Issues involved in **setting up a Higher Education Institution overseas**

**Quality /Probity/Reputation/Standards**

Interface with local Management, Royal Family, decision makers
Positive public relations
Sound financial footing – JV with Dubai Associates

Pricing and positioning strategy – clear policy on payment terms and enrolment procedures.
Limited use of Scholarships for poorer students from LDC’s

**Resources**

Infrastructure – Library, Lecture Theatres, Computer facilities, Food Court, Gymnasium, leisure facilities, information and learning resources centre

Selection of the most appropriate degrees for the market
Appointment of excellent staff who are culturally adept, secondments from within Middlesex Univ. and/or new appointments
External examiners - existing or new?

**Promotion**

Creativity
Meeting and exceeding income targets – close collaboration with Regional Director for the Gulf and other regional directors in the wider geographical footprint
Levels of English Language ability – benchmark should be IELTS 6.0
Acceptability, comparability of indigenous qualifications for entry at degree or foundation level.

**External factors**

(War, civil strife, terrorism, conflict)

**Leadership**

Teamwork
Strategic direction
Collegiality
Establishing the right culture – love of learning, high levels of graduate employment, positive experience, sense of fun, enjoyment (X factor)

**3 levels**

pre opening/establishing the Dubai Campus
Rapid expansion of recruitment of students and staff, engagement with the business community
Consolidation, hitting and exceeding targets in line with the 5 year plan (Middlesex University/Dubai Associates)