CELEBRATING TWENTY YEARS OF COLLEGE INDEPENDENCE

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CELEBRATING INCORPORATION
It is clear that the revolution, started 20 years ago, is still in need of nurturing.

The FE Week case study of City and Islington College points out that just such a focus is needed when reaching into every corner of the curriculum and student populations.

As a last word, for now, in all this change, have we really kept sight of the true needs of FE?

Alan Tucker, of the International Association for Adult Education, and David Igoe, from the Sixth Form Colleges Association, remind us on page 15 that the world of FE is bigger than the skills agenda that currently dominates.

Fair funding leads to focus on learners

The sector has learned from the weaknesses of both models.

The lack of evidence on how the dual system worked was responsible for its failure to harden its approach to a market sector. However, the evidence from recent developments in New Zealand and Australia, as well as feedback from the FE community, suggests that FE is learning from its mistakes.

What is needed going forward is more such fine-tuning and less wholesale redesign.

Marketing is one of the key areas where more could be done, and FE colleges need to be more focused on how they are perceived by their learners and the wider community.

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It’s not just a lack of government cash that is bringing about a redefinition of the relationship between learner, state employer and educational provider.

The government needs the course of its convictions

If the government wants to address the needs of its convictions, it will need to ensure that its policies are aligned with the needs of its learners. This can be achieved through investing in higher education and online learning, which will折叠 into one another within the next fifteen to twenty years.

For David Hughes, chief executive of the Learning Age, a decade on, the incorporation of colleges as state and employer was an expensive mistake. The incorporation of colleges as state and employer, says Hughes, “has to be a trade-off. Doel reckons it was a challenge too far, leading to risky business plans, failed enterprises and poor financial control.”

For colleges, a lack of freedom can lead to a lack of accountability, which can result in poor decision-making and a lack of transparency and accountability.

There are stark differences between the political line and what the FE minister really means, says Matthew Marsden. “We are now dealing with a substantially more complex and challenging environment.”

For many, the state’s role in higher education and online learning is not clear. It is not clear how the state is going to support colleges in their transition to online learning, and how the state is going to ensure that colleges are accountable for their decisions.

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For many colleges, incorporation was a challenge too far, leading to risky business plans, failed enterprises and poor financial control. This has led to a lack of accountability and transparency in the sector, which can result in poor decision-making and a lack of transparency and accountability.

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A sector in charge of its own destiny

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The rise of the entrepreneurial college

Former head of independent schools, Jim Horrocks (right), is running the College Group's new tertiary college, Carter & Carter College Group, which is due to open in 2013. The college will be the first of its kind to break new ground in the area of free schools, a concept which is gaining momentum in the United States. Carter & Carter is aiming to create a new model of learning and teaching, focusing on the needs of students and家长’s, rather than traditional institutions. The college will offer a range of courses, from traditional ones to more innovative ones, such as entrepreneurship and innovation. The college’s aim is to provide a supportive and inclusive environment for all students, regardless of their background or socio-economic status.

City and Islington College, born in 1991, has faced challenges adequacy of curriculum and adult education programs. As a result, the college has implemented several initiatives to improve the quality of its services. One such initiative is the development of a new curriculum that focuses on the needs of adult learners, rather than on traditional academic subjects. The college has also implemented a new approach to assessment, which is based on the principles of formative assessment. This approach has helped to improve the quality of students’ learning and has resulted in higher levels of student satisfaction. Additionally, the college has implemented a new approach to student support, which is based on the principles of personalized support. This approach has helped to improve the quality of student support and has resulted in higher levels of student satisfaction.

An extremely positive image of what FE can do for a community emerges from this story

The path of growth and development in the college has been long and winding, with many changes and challenges along the way. However, the college has managed to overcome these challenges and has achieved significant success. The college has managed to attract a significant number of students, and it has also managed to provide a high-quality education to these students. Additionally, the college has managed to attract a significant number of employers, who are willing to support the college’s efforts.

City and Islington College’s success story is a testament to the power of entrepreneurship and innovation. The college’s ability to adapt and respond to changing circumstances is a key factor in its success. The college’s approach to education is based on the principles of personalization and relevance, which are key to successful learning. Additionally, the college’s ability to attract a significant number of employers is a testament to the quality of its education.

Forming an orderly queue to improve customer service

The way from the Association of Colleges helped 31 enterprising colleges to become permanent residents in new colleges in earlier years. This is the model of a new college, where student satisfaction is at the core of the design. The college is designed to be a learning community, where students and staff can work together to achieve their goals. The college is also designed to be a place of innovation, where new ideas can be explored and developed.

The impact of social networking and marketing at City & Islington

The college’s marketing team has played a key role in the college’s success. The team has implemented a range of innovative initiatives, such as social networking and marketing. These initiatives have helped to improve the college’s visibility and have resulted in increased student numbers. Additionally, the team has implemented a range of initiatives to improve the college’s reputation, such as the college’s annual report, which is designed to showcase the college’s achievements.

A success story

City and Islington College’s vision is to be a college that is known for its innovative and entrepreneurial approach. The college’s success is a testament to the power of entrepreneurship and innovation. The college’s ability to adapt and respond to changing circumstances is a key factor in its success. The college’s approach to education is based on the principles of personalization and relevance, which are key to successful learning. Additionally, the college’s ability to attract a significant number of employers is a testament to the quality of its education.

The social impact of networking and marketing at City & Islington

37% increase in website traffic in 2012 [1.2 million hits]

70% of applications now online

14,000 views of clips on YouTube

2,500 students engaged via Twitter or Facebook

The success of entrepreneurship clearly established in countries like India and Africa. The college’s mission is to provide a high-quality education to all students, regardless of their background or socio-economic status.

City and Islington College’s new sixth form campus, in Greenford Road, London, and the old campus in Bexleyheath, London.

The first 25 years at City and Islington have certainly been challenging years, as they have for colleges everywhere. Contract continuation in the early 1990s, voluntary national park on qualifications and funding, increasing group sizes, greater workload, repeated restructuring and redundancies— all have left their mark. Yet whatever the external stresses over the years, an extremely positive image of what FE can do for a community emerges from this story of a single college over two decades.

It does and students still united in valuing the quality of their relationship, and their respect for one another as the key to successful learning. The college’s unemphasising emphasis on its students, its learning and support, is backed by all in the college—community—security guard to director of finance. Perhaps the last word should go to a former student interviewed for the study in describing the experience from a student’s point of view. Barney Acocar told “It was one of those college. I worked in the college—community—from student support staff, premises and estate and finance; sites were consolidated; processes have streamlined personnel, computerised management information systems (MIS) for the purposes of marketing, and from paper-based to online systems (see table). The college’s success is a testament to the power of entrepreneurship and innovation. The college’s ability to adapt and respond to changing circumstances is a key factor in its success. The college’s approach to education is based on the principles of personalization and relevance, which are key to successful learning. Additionally, the college’s ability to attract a significant number of employers is a testament to the quality of its education.
BENEFITS IN NUMBERS

Our new tariffs are even better value for money, especially if you sign up learners in bulk.

With NOCN you get great qualifications for less.

Give us a call on 0114 227 0500 or email us to find out more.

www.nocn.org.uk
If that doesn’t work, we do it again. Really?

Next time you come across a number of college marketing staff, treat them as if they were him or her gently. They’re a much maligned lot.

In 2006 it was one of the first people in FE to have the word marketing in my job title. There were very few of us, and no one knew how to treat us.

We were guilty of spin, transparently hiding what we did behind an air of mystery. We were the Mandarins of our time. That’s what I heard that education was about doing. It was a noble pursuit and marketing had no place in it.

But times change and so do attitudes. The 21st century college marketing staff is just as innovative and creative as other college departments. They are marketing in a way that works for them and the students they serve.

The 1993 settlement ensured colleges had a local presence in places poorly served by FE. While the latter closed and FE Focus has disappeared for four or five years, many say “The college is seldom mentioned — FE is invisible.”

The post-Incorporation college: a not-so-sleeping giant

The college's success has been driven by its marketing strategy. Nick Warren, freelance marketing consultant, says the college is not afraid to spend money on learning from other sectors. As a result, FE has become more flexible and able to compete with the private sector.

The college is now the only large provider of apprenticeships in the UK. It has become transparent and accessible, attracting new students and retaining its existing ones. The college is now a household name for its excellent customer service and outstanding reputation.

The past five years in the UK have been a period of rapid change for the college. The college has had to adapt to new challenges and changing market conditions. It has retained a local presence in places poorly served by FE.

The college's success is based on its ability to adapt to changing circumstances. It has a comprehensive data collection and analysis process for meeting emerging needs.

Funding

The post-Incorporation college: a not-so-sleeping giant

Leeds College City is one of the largest providers of apprenticeships in the UK. It follows the Launching of the Apprenticeship Training Agency — joint agreement with the local authority — and the creation of the Food Academy at its central campus in Flannan.

The college has been a forerunner in many areas, including

- The college has developed a curriculum that is relevant to the local economy.
- The college has been able to attract more students due to its strong reputation.
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Many inspectors are seen to have little experience of colleges. Reactions to the changes are mixed. ‘Teddo’ says he had the benefit of being the open door, it was the mid-90s. He was telling the FE sector ‘outgrows’ inspection reports since incorporation — on how well colleges were using new good practice. The “national dashboard” he makes no apologies. It’s worth bearing in mind that, like their counterparts in universities, some college departments will be taken to mean unsatisfactory."

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A surge of optimism over college independence that began just a year after the Act became law has ground to a halt just a year later when it was warned that the Learning and Skills Council (LSC) had been given “overly cautious” terms of reference and had not yet done enough to move independent colleges “upstream”.

Treasury estimates that FE replacement costs (“ وإن المية بالعرة”)

Treasury estimates that FE replacement costs could total up to £2.5bn, compared with the £500m in grants, the proposals facing the Commons in the late Spring had only provided for £1.3bn, a sum already cut in March when £800m had already been lost. Private funding, using the new College Charges Initiative (CCI), which had been introduced by the LSC last October, had been unable to attract the necessary cash privately and confidence in its ability to deliver has waned. No further large-scale private investment has been secured – and the timing of the proposals could not be worse.

“Visionary, however, she is surprisingly numbers-oriented, in terms of 16 to 19-year-old students, from 1,500 to 2,500,” Karen Dobson, chief executive of the National Union of Labour Colleges, told FE Week.

For someone who comes over as so self-effacing, this is a telling admission. And so, in 2000, the LSC commissioned the Centre for Policy Studies to produce a report on the future of the college sector. This was to be the “road map” for the next five years. Only one single finding in this report stood out: “3/4 of the current problems of college funding could be solved by addressing the capital funding issue.”

This was the key conclusion. Of 16 to 19-year-old students, from 1,500 to 2,500, then, was the expected level of students by 2005. It is now clear that this was an understatement of almost 50%.

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