Erasmus + scheme</p>	



Saturday		
09.00 – 12.00	Getting to know Version 7 – what Accredited Members need to know Level: All	An opportunity to look in detail at the Eaquals Quality Standards in Version 7 of the Eaquals inspection scheme, and the criteria for meeting them; and to discuss ways of preparing for an inspection.
	Managing curriculum development and innovation Level: All	The focus of this session is Curriculum Management and the implementation of innovation. This will involve analysis of the role/s of the Academic Manager/Director of Studies and sharing of best practice between member participants. The session will introduce the three levels of management, i.e. strategic, tactical and operational (White, Hockley, van de Horst Jansen and Laughner 2008) and consider these in relation to the curriculum. It is suitable for all levels.
	Case studies in Continuing Professional Development Level: All	Participants in the workshop will have an opportunity to work on a number of case studies in CPD. These case studies will be made available in the form of a handout, will be drawn from a range of contexts internationally, and will involve an element of problem-solving. Following on from the case studies, participants will be invited to contribute their own experiences and puzzles to an exchange of ideas. Notes from the session might usefully be written up and made available to the wider membership via the newsletter or a special mailing.
	Digital marketing workshop Level: For intermediates with some experience.	This workshop will start with an overview of digital marketing options for language centres covering paid search (Google, Facebook ads), mailshot management and soft selling tools (social media). In this section, I will also refer to our own experience of using these tools for both intensive and extensive markets. In the second part, participants will develop ideas and strategies to generate more direct leads and optimize conversion rates. Participants for this workshop should be familiar with the concepts of landing pages, conversions and basic metrics like CTR, CPC.
12.15 – 13.00	The Architecture of Quality	Traditional approaches to establishing and assessing quality standards in language education have experienced difficulty is assessing, attempting to “measure”, important functions like creativity in the classroom. One future paradigm could be the three ‘E’s – each with two internal parameters. Efficacy of the syllabus: whether and to what extent it is fit for purpose and appropriate to the learners’ needs, and how well it fits within the system constraints (human, financial, educational resources; class size and aspirations) Expeditionousness (with given schedules): deliverability within strict time constraints, and within academic cycles Efficiency: providing the maximum benefit to the greatest number of learners, and with minimum wastage (of resources, learners left behind, inroads on the time of hard-pressed teachers, space, energy)



Presenters' Biodata

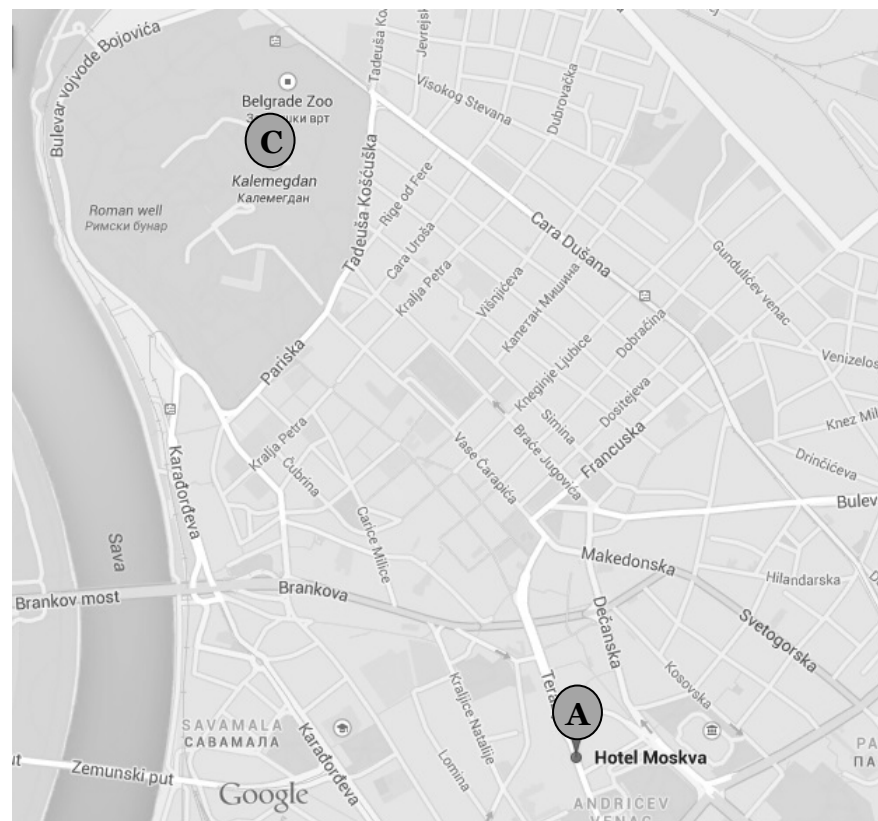
Tony O'Brien	Tony leads the British Council's cultural relations teams in Serbia, Montenegro, Macedonia, Kosovo, Bosnia & Herzegovina and Albania. He joined British Council in 1978 and has averaged 4 years each in Morocco, London, Singapore, Hong Kong, Morocco, London, Sri Lanka and Poland. Previously he was a volunteer in Aswan, Egypt and lecturer at Tabriz University, Iran. He has a law degree from Cambridge, a postgraduate diploma from Manchester and an MA from the London Institute of Education. He and his wife Yolanda have lived in Belgrade since September 2011. Their three daughters are all married and currently living in Cambodia and England with four grandchildren
Rod Bolitho	Rod Bolitho is Academic Director at Norwich Institute for Language Education (NILE), where he leads the MA in Professional Development for Language Education. Previously he was Assistant Dean of International Education at the University College of St Mark & St John in Plymouth. As a trainer and consultant, he has worked in more than thirty countries world-wide including (currently and recently) Russia, Romania, Ukraine, India, Luxemburg and Uzbekistan. He has co-authored and co-edited a number of books, including (with Brian Tomlinson) 'Discover English', (with Tony Wright) 'Trainer Development', and with Amol Padwad 'Continuing Professional Development: Lessons from India', and has contributed articles and chapters to a number of journals and edited collections. His main academic and professional interests lie in Language Awareness, EAP, CPD, Materials Development and Trainer Training, but he gets most satisfaction from helping to facilitate the development of others: whether project partners or course participants, and seeing them succeed. He is a lifelong Liverpool FC supporter.
Jo Watson	Jo Watson has worked as a part time teacher, a senior teacher, a Director of Studies, a centre manager, an Academic Manager, a teacher trainer (CELTA and DELTA OC), an IH Visitor, and Equals inspector. Jo designed the Equals online Inspector Training Course and is also involved in inspector training.
Brian North	Brian North worked for 37 years for Eurocentres until April 2014 and was Equals Chair 2005–10. He developed the descriptors for the CEFR, of which he is co-author. He is also co-author of the prototype European Language Portfolio and the Equals Core Inventories for English and French and was coordinator of the Manual for relating examinations to the CEFR.



Kylie Malinowska	Kylie Malinowska is the Young Learner Advisor and Coordinator of the Certificate in Teaching Young Learners and Teenagers for International House World Organisation. She is based in Prague where she also teaches and trains for IH Prague and Akcent College. She was one of the course writers for both of IHWO's YL training courses. Kylie's current areas of interest, and focus of her MA dissertation, include: using songs, helping teachers bridge the gap between theory and classroom practice, and shifting the focus from learner to learning in the YL classroom.
Ian Powney	Ian Powney, Equals Treasurer, has been Finance Director and Company Secretary of International House Trust/London/Oxford for 5 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.
Walter Denz	Walter Denz grew up in Zurich and graduated from the University of St. Gallen (HSG) in International Relations in 1989. He then did an M.Sc. in Political Theory at the London School of Economics. In 1992, together with a partner, he set up the first Liden & Denz Language Centre in St. Petersburg, followed by a centre in Moscow and Riga (on franchise). Walter is a former board member and chair of the international language school association IALC, is currently vice-chair Equals and chairs the board of the Deutsche Schule St.Petersburg, which is attached to the German Consulate in St.Petersburg.
Peter Brown	Peter Brown is the Founder Chair of Equals, and AISLi the Italian quality association of language schools. He is a frequent speaker at conferences, an educational and scientific consultant to Governments and Ministries of Education, the Council of Europe and the EU Commission. He considers himself primarily to be a teacher.



Eaquals Members Meeting



- Point A:** Conference venue - **Hotel Moskva**, Terazije 20, Belgrade
- Point B:** Informal dinner at **Tri Šešira**, Skadarska 29, Belgrade
- Point C:** Workshop dinner at **Kalemegdan Fortress**, Mali kalemegdan bb