



International Strategy 2007 - 2010

June 2007

Contents

1. Relevant Oatridge College Strategic Aims and Objectives 2006/2007 – 2008/2009
2. Key strategic drivers
3. Current International Activity at Oatridge College
4. Challenges
5. The opportunities
6. Actions and Priorities
7. References and Related Strategies and policies

Appendices

Appendix 1 Actions and Outputs 2007 – 2010

Appendix 2 Draft evaluation checklist for assessing new international opportunities.

Appendix 3 References and Related Strategies and policies

1. Relevant Oatridge College Strategic Aims and Objectives 2006/2007 – 2008/2009

Mission:

“To be recognised as a centre of excellence for landbased education, training and enterprise”.

Strategic Objective 2

-To provide a learning experience that encourages all individuals to achieve their full potential.

- To provide learning opportunities that are learner-centred and encourage independent learning
- To provide learning opportunities that develop the transferable skills of the individual including their employability, citizenship and core skills
- To run learning programmes in conjunction with government and other agencies to cater for the needs of traditional and non-traditional learners

Strategic Objective 3

-To promote a staff development programme that will enhance the skills of all staff and ensure the standards of the College are maintained and improved.

- To ensure that staff are appropriately qualified and experienced for their role.
- To ensure that new developments are led by suitably qualified and experienced staff.
- To develop leaders and managers for the future.
- To ensure that appropriate staff are well informed in relation to all new initiatives.

Strategic Objective 4

-To work collaboratively and in partnership with students, employers, corporate organisations and other agencies for mutual benefit.

- To identify key national and international stakeholders.
- To identify mutually beneficial projects with those stakeholders.
- To work co-operatively with established partners
- To identify opportunities that may lead to improved economies of scale.
- To identify provision which focuses on demand.
- To strive to customise provision to meet employer and individual needs.

Strategic Objective 5

- To utilise and develop College resources in the most efficient and effective way.

- To identify and utilise those resources that are critical for the delivery of the College mission with regard to efficiency, economy and effectiveness.

Strategic Objective 6

- To maximise commercial and other income generating opportunities in order to achieve a healthy financial position.

- To identify suitable business opportunities and maximise the revenue generated.
- To work with other partners to attract funds and share costs for particular projects.
- To maximise the use of the estate for commercial activities ensuring it provides an appropriate resource for effective and efficient curriculum support.

2. Key external strategic drivers

This section outlines a cross-section of Scottish and UK key strategic drivers for international activity.

The Scottish Executive has published “A strategy to enhance the internationalisation of Scottish post-school education” (3/2007) This strategy is intended to help education providers respond to the challenges of globalisation and international competition through more effective co-ordination of effort and resources. It is intended to encompass all post-school international education activity.

Forging strong relations across international boundaries is an essential component of the Scottish Executive's approach to enhance the wellbeing of Scotland and its people not only through its International Strategy (1), but also its economic development strategy (2) and the Fresh Talent Initiative (3). These recognise the vital importance of Scotland's relationships with overseas markets. The development agenda is also an important as reflected in the Executive's International Development Strategy (4) and its focus on capacity building in Africa.

The Scottish Funding Council (SFC) has prioritised internationalisation as a cross-cutting theme in their Strategy (5) for 2006/2009, with internationalisation as a key measure of its Vision for the period:

“A more dynamic, entrepreneurial and internationally competitive Scotland, whose people are amongst the most skilled and educated of any of our competitors, and whose colleges and universities are world-class contributors to economic, social and cultural development”, and emphasizing, amongst its overarching strategic priorities, “promoting further and higher education internationally”.

The increasing strategic focus on Internationalisation is motivated by a need to grow Scotland's economy and also to provide an increasingly global perspective for education and training. Draft strategy reflects these national priorities.

The Scottish Further Education Unit acknowledges (6) the increasingly important dimension of the work of Scottish Colleges International Activity through knowledge transfer.

Scottish Colleges International has been established since June 2006 by the college sector to provide the focus, capability and capacity seeking to enable Scotland's colleges to expand, develop and promote their international activity. Oatridge College

At a UK level, the **DfES** Action Plan 'Putting the World into World-Class Education: an international strategy for education, skills and children's services' (7) identifies three key goals, each with associated priorities for action:

Goal 1: Equipping our children, young people and adults for life in a global society and work in a global economy;

Goal 2: Engaging with our international partners to achieve their goals and ours;

Goal 3: Maximising the contribution of our education and training sector, and university research to overseas trade and inward investment.

3. Current International Activity at Oatridge College

International activity at Oatridge College has been in place for an extremely long time as examples below will exemplify, however the activities have been largely limited to exchanges of staff and students and referral of students to overseas organisations.

Department of Equine and Animal Care

- Animal Care – no current international activity
- Equine Management – students arrange international work placements

Department of Engineering and Farriery

- Engineering – no activity as yet.
- Farriery

Entry to Farriery students, for a number of years, did exchange with Kildalton College, Eire, (return students were agric backgrounds). This initiative ceased 3 years ago due to lack of staff willing to support the activity. Potential to develop this link still exists.

Farriery Team had 2 Danish students referred for training (Diploma in Farriery) through linkage with J & A Ferrie, farriers in Ayrshire. Potential linkage with Farriery Association in Denmark still to be confirmed. 1 US student recruited; long term development unclear and needs further exploration.

Further discussions with Farriery Training Agency are required to explore international opportunities.

Department of Land Use

- Agriculture has linkage in France and USA. In France, the College has a long history of cooperation with Lafaye College, St Yrieix, Limoges. For 30 years students and staff have been undertaking exchange/ reciprocal study tours for periods of a week. Students either self fund (HNC) or are supported by their NC bursary (with an additional self funding of £100).

US links extend in 2 ways:

- a) 2 students + 1 lecturer per year visit Kirkwood Community School (Iowa) for a 2 week period, and a reciprocal visit takes place annually.
- b) Every 2nd year a student from Iowa State University receives a placement at College to study learning and teaching approaches in agriculture.

- Environment and Conservation team have been involved in 2 exchange programmes

Norway: for over 10 years exchange visits have been ongoing to the Agricultural school in Al, Hallingdal Valley. Oatridge students study land use and conservation management, and the exchange students study similar issues in Scotland.

France: Visit from French Agricultural School, Albi, studying countryside management (25 students 3 staff). This one-way visit may have potential for future development as a 2 way exchange.

- Greenkeeping team:

This year will see the first Training Bridge scoping visit being undertaken. Training Bridge is a bilateral exchange programme designed to promote British-German co-operation in the field of work-based training. Through the reciprocal exchange of apprentices and staff with other organisations in Germany, UK organisations can foster long-term bilateral training and business partnerships.

4 Challenges

The College faces a number of challenges in relation to international activity.

- a) Lack of strategic development plan for international activities
- b) Lack of experience in international development: College has little international project experience other than that provided through exchange visit programmes.
- c) Lack of staffing to facilitate delivery of international projects
- d) Lack of dedicated budget to expend and invest on international development.

In order to build on the existing expertise, it is essential to work in partnership with more experienced organisations to develop a wider knowledge based. Hence we should form allegiances with SQA, SCI, and SCC etc.

The development of skills and expertise in this area will take a number of years to develop and therefore our strategy should be to view internationalisation as a developmental function and focus on those areas which are assessed to provide either maximum financial return or maximum staff/student benefit.

5. The opportunities

Illustrations of potential international activities

- a) Innovative practice in curriculum development, learning environments and research
- b) Attracting international students to come to Oatridge to study
- c) Developing the international interests and global employability of home students
- d) In-country overseas provision leading to the award of a Scottish qualification
- e) Joint programmes offered in collaboration with international partners
- f) Vocational education and skills development in an international context
- g) International contracts for specialist training of personnel in Scotland or overseas
- h) International sustainable development, environmental and other projects
- i) International composition of the staff community, achieved through attraction and retention of international staff as well as through links and exchanges
- j) Research collaborations with international partners
- k) Collaboration with international partners in commercialising knowledge
- l) Contributing to development in other countries in areas such as national systems of vocational education and training (VET), further and higher education, and workforce planning
- m) Meeting the development needs of migrant workers to support their integration and retention in Scotland

Activity in support of Strategic Objectives 2 and 3

- **To provide a learning experience that encourages all individuals to achieve their full potential.**
- **To promote a staff development programme that will enhance the skills of all staff and ensure the standards of the College are maintained and improved.**

Oatridge College should maximise the use of current EU support to maximise opportunities for staff and student development. The College should plan to develop activities other than student exchanges, though these should be maintained.

The new **EU Lifelong Learning Programme 2007-2013** provides a number of opportunities for international cooperation namely:

Erasmus addresses the teaching and learning needs of staff and students in Higher Education. Provides support for Higher Education Institutions (including those delivering HND level programmes) across Europe to work on shared projects including curriculum development and other areas;

Leonardo da Vinci enables people who are involved in vocational education and training to benefit from work experience placements and career development opportunities in another country;

Grundtvig funds small-scale, community-based activities. It is designed to develop basic skills and to enable learners to play a more active role in their communities. The programme is open to people involved in adult education.

The Lifelong Learning Programme is supported by the transversal programme which focuses on policy cooperation, languages, information and communication technology (ICT) and dissemination and on publicising the results from the programmes. The Transversal programme offers opportunities for working with organisations from other European countries as part of a Multilateral Project or a Network in the area of lifelong learning.

The aim of utilising these funding streams should be to explore new opportunities and to provide first level international experience. However funding levels of these programmes do not allow for income generation and therefore they should be used to

- a) facilitate existing student exchanges
- b) to provide staff and student development opportunities
- c) to provide platforms for further development of cooperative/income generating activities.

In addition to the above there are also funding streams in relation to specific geographic regions where College could form partnerships in relation to developmental projects. The areas include USA, Canada, and Asia Link – however these programmes are specifically for the Higher Education level work and are to be delivered in consortia.

On the smaller scale, CEDEFOP and Arion study visit programmes provide opportunities for staff development in specific vocationally relevant areas across the EU (and Accession states). These programmes provide sufficient funds to undertake the visits and College is expected to release staff for the period of study (usually 4 days).

Current activities in terms of student exchanges have proven to be very successful and the relationship between the Agricultural team and French counterparts has been established for 30 years which is a remarkably long term practice and is an example of good practice within the sector. These activities should certainly be encouraged and continued as they provide good international experiences for students and staff alike.

Activity in support of Strategic Objective 4

-To work collaboratively and in partnership with students, employers, corporate organisations and other agencies for mutual benefit.

Oatridge College should utilise its extensive home-based networks to explore international opportunities and to liaise with those more experienced organisations to gradually develop international business.

Scottish Enterprise and Scottish Development international

Scottish Enterprise, through its international trade advisers, local Business Gateway offices and dedicated international arm Scottish Development International (SDI), has offered support and guidance to colleges as they develop their international strategy and investigate overseas markets.

The SDI Education Team seeks to:-

- Contribute to the Scottish Executive's new International Further and Higher Education Strategy
- Provide strategic support to the internationalisation of the tertiary education sector
- Allow access to the international business services of SDI both in Scotland and overseas
- Work with the sector to formulate international objectives and assist in the implementation of international activities to meet these objectives
- Help institutions to access further support from relevant partner organisations

Specific areas of support to the FE sector include:-

- Commercialisation of R&D and exploitation of research
- Assistance to find licensing and co-development partners overseas
- Knowledge transfer delivered in target markets
- Consultancy market identification
- Overseas business and market support (e.g. market research, practical advice/signposting)

Oatridge College will seek to liaise with Scottish Enterprise in order to formulate an international strategy in line with the College's Strategic Objectives and taking into consideration available financial and staff resources.

SEEL and Business Gateway

Meeting with representatives from Scottish Enterprise Edinburgh and Lothian, and West Lothian Business Gateway in follow up from Scottish Development International has clarified the opportunities to work with the Scottish Enterprise network.

SEEL, through the locally based International Trade Adviser based with Business Gateway International (BGI) will provide guidance and specific business development advice to Oatridge College in the furtherance of international development.

Oatridge College should take advantage of the service BGI and the local dedicate adviser can offer. The service would include assistance with the further development of the international strategy (comprising interviews with Board of Management, Senior Management Team, and International team), workshops to develop new approaches and feasibility studies. This external advice will assist the internal team to assess opportunities and avenues for development.

SQA are increasingly involved in international activity, and the College should commit to working in partnership with SQA wherever this is appropriate and feasible. SQA has an established track record in international delivery and the current relationship with SQA should be maximised. For the Scottish College sector, the opportunity to work with the national awarding and accrediting body gives significant market advantage.

Scotland's Colleges International is itself an emerging and developing organisation. Oatridge College should remain a member of SCI at this critical stage in both organisations' development however College should

- negotiate a membership fee based on a sliding scale according to College size/turnover.
- review the services delivered by SCI in a 2 year period and review membership at that time.

Within the umbrella organisation of SCI, College would be able to form partnerships with Colleges where there is a shared specialism or where College has niche market deliverables.

The **Scottish Countryside Colleges** network provides a further vehicle or international development. At present no international cooperation has been developed through this network however it does provide a vehicle for specialist delivery in the land-based sector. The 3 Colleges will have to reach agreement as to which cases the consortium will bid together and for which individual colleges would deliver in isolation.

In order to deliver any internationally-based projects, (see below) the College should maximise its use of existing networks to establish bespoke partnerships designed to deliver high quality products and services,

Opportunity also exists to work with international bodies to access funding from the EU **Structural Funds and Community Initiatives** in accession or new EU states as they establish and disburse funds. In order to access these funds, Oatridge College will have had to establish working relations with international organisations (e.g. Government departments, VET centres, local agents) in order to demonstrate commitment in country and to work with intermediary groups who will have responsibility for fund distribution (e.g. equivalent of ESF PMEs). As at the time of writing it unclear as to what the operational programmes in the new States will contain and therefore the initial activities should be to establish links and working relationships with suitable organisations for future developments. This, depending upon further research, may include Romania, Bulgaria, the Balkan states, (including Albania), the Caucasian and Turkey.

The British Council offers opportunity for cooperative working in a number of ways: through their activities to recruit international students; through their international consultancy projects; and through their role as national agents for the coordination of international programmes (e.g. Erasmus, Training Bridge).

ECOTEC are also an agency to develop closer links to as they are national managing agents for a number of EU programmes in the **EU Lifelong Learning Programme** 2007-2013 (e.g. Leonardo Da Vinci, CEDEFOP etc)

Activity in support of Strategic Objectives 5 and 6

- **To utilise and develop College resources in the most efficient and effective way.**
- **To maximise commercial and other income generating opportunities in order to achieve a healthy financial position.**
 - **International student recruitment**

Oatridge College has experienced minimal international student recruitment and yet the College has a product range and skills base in demand in developing countries.

There is a balance to be struck between increasing the numbers of international students and serving the Scottish market - in that unless international students are recruited on a full cost basis, there are no immediate financial benefits as the fee income from Government is equal for both home and international students.

Therefore the priority for the College should be on the recruitment of international students for key skills areas (such as engineering, farriery, golf course management) who will pay privately for these services. In order to recruit fee paying students we should explore markets to exploit these niche training opportunities

The British Council Training Bridge is a bilateral exchange programme designed to promote British-German co-operation in the field of work-based training. Through the reciprocal exchange of apprentices and staff with other organisations in Germany, UK organisations can foster long-term bilateral training and business partnerships. Oatridge College has recently received a small grant to enable 2 staff to visit Germany to explore the potential of this scheme in the area of Greenkeeping.

- **VET projects overseas**

The College has not yet explored the opportunities of engaging in vocational education and training projects overseas. The opportunities to do are increasing as the Scottish Qualifications Authority and Scottish Colleges International pursue their business development aims.

Oatridge College has amongst its staff key competencies however the practicalities of releasing staff for long periods of time during term time for international service delivery conflicts with serving the home market.

To that end, and as a first step, Oatridge College should develop a consultants/staff database based on employees and network contacts (e.g. through LISS) to facilitate the deployment of consultants to international projects submitted by other organisations acting as lead partners (e.g. SQA, College's consortia). The College should aim to work initially on a sub-contracted basis for this type of activity with projects selected on the basis of our portfolio strengths and on the availability of suitable personnel.

As Oatridge College develops its international skills database we should pursue opportunities to deploy consultants internationally and College should seek to identify relevant consultancy and tendering opportunities from SQA, SCI etc.

In the long term, as the College's international experience grows College should aim to identify projects that it can create and manage as lead organisation.

- **Overseas delivery of Oatridge College Programmes**

British Council and SQA research predicts that demand for international student places in English speaking destination countries is likely to grow from 2.1 million to 5.8 million over the next decade. This will be accompanied by a shift in the pattern of demand with an increasing focus on in-country delivery, jointly delivered awards, and mixed-mode learning delivery systems.

Oatridge College, in partnership with other home or international organisations should seek opportunities to deliver our specialist provision. College should work with partners to identify and develop new niche market options.

- **Selecting new activity**

The College has extremely limited experience of working in the international arena and therefore the selection of new activity needs be gauged against our developmental aims, feasibility of success in delivery and financial solidarity.

Many opportunities will present themselves to College and we should recognise that few will become actual projects and real business opportunities.

College must develop a filtering mechanism by which opportunities are scanned for potential viability so that minimal effort is expended on futile cases. Selection of those opportunities to pursue needs to take place against a coherent framework and therefore a basic decision making tool has been developed to aid the selection and identification of potential international opportunities – both at the initial identification stage and at critical decision stages in the pursuit of opportunities (i.e. a timescale of realisation and financial status (real and potential)). (See Appendix 2)

- **Staff training and development**

International work is demanding. To build capacity in the College, we will develop as required, short training sessions for relevant staff members. Training will cover cultural awareness, language awareness, health and safety overseas, building and sustaining relationships with overseas clients, developing support activities, report writing, etc. Staff should also receive regular updates about existing or forthcoming international activity within the College.

6. Actions and Priorities

Over the next 3 years the international activities of Oatridge College must be focused on developing networks and partnerships, which secure additional and new funding streams and resources, to the overall benefit of Oatridge College.

To this end the College should

- a) maximise benefits from the Scottish, UK and new EU Structural Funds
- b) maximise opportunities to develop sustainable partnerships at all levels
- c) develop the skills and expertise of College staff, and to identify funds that will facilitate such development, in order to enhance the deliverability of international initiatives.
- d) through its existing marketing committee, develop an international marketing strategy.
- e) identify and target projects and actions that maximise income opportunities
- f) work closely with partners in Scotland and in international locations to design and deliver profitable projects.
- g) be selective in the areas of the world where international activity should be pursued and to be selective about what services the College should offer to international clients.
- h) Develop international alliances with:
 - a. International funding agencies
 - b. Scottish Countryside Colleges
 - c. Sector Skills Council (e.g. Lantra)
 - d. Private sector organisations and agencies
 - e. Scottish development International
 - f. Scottish Colleges International
 - g. SQA
 - h. The British Council
 - i. The Scottish Executive
 - j. Scottish Enterprise
- i) To increase partnership activity in restricted geographical target zones which need to be researched and selected. Areas for consideration will include Africa, Caribbean, Eastern Europe and North America.

These activities are quantified and prioritised in Appendix 1: Actions and Outputs 2007-2010

7. References and Related Strategies and policies – see Appendix 3

Actions and Outputs 2007 – 2010

Appendix 1

	Priority	Action	Measure	Project Output	Resources	Timescale	Priority level (1-3)
1	Define key areas of activity to be pursued by Oatridge College	<p>a) Work with SEEL on 1 day development planning session</p> <p>b) Develop action plan to identify key geographical areas and vocational focus of international activity</p> <p>c) Identify selected areas of the world where international activity should be pursued and to select services the College should offer to international clients.</p> <p>d) Define business case for international activities and establish operational budget</p>	<p>1 day planning seminar and scenario developments – preceded by individual interviews</p> <p>Development of International Action Plan</p> <p>Main target location identified (max 4)</p> <p>Main target vocational areas identified (max 6)</p> <p>Publish the business case for international activity and allocation of initial budget</p>	<p>Agreement to future action plan stages</p> <p>Identified key actions</p> <p>Identify and target projects and actions that maximise income opportunities</p> <p>Financial forecasts developed</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Financial commitment</p>	<p>Dec 2007</p> <p>Mar 2008</p> <p>Mar 2008</p>	1
2	Establish selection criteria for international activities	Develop checklist for the selection of international opportunities	Production of checklist	Checklist	Staff time	June 2007	Draft Complete (attached)

	Priority	Action	Measure	Project Output	Resources	Timescale	Priority level (1-3)
3	Maximise opportunities to develop sustainable partnerships at all levels	a) Continue to support SCI for 1 further year	Membership of SCI to be reviewed after 2008	SCI membership fee negotiated on sliding scale	Finance Staff time		1
		b) Forge links with SDI, SE, SEEL, SQA, BC, SCC, Sector Skills Councils(e.g. Lantra), Private sector organisations and agencies, to position College for up-coming projects	OC participating in discussions/ meeting etc in networks/ meetings to inform on future development opportunities	Intelligence and partnership formation Regular meeting with representatives from key organisations	Staff time Local travel	June 2007 on-going	1
		c) Develop international alliances with international funding bodies, and agencies	OC participating in discussions/ meeting etc in networks/ meetings to inform on future development opportunities	Intelligence and partnership formation	Staff time International travel		2
4	To maximise benefits from the Scottish, UK and new EU Structural Funds	Continue applications for ERDF / ESF 2007-13 to support existing College deliverables and to identify new areas for application	Establish or become included in sectoral partnerships to secure funding stream	Key partnerships formed to submit ERDF/ESF applications Make applications for new projects under reformed ERDF/ESF funding	Staff time	July 2007	1

	Priority	Action	Measure	Project Output	Resources	Timescale	Priority level (1-3)
5	To maximise benefits from the EU Structural Funds in EU countries	<p>a) Identify and pursue international partnership working with organisations in specific EU Accession states</p> <p>b) Forge key relationships with international partners</p> <p>c) Submit applications for new international activities funded through the EU</p>	College forged 1 strategic partnership in at least 3 new EU or future accession states	<p>College positioned to access EU funds in identified EU states (E.g. Romania Bulgaria, Caucasus)</p> <p>Establish 2 new international partnership projects</p>	<p>Staff time</p> <p>Finance</p> <p>Long term investment</p> <p>International travel</p>	Dec 2009	2
6	Devise and populate a skills database of staff and contacts	Gather information re skills and competencies and experience of staff and OC contacts re deliverability of project types	Establish comprehensive database	Database	Staff time	Mar 2008 – updated continually	1
7	Develop the skills and expertise of College staff	Identify funds that will facilitate such development, in order to enhance the deliverability of international initiatives.	<p>Collate information re staff development funds (e.g. Grundtvig, CEDEFOP)</p> <p>Raise awareness of funding opportunities for staff and encourage applications re development opportunities</p>	Internal International opportunities information circulated 3 times per year	Staff time	Sept 2007 onwards	2

	Priority	Action	Measure	Project Output	Resources	Timescale	Priority level (1-3)
8	Increase international student recruitment	a) Define College position on this priority b) Identify target recruitment numbers	Identify areas for international student recruitment Identify numbers of target international student recruitment Identify fee structures and financial management systems	Definition of College targets for international student recruitment	Staff time	Dec 2007	3
		c) Through existing marketing committee develop an international marketing strategy	Market programmes internationally	Implement international marketing strategy	Staff time International marketing	Mar 2008 onwards	3
		d) Recruit income generating international students	Attendance at student recruitment expos etc	Recruit target students	Staff time with international travel and	Sept 2008	3
9	Increase international activity through commercial project delivery	Work closely with partners in Scotland and in international locations to identify design and deliver profitable projects	Deliver 2 international development projects.	Realise commercial income form 2 international development projects in partnership with appropriate local and international partners	Staff time Development of CV database Local and international partners	Dec 2008 - 2010	2

Draft evaluation checklist for assessing new international opportunities. Appendix 2

Purpose

- Is the activity to be established as
 - A commercial proposition?
 - A student /staff developmental project
 - A strategic development

Partners

- Is this activity supported through
 - External funding (e.g. EU funds)
 - Client/ Private funds – and to what extent has this been verified
 - College funds

Location

- Is the proposed activity
 - A targeted geographical location
 - Located in a safe environment for all personnel

Costs

- Have all necessary resources been identified, and has the activity been fully costed?
- Is the activity profit making for OC? Give details, including any associated development costs, e.g. staff preparation time, materials development
- Is an outline business case for SMT approval before proceeding?
- If the activity is developmental?
- How can we best minimise risk and maximise chances of success?

Competitors

- If the activity is competitive, do we have a realistic chance of success? What is the best evidence for this estimate?
- If we are unsuccessful, could there be any secondary gains?

College expertise

- Do we have enough independent market intelligence to support this activity?
- Is this an area where we have leading edge expertise or niche market experience?
- Does the College have the competencies to deliver on the project? Is the relevant curricular area buoyant?

Human resources

- Does the College have flexibility in HR to deliver in this project?
- Will the opportunity remain profitable if we outsource/ seek partnership for delivery?

Added value

- Will the activity build capacity within the College (for the organisation and for individual staff members?)
- Is this an 'incubator' activity with potential to generate additional business as a spin off?

References and Related Strategies and policies

Appendix 3

1. Scottish Executive (2004) International Strategy
2. Scottish Executive (2004) A Smart Successful Scotland
3. Scottish Executive (2003) Fresh talent Initiative
4. Scottish Executive (2005) International Development Strategy
5. Scottish Funding Council (2006) Corporate Plan 2006-09: Summary
Learning and innovation: helping to deliver Scotland's strategy for the future
6. SFEU (2005) "Initiating, Adopting and Building Knowledge Transfer and Scotland's Colleges. A summary report"
7. DfES (2005) "Putting the World into World-Class Education: an international strategy for education, skills and children's services"
8. British Council (2006) "Vision 2020: Forecasting international student mobility - a UK perspective"

Scottish Executive policy

A Smart, Successful Scotland

http://www.scottish-enterprise.com/publications/smart_successful_scotland_refresh.pdf

Framework for Economic Development

<http://www.scotland.gov.uk/library3/economics/feds.pdf>

International Strategy

<http://www.scotland.gov.uk/Resource/Doc/26350/0025712.pdf>

European Strategy

<http://www.scotland.gov.uk/Resource/Doc/26487/0025763.pdf>

International Development Strategy

<http://www.scotland.gov.uk/Resource/Doc/37428/0024786.pdf>

Lifelong Learning Strategy

<http://www.scotland.gov.uk/Resource/Doc/47032/0028819.pdf>

A Framework for Higher Education in Scotland

<http://www.scotland.gov.uk/Resource/Doc/47034/0028810.pdf>

A Science Strategy for Scotland

<http://www.scotland.gov.uk/library3/education/ssfs-00.asp>

An International Outlook - Educating Young Scots about the World

<http://www.scotland.gov.uk/Resource/Doc/158299/0042867.pdf>

Scotland's Strategy for Stronger Engagement with China

<http://www.scotland.gov.uk/Publications/2006/08/23080408/0>

Scotland's Strategy for Stronger Engagement with the USA

<http://www.scotland.gov.uk/Publications/2006/10/16134953/0>

UK policy

DFES International Strategy

http://www.globalgateway.org/pdf/Policy_Action%20Plan%20October%202005.pdf

Action Plan

<http://publications.teachernet.gov.uk/eOrderingDownload/DfES10772004.pdf>

Department for Employment and Learning Northern Ireland - Strategic approach to international activity

http://www.delni.gov.uk/del_international_strategy-mar_06-2.pdf

Prime Minister's Initiative

<http://www.britishcouncil.org/eumd-strategies-pmi-ie.htm>

EU policy

Lisbon process

http://ec.europa.eu/growthandjobs/key/index_en.htm

Bologna process

<http://www.dfes.gov.uk/bologna>

Bruges-Copenhagen process

http://ec.europa.eu/education/copenhagen/index_en.html