

Applying for Affiliation to the International House World Organisation

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Section A Executive Summary

This section summarises the benefits to your school of affiliation to the International House network. Full details on each topic can be found in Section B, and all the necessary forms in Section C.

1 How can Affiliation to IH benefit your business?

We live in a competitive and globalised world. To be successful in any business, it is not enough to have a great product or service. In addition, you have to differentiate yourself from your competition, know how to target your market, and develop a strong brand. This is where IH can help your business. We have:

- a strong and recognisable international brand
- a global presence
- a reputation for quality, reliability and innovation
- a history (since 1953) of excellent educational benefits for clients
- a wide range of academic resources and support services
- a wide range of promotional and administrative resources and support services

Benefit 1 A strong Brand - The International House Name and Logo



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Meet your colleagues at our numerous annual events, both internally arranged by IH and agent workshops or conferences where we have a lot of representation.

- International House Directors' Conference
- International House Agent Workshop
- International House Directors of Studies' Conference
- International House Young Learners' Conference
- International House Teacher Training meetings
- Attendance at the most important international Agent Fairs
- Stands at international Language Exhibitions

Benefit 5 Recruitment

We help you to recruit professional teachers. IHWO offers a teacher recruitment service, which recruits in excess of 300 teachers every year for affiliated schools. Review our web page at <http://www.ihworld.com> to see the range of positions we can recruit for your school.

Benefit 6 Training and Development

International House Teacher Training centres train some 3000 teachers per year worldwide. If you offer teacher training courses and become an approved Network Training Centre you will profit from the good reputation and long experience of International House in Teacher Training, and can recruit the best trainees for your school.

If you do not offer Teacher Training courses your teaching staff can be trained through International House either on site, in another convenient IH centre or online via our Online Teacher Training Institute.

Review our web pages www.ihworld.com and www.ihonlinelearning.net

Benefit 7 Career Paths for Staff

Finding the best staff is always a challenge. You can attract highly qualified and motivated professionals to work for you under the IH brand, which is highly regarded in the academic community.

Within the International House network, teachers and staff have a wider range of career possibilities and are given the chance to improve their skills, learn more, and move from school to school.

Benefit 8 Educational Resources

International House offers a wide range of original IH-branded educational materials that are created across the network by experienced IH teachers and shared online.

Review the Membership Pack contents in Section C to see what resources you get on affiliating. In addition, our teachers' website has hundreds of pages of supplementary materials for use in class that can be simply downloaded and printed out locally.

Benefit 9 Your professional community



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Be part of our network and you will have the possibilities to be in touch with your colleagues facing similar challenges. You will meet them at our annual conferences and profit from their accumulated experience and expertise. This will give you a professional support community that can help you save time and money when solving challenges and creating new systems.

Benefit 10 Backup and Support

As a member of International House you will receive support, advice and assistance from the central office as well as from your colleagues. IHWO can help you with resources, new developments, creating new courses, business developments & marketing, designing new promotional materials, making contacts in the language teaching field etc.



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2 What do you have to do?

2.1 Nature of affiliation

We hope you will wish to share the aims, philosophy and principles of International House. The purpose of affiliation is for all IH schools to work together to raise standards, ensure the highest quality for their customers, and benefit from a global network of like-minded professional schools.

2.2 International House Aims

We aim to raise the standards of teaching English and other languages by training teachers and co-operating with language schools offering high standard services and seeking to expand.

2.3 Independence and Flexibility

International House schools are independently-owned and managed, and diverse in their local course offering and development - but they all follow the IH Affiliation Agreement and meet the rigorous IH Quality Standards.

We strive to be flexible in the development of the network and do not impose franchise-style fixed course structures and products.

Quality must be the primary concern of IH schools - both for their commercial success and for the success of their colleagues and the brand worldwide.

2.4 Costs

It is important to be aware of the costs affiliation brings. Members of the network pay an annual affiliation fee and cover the costs of inspection visits, but also need to budget for conference attendance, school quality upgrades and teacher training. High standards are required by the Affiliation Agreement but we strive to keep costs low, for example via online training that has very low costs.

All fees are listed in the Schedule of Fees in Section B.



3 The Affiliation Process

If you would like to apply for affiliation, we will follow these steps - and the process will take 2-3 months depending on the availability of inspectors.

3.1 Application

You will need to send us the application form and a brief financial overview together with a summary business plan, an organogram, CVs of key staff, and a specimen contract for teaching staff.

3.2 Review

The application will be reviewed by the Management Committee of IHWO (who are all school directors, elected by their peers). Assuming there are no concerns, we will arrange an Inspection of your school as soon as practicable.

3.3 Inspection

An inspection visit will take 2-3 days, including detailed classroom observations. The Inspector's report will be circulated to the Management Committee for discussion and decision. The application can be approved, approved subject to recommendations being implemented or rejected.

3.4 Approval

If the application is approved, the process is completed by signing the Affiliation Contract. When the initial fees are paid, the school receives a Certificate of Affiliation and the Membership Pack of IH resources.



Section B Detailed Guide to Affiliation

1 What can International House do for your school?

Benefit 1 A strong Brand - The International House Name and Logo

Affiliation confers the right to use the distinctive International House logo and the name International House (the use of the name & logo is a requirement as well as a right). Schools can benefit considerably from the fact that International House is a well-known and highly regarded brand in many countries as a result of the activities of the IH affiliated schools worldwide.

Benefit 2 A Global presence – The IH Network of Schools

International House currently has over 150 affiliated schools in over 50 countries, including the following:

Argentina	Hungary	Qatar
Australia	Indonesia	Romania
Azerbaijan	Iran	Russia
Belarus	Ireland	Saudi Arabia
Brazil	Italy	Serbia
Bulgaria	Kazakhstan	Slovakia
Canada	Latvia	Slovenia
Chile	Lebanon	South Africa
China	Libya	Spain
Colombia	Lithuania	Switzerland
Costa Rica	Malaysia	Syrian Arab Republic
Cyprus	Malta	Thailand
Czech Republic	Mexico	Ukraine
Egypt	Montenegro	United Arab Emirates
Estonia	New Zealand	United Kingdom
France	Oman	Uruguay
Georgia	Poland	USA
Germany	Portugal	Vietnam

The network is still growing and expanding into new regions and into new areas of development and support for schools. The IH network is supported by the IH World Organisation (IHW), a UK company that all full affiliates become shareholders of. All the IH schools are independently-owned and managed, and IHW manages the network support and development, which includes the quality assurance and provision of services to schools.

IH is therefore a broad network of schools with a wide range of business experience and expertise in a variety of market types. There are numerous joint marketing initiatives, organised and co-ordinated by IHW or organised by schools on a regional or similar-product basis.

Every International House school benefits from the prestige of belonging to a strong global organisation. For many schools in an increasingly competitive market, it is the something that helps



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to differentiate them from rival schools offering similar courses and services. Similarly, those International House schools which offer a service for courses abroad can tap directly into the network and again provide their clients with something that other schools cannot usually offer. International House schools also have a common pool of agents and contacts on which to draw so that they can share marketing activities, and IHWO has a central database of agents who are kept informed of IH's work.

Benefit 3 Quality Management – regular Inspections

Inspection visits take place annually for new affiliates and every other year after the first three years of affiliation. The inspection visit is an obligation as well as a benefit, but is a two-way process - IHWO ensures that quality standards are being met, and also shares new ideas from around the network - and learns about points of excellence in the inspected school that can be shared with other schools and can help them improve their services.

It is one of the ways in which IHWO maintains contacts with affiliates, as well as giving advice and helping to maintain the network of teachers moving around the organisation.

A visit can bring many benefits, from the opportunity it provides for promotional activities to the stimulation and educational support that it can offer to teachers and management.

Benefit 4 Marketing & Promotion – visibility at fairs & exhibitions

IH schools attending international fairs as a group achieve higher visibility through corporate identity (e.g. the IH Village at ICEF Berlin or ALPHE fairs). IHWO provides promotional material for fairs so schools can be easily recognized as members of the network. Belonging to a strong and well-known group gives schools extra visibility and weight when promoting their own programmes and the high Quality Standards of International House members encourage new business partners to choose to work with an IH school rather than with the competition.

At some of the most important fairs schools are supported by the IHWO stand at the exhibition which means additional visibility for the brand. This also gives non-participating schools the chance to be represented through the general promotional activities and in the central IH promotional material on display.

IHWO informs the school about new opportunities for group advertising and as a group might achieve special prices for insertions in the most useful newspapers and magazines.

Benefit 5 Recruitment

There is no doubt that the International House name is particularly influential in the area of recruitment. Teachers regularly approach International House looking for employment in preference to other organisations because of the career opportunities and educational support that International House schools provide.

IHWO offers a Recruitment Service, which recruits in excess of 300 teachers every year for affiliated schools. The staff recruited are all qualified and represent a wealth of expertise in a wide range of areas of language teaching such as Younger Learners, Business English and examinations. A substantial number of Directors of Studies, ADOSes and Senior Teachers are also recruited annually.



Benefit 6 Training and Development

IH helped to create the modern standards for teacher training in language education, by launching the IH Certificate in the Teaching of English to Adults (IHC) in October 1962. This later became the RSA Certificate, which then became the CELTA. IH continues to innovate in preparing and developing teachers of all languages. Within the IH Network there are currently more than 40 teacher training centres. For more information see our webpage www.ihworld.com

A wide range of courses are offered by the network such as:

- **Initial courses:** CELTA and IH Certificate in Teaching Languages (IHC)
- **Specialised Training:** IH Certificate in Teaching Young Learners (IHCYL), Certificate in Teaching BusinessEnglish (IH BET), Certificate in 1-to-1 teaching (IH 121), etc
- **Advanced courses :** DELTA, IH DOS Certificate, Educational Management modules (IH London)

IHOWO now also provides an IH Online Teacher Training Institute, which hosts Teacher Training and Teacher Development courses offered by various IH schools and by IHOWO itself.

See the web page for more information www.ihworld.com

Benefit 7 Career Paths for Staff

Belonging to International House provides staff, and teaching staff in particular, with a much wider range of career possibilities than any individual school can offer. This is true whether staff choose to move from school to school within the organisation (in which case the International House network provides excellent opportunities for the dissemination of ideas between member schools) or to move outside it to organisations which will generally value experience gained in International House more highly than experience gained in individual private schools. Such movement is also good publicity as the level of professionalism which the network is able to inspire in staff is highly regarded everywhere and acts as a recommendation for International House.

The movement of staff within the organisation and their loyalty to International House is an excellent promotional tool. Teachers in particular, who value the opportunities for development and the career structure which International House offers, are a very good advertisement for the organisation, both in the classroom and outside it. The International House Teacher Transfer System ensures that this network is maintained and developed by transferring recommended teachers from one affiliated school to another.

Benefit 8 Educational resources

IHOWO offers teaching material to all the schools such as supplementary worksheets, CALL material, audio and video classroom material.

Through our web site IH teachers from all over the world have the possibility to share their experiences, to share important links, to recommend books or to publish their own materials.

The web site offers educational materials for schools to adopt or adapt to their own local needs.

These materials

include:

- The IH system of levels (linked to CEF & other international levels)
- The IH core curriculum



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- Academic system handbooks
- Classroom materials
- Self-study materials
- Placement tests
- End of level tests
- Computer lab materials
- ...and much more: see the Contents of the Membership pack in Appendix 1.

Benefit 9 Your professional community

IHWO organises annual conferences and events to ensure that affiliates can benefit from each other's expertise:

IH Directors Conference

The conference is held in May, in a different location each year, hosted by the local affiliate in conjunction with IHWO. Recent locations have included Kiev, Newcastle, Cordoba, San Sebastian, Dublin, Mexico and Prague.

The conference is organised by IHWO and offers an opportunity for Directors of affiliated schools to meet, exchange views and discuss current developments and future plans. The conference also incorporates an AGM and Business Meeting where the business affairs of IHWO Ltd and IH affiliation are dealt with. Attendance at the Directors' Conference is a requirement of affiliation.

IH Agent Workshop

This event is specifically for Study Abroad schools and takes place in spring.

IHWO invites a group of around 70 carefully-selected agents for a weekend workshop in an attractive location where schools can create new links with useful agents. It is held every year in a different location and is hosted by one of our Study Abroad schools.

You will have the chance to meet with existing business partners as well as to create new contacts with agencies in key markets who are aware of the high quality standards within the network and are looking for new partners.

IH Roadshow

This is another event for Study Abroad schools and usually takes place in autumn. Study Abroad schools decide on a country/countries of common interest. IHWO organises agents' workshop in the major city of this country/these countries and invites local agencies to attend the events.

Like the main workshop these events help to strengthen existing partnerships and to build new contacts and collaborations in markets of particular interest.

IH Directors of Studies' Conference

This conference is also arranged by IHWO and takes place every January in London. This conference is aimed at Directors of Studies and concerns itself with educational and pedagogical matters, as well as issues of management and new developments in Language Teaching.

Attendance at the Directors of Studies' Conference is a requirement of affiliation.



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IH Young Learners' Conference

This conference is hosted and organised by a different affiliate in November each year. Recent locations have included Madrid, Prague, Viseu, Huelva, Milan, and Torres Vedras. It is aimed at YL Coordinators at schools that teach, or would like to start teaching, younger learners and covers both educational and commercial aspects of running such courses.

Other occasional conferences include:

-- **IH Executive Centres' Conference:** Schools with an existing Executive Centre, as well as schools who wish to develop this area, are welcome.

-- **IH Teacher Training Steering Group:** A group of expert trainers who meet to consult on and guide future teacher training development across the organisation.

In addition, many groups of affiliates hold national conferences or workshops (e.g. in Portugal, Italy, Spain Ukraine) for their staff and teachers from the wider profession. Apart from International House conferences, many affiliates attend conferences and events around the world, for pedagogical or promotional purposes or both. IHWO also regularly sends representatives to conferences or fairs, and collects information about such events in order to alert affiliates to them.

Benefit 10 Backup and Support

Advice and assistance is given to all schools via circulars, publications, educational resources, and conferences as described in the sections above.

The affiliates' area on our web page can be seen as a "meeting point" for all members and it provides information on latest developments all around teaching and learning languages.



2 The Affiliation Process

If, having read all the information about International House, you would like to apply for affiliation, the following process will apply.

2.1 Application

You should send us a formal application to affiliate. We need all the information to be provided electronically, preferably by email or on a CD ROM.

a Please fill in the Application Form (attached as a Word file) and send to us by email.

b Please attach to the Application Form the following documentation (also electronically):

- a summary business plan (see template in Part B of Application Form) showing current and projected student numbers, local competition, details of promotion and publicity etc.
- a financial statement: current and projected turnover and profit & loss statement, using the attached Excel spread sheet
- an Organogram
- CVs of the key shareholders and Director
- CVs of all full-time permanent teaching staff
- a specimen contract for full-time permanent teaching staff

2.2 Review

All school directors will be notified of your application and invited to submit comments. The detailed application will be circulated to the IHWO Management Committee, and discussed at their meeting which takes place at least three times per year, usually in March, May and November. Each application is carefully considered, and one of the following steps will be taken:

- the application will be approved
- the application will be approved subject to certain recommendations being implemented
- the application will be rejected

2.3 Pre-Affiliation Visit

An inspection visit must take place prior to affiliation. This can be arranged before or after the IHWO Management Committee meeting, but before is most common and most useful, as it means that the inspector's report is available to the Management Committee for their discussion.

Otherwise, the report can be submitted to the next Management Committee meeting and the application considered in full. The inspector's travel, accommodation and living expenses will be the responsibility of the applicant. The format of the inspector's report is given in section C, appendix 3. See in this section, subsection 3 below for more details.

2.4 Decision

If everything is satisfactory, an offer of Affiliation is made.

To complete the process, these steps are taken:

- the applicant signs the Affiliation Agreement Contract (cf Appendix D)
- the applicant pays the one-off registration fee to join the network
- the applicant pays the first year's affiliation fees
- a Certificate of Affiliation is issued

Please see the Schedule of Fees in section B, subsection 6 for the current fees to be charged.



3 The Pre-Affiliation Inspection

The purpose of the visit is to ascertain whether or not a school meets or will be able to meet the requirements of the International House Affiliation Agreement.

The visit should be informative for both sides. The inspector will find out all about the prospective affiliate in terms of business practice, financial security and outlook, management, educational practice, resources, premises, future plans and so on. See the attached Pre-affiliation Report Template for an outline of what is to be considered in the visitor's report on the school.

The prospective affiliate will gain a deeper understanding of how International House operates centrally and worldwide, a sense of the International House culture and the contribution that the prospective affiliate can make to the network, as well as what they can gain from it.

Thus both sides need to be very open in discussing this move towards affiliation. Both inspector and potential affiliate should be familiar with the Affiliation Agreement and Information for Prospective Affiliates.

An overview of visit activities is below in 3.5.

3.1 Timing

The pre-affiliation visit normally takes place after an application to affiliate has been prepared and sent to IHWO. However, under certain circumstances, a visit may take place prior to any such application. In such a case, the inspector may need to advise on the preparation of the documentation.

N.B. Although International House does not undertake a pre-affiliation visit unless it is felt that there is a good case for a subsequent affiliation, there is no guarantee that this will in fact be the outcome.

3.2 Financial Arrangements

International House will cover the inspector's salary. All other expenses - airfare, visa, travel insurance, accommodation and daily living expenses (meals and transport) - are the responsibility of the potential affiliate and should be reimbursed locally or upon invoice.

3.3 Accommodation

This should be in a local hotel, where the inspector can be comfortable and enjoy privacy. Inspectors should not be accommodated with the owner, Director or any other member of staff.

3.4 After the Visit

The potential affiliate should be clearly informed about whether the school is of the requisite standard or not, and if not, exactly what they would need to do to be acceptable.

The inspector will write a report (cf. Section C, Appendix 3) and submit it to IHWO, who will pass it on to the potential affiliate. IHWO and the potential affiliate will then agree on a plan of action.

3.5 Inspection Overview

The inspector will want to arrange with the school:

- Meetings with the School Director: 2-3 sessions of up to an hour
- Meetings with the DOS: 2-3 sessions of up to an hour
- Meeting with the Admin. staff: up to 1 hour
- Focus group meeting with the Teachers: 30-45 mins



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- Focus group meeting with the Students: 30-45 mins
- Teachers' observation: 20 min. with each teacher, covering, different levels/ ages /experience and sampling the majority of the staff
- Feedback meetings with School Director and DOS

Areas to cover with the Director	Areas to cover with the DOS
<p>1 Background to the school</p> <ul style="list-style-type: none"> • Background to the school • Management structure <p>2 The market</p> <ul style="list-style-type: none"> • State of the market • Recent developments <p>3 Publicity</p> <ul style="list-style-type: none"> • Brochures, leaflets • Advertising campaign <p>4 Premises</p> <ul style="list-style-type: none"> • School decor • Cleanliness • Safety measures <p>5 Staff contract conditions</p> <ul style="list-style-type: none"> • Type of contracts & salaries • Welfare & Housing <p>6 International House</p> <ul style="list-style-type: none"> • Study Abroad recruitment • Teacher recruitment <p>7 Future plans</p>	<p>1 Facilities and resources for students</p> <ul style="list-style-type: none"> • Self Access • Language backup • Libraries • Extracurricular Activities • Classroom equipment <p>2 Teaching resources</p> <ul style="list-style-type: none"> • Photocopier, computers, printers, internet • Resource books/packs • In-house materials, other materials <p>3 Educational support</p> <ul style="list-style-type: none"> • Observation and feedback system • DOS availability • In-service Teacher Development <p>4 Course administration</p> <ul style="list-style-type: none"> • Level framework • Syllabus • Text books in use and integrated backup materials • Teachers' timetable/stand-by <p>5 Progress and assessment procedures</p> <ul style="list-style-type: none"> • Entry tests • Follow up of placement • Progress tests • Progress report and follow up procedures • End of year tests/reports • Exams
Areas to cover with the Admin. staff	Areas to cover with the Teachers
<p>1 Courses</p> <ul style="list-style-type: none"> • Description of courses offered • Student services <p>2 The office</p> <ul style="list-style-type: none"> • Enrolment procedures • Enquires/complaints management 	<p>1 Teaching</p> <ul style="list-style-type: none"> • Observation (20 minutes) of majority of teachers <p>2 Teacher focus group</p> <ul style="list-style-type: none"> • Group meeting (30-45 minutes) discussing resources, development, terms & conditions etc



4 Case Studies - examples of the benefits of Affiliation

In this section there are some notes on the benefits gained by particular schools: These notes are by no means comprehensive but they do illustrate some of the many ways in which affiliation can help schools start up and develop, and also how established schools can benefit from belonging to International House.

Case study 1

Extracts from a document prepared for a Directors' Conference by Jeff Mohamed, then Director of International House Madrid.

"It is perhaps worth looking at what a school can hope to gain from affiliation. In the case of International

House Madrid, we have gained a lot, including:

- over 80 students who have come to us because they had previously enjoyed courses at International House London
- another 80 students sent to us by the British Council Institute (which holds International House in high regard and has several ex-International House teachers on its staff)
- another dozen or so students recommended by publishers and other organisations who also hold International House in high regard
- seven good trained teachers who have kept their students happy while I have argued with builders and architects
- the RSA Correspondence Course (now the IHC) which has provided in-service training of a standard which I could not have hoped to provide myself
- an enormous amount of advice and information on books, materials, publicity (via Teachers' Centre reports, RSA Correspondence course, News and Reviews, annual conferences, mailings, phone calls etc.)
- a supply of useful posters, leaflets and brochures
- an official inspection to stimulate my teachers and provide them with advice on teaching and career prospects
- the initial and long-term publicity - and therefore financial - benefits to be derived from the International House name, the scholarship scheme and the conference
- a teacher trainer to run a four-week course (for prestige and publicity, to cement links with the British Council Institute and other important organisations in the city, and to provide me with teachers of Spanish for next year)
- good schools in the UK to which to send students (this is also important for cash flow as students pay well in advance and UK schools usually invoice in arrears)
- the possibility of exchanging ideas and venting some of my neuroses on various colleagues in the IH Network, International House World and other affiliated schools



Naturally, International House Madrid pays for these “services” via affiliation fees and it will continue to pay in years to come when it is (thanks in no small part to International House) prosperous and less in need of help. I shall no doubt then complain about the amount of the affiliation fees. However the costs involved will be much less than the benefits to me, my teachers and my students of belonging to an organisation as well-known and well-respected as International House (and of being the only one of the 137 language schools in Madrid which is allowed to belong to International House).”

Many years on, International House Madrid consists of 6 schools as well as an Executive Centre. There are also thriving departments of Spanish and Teacher Training. Between them these schools teach over 2000 students. Not only does International House Madrid owe much of its initial success to IHWO support and services; it owes its very existence to the International House organisation. It was set up by owners of other affiliated schools in Spain who came to know and co-operate with each other through belonging to International House.”

Case Study 2

International House Katowice was affiliated in 1993, as an established language school with approximately 700 students at that time.

The following notes were written by the Director, Andrzej Klimowicz.

- When marketing for company contracts we were able to use as an introduction the fact that another International House school elsewhere already taught that company. We could also often use the experience of another International House school to do some groundwork or find the right contacts within a company.
- International House London Executive Centre’s promotional literature was invaluable in presenting courses at the beginning, and they also advised us on material for ESP courses. We used their brochure as a complement to our own presentation package and this immediately demonstrated our part in a worldwide network of schools.
- In marketing to students, we were able to emphasise that they would be studying to international standards, in a school that was inspected by International House headquarters to ensure that standards were met.
- Students appreciated the idea that if services were not good they could complain to a body other than the school itself. This has never happened so far!
- We were also able to advertise a school that was part of a wide network, with students studying in a similar way all over the world.
- Students appreciated the benefits of a Director of Studies, who could advise on materials and offer teaching methodology expertise to local teachers and students.
- We could advertise International House language courses in Britain and around the world, thereby emphasising our international profile, providing a service that no other local school could offer and creating a source of income for the school.
- We had the advantage of a reliable supply of qualified native-speaker teachers recruited in London rather than under-qualified teachers or people passing through.



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- Our teachers, working full-time, also brought a life to the school, as opposed to local part-time teachers who tended to teach and then go straight home. London-recruited teachers provided a range of social activities and contacts for students.

- Teachers recruited through International House headquarters usually want to stay within the organisation.

They are therefore more loyal and committed, and less likely to break contract, than teachers for whom you are just an individual school.

- International House also provided us with training: for our teachers, Directors of Studies and Directors.

- Belonging to International House reduced the sense of isolation and gave us a forum for sharing and learning new ideas. Directors' meetings offered training and a chance to discuss issues with others who were in the same field but not competitors.

- The International House package in general gave us a competitive edge. Their expertise, advice, promotional material and support increased our standing in the community and broadened our appeal and market base.

- In conclusion, it was the best thing we ever did! Our school atmosphere, student satisfaction, level of professionalism and marketing results have all improved dramatically. There is no doubt that it has been expensive but worth every penny. Many of the benefits are difficult to evaluate but have made an enormous difference to us. When the going has been rough, sometimes just picking up the phone and knowing that between IHWO and other affiliates someone will have had a similar problem and have found a solution is a great help.

International House Katowice now teaches over 1100 students and has opened further schools in Opole, Bielsko Biala and Wroclaw.

Case Study 3 - a Study Abroad School

What was CLIC like before its affiliation to IH in 1997?

CLIC was already a well-established language school with a good reputation both here in the city of Seville in terms of its Foreign Language Department as well as abroad due to the successful nature of its Spanish Department.

So why bother to join IH at all?

The Spanish market is such that in order to compete with large chains of language schools we had to unite with other schools but we didn't want to lose CLIC's individual nature. The IH organisation offered us the chance to join forces with a large group of international standing and reputation but retain our individual identity as to what type of courses to offer, marketing, expansion etc. It also meant a regular inspection by qualified members of the IH World Organisation which has helped us to standardise processes, improve our teacher development and get feedback from other schools who may have experienced similar problems or do things better than we were doing previously. The DOS and Directors conferences also provide us with the opportunity to share ideas and learn from other schools with a good reputation.

Has the school noticed any benefits to being affiliated?

Apart from the possibility of sharing problems and ideas we have also benefited from the fact that we can now present the school as part of an international organisation of repute to potential customers around the world. This has been particularly noticeable with the formation of the IH



España group made up of some of the IH schools in Spain that offer Spanish as a foreign language. We are now able to join forces in marketing four very different cities, have benefited from government grants for workshops and can spread the workload when we attend workshops and trade fairs in manning the stand.

Another benefit has been the establishment of our teacher training department for future teachers of both English and Spanish. We were able to learn from the Spanish teacher training departments in Barcelona and Madrid and have now standardised the minimum qualification requirements for entry as a teacher to IH Seville. With regards to the English teacher training department we are now running 11 CELTA courses a year along with a part-time DELTA course and the contracted teachers are benefiting from more coherent and constructive INSET sessions.

So you can recommend affiliation to other schools

Unreservedly. The school has expanded in all sorts of directions since we affiliated in 1997. We are able to offer an international guarantee to all our customers both local and from abroad with regards to teaching standards, course content and administration procedures.

Bernhard Roters, Director CLIC IH Seville

Case Study 4 – a start-up school

IH Podgorica has opened its doors in September 2008 as an IH school. Before opening they had a consultancy visit through IHWO and the first visit as a running school was done a few months after the opening. This is what Sinisa Vukcevic, director of IH Podgorica wrote to describe his experience after the affiliation:

It is always both a privilege and a responsibility to initiate a new venture. Our school started from scratch, which was both an exciting and daunting prospect, and opened in September 2008. The school premises had been bought in June of the same year and IH teacher trainer Mike Cattlin came to inspect the school soon after in July.

We were very ably supported by IH, who gave us precise recommendations as well as other suggestions regarding the interior design of the school, and supplied us with materials, such as books, to get us off the ground. We were also in contact with IHWO staff, Lucy Horsefield, Chief Operating Officer; Christina Margraf, Business Development Co-ordinator;

Anna Ingram, Head of Membership Services; and Ania Ciesla, Communications and Recruitment Consultant, whose valuable suggestions were also of great importance to us. The IH advertising material we were given gave the school an immediately-recognisable IH identity.

In addition, IH's then Executive Director's friendly approach was particularly helpful and he enabled us to make our first contact with the University of Cambridge's ESOL department. Cambridge ESOL inspectors subsequently visited and approved our school as a licensed Cambridge ESOL Examinations Centre. It was a great honour for us to be the first school in the region to be bestowed with such a privilege.

Academic co-ordinators helped organise courses and programmes for all languages taught at this centre, and these IH programmes were approved by our local Ministry of Science and Education. The IH Affiliates' web pages provide all the support necessary for the smooth running of the school. Our experience in becoming an affiliate can be of great benefit to other schools around the world who want to follow suit by themselves becoming affiliated to IH. We believe that these potential new recruits would benefit from becoming IH affiliate schools because IH standards are implemented from the outset and beneficial to the school.



Becoming an IH Affiliate



IH is well-known and respected locally and all over Montenegro, and it is a distinct advantage for us to be part of this prestigious worldwide network of schools. To be the only IH school in the area has enhanced our profile dramatically, and it is an honour for us to be one of the newest affiliates. Providing a quality and appropriate service to students means listening to their needs and encouraging them in the right direction. It is important that the premises and materials used towards this are in place, and a happy working atmosphere is essential. We are happy to report that this is indeed the case and that IH Podgorica is well-positioned to meet the language-learning needs of this part of the world in a relaxed and friendly environment which is at the same time committed to being an accomplished centre of study and academic achievement. Sinisa Vukcevic



5 International House Quality Standards

International House is committed to quality in language education and in the running of language schools. Since its inception in 1953, International House has been at the forefront of innovation and quality improvement in language education, especially in the training of teachers.

The quality standards that affiliates are expected to adhere to are described in the Affiliation agreement and have also been formulated into the IH Code of Conduct and 5 different IH Quality Charters:

1. International House **Student Charter**
2. International House **Staff Charter**
3. International House **Teachers' Charter**
4. International House **Organisational Charter**
5. International House **Study Abroad Charter**

The Code of Conduct and the Quality Charters are displayed in Section C, Appendix 1 and the Affiliation Contract in Section D. In order to further develop its quality standards internationally, International House is committed to working with international quality assurance institutions, both to contribute to the development of standards worldwide and to find ways of updating the internal International House standards.

IHWO is an Associate member of EAQUALS, and several individual schools are individual members of EAQUALS.

Most schools are members of their national or local quality associations where these have been established and often play a leading role in establishing new standards.

IHWO is also an Associate member of the European Foundation for Quality Management (EFQM).



International House Quality Standards

1 The International House Student Charter

No. Standard

- 1.1 All IH schools are committed to providing opportunities for language study in a teaching/learning environment of high quality and within a clearly organised curriculum framework.
- 1.2 All IH schools undertake not to discriminate in any way against students on grounds of gender, race, disability, sexual orientation, age or religion. Where appropriate, however, mother tongue quotas may be applied for educational reasons.
- 1.3 All IH schools accept a responsibility to take all reasonable steps to ensure the welfare and safety of their students while they are on school premises. In addition, all IH schools agree to work towards making provision for students with disabilities.
- 1.4 All IH schools have and make known to students a clearly specified procedure for dealing with students' complaints and grievances, and for dealing with indiscipline, should it arise. When necessary, grievances are referred to the IHWO Board.
- 1.5 **All IH schools guarantee to their students the following educational standards:**
- 1.5.1 High teaching and educational standards. The school's classrooms, facilities, and resources are of an acceptable standard and adequate for their purposes.
- 1.5.2 Professional conduct and integrity
- 1.5.3 Regular independent inspections to maintain standards
All IH schools submit all language teaching courses and services to regular inspections and advisory visits by IH inspectors.
- 1.5.4 total accuracy and veracity of all information and publicity, including:
a stipulated number of taught hours per course
a stipulated maximum number of students per group
a specified age-range for courses
a clear description of the cost of tuition and of other services and materials
- 1.5.5 efficient administration and customer services
- 1.5.6 suitable premises and facilities for language learning.
- 1.5.7 accurate placement-testing to determine the student's level of language competence
- 1.5.8 a structured course of studies that is divided into levels, according to the IH level scale.
All IH schools provide an efficiently organised range of courses and educational support services appropriate to the learning needs of the students.
- 1.5.9 appropriate and effective teaching methods
- 1.5.10 appropriate, regular assessments, reports and end-of-course assessment procedures leading to an IH Certificate of attainment
- 1.5.11 experienced and competent teachers working under the supervision of an appropriately qualified Director of Studies
- 1.5.12 regular observation of the teaching activity by the DOS
- 1.5.13 opportunities for obtaining information and advice about his/her course of studies.

International House Quality Standards

2 The International House Staff Charter

No. Standard

- 2.1 All IH schools take all reasonable steps to ensure that the terms and conditions of employment for all employees are in accordance with national or local employment regulations.
- 2.2 All IH schools provide fair terms and conditions of employment in the context of the relevant local or national law, in the following areas:
- a. salary;
 - b. length of contract;
 - c. working hours and teaching hours per week
 - d. paid holiday entitlement;
 - e. sickness, maternity, family and compassionate leave;
 - f. pension and severance pay arrangements, where relevant;
 - g. unpaid leave of absence.
- 2.3 All IH schools have clearly specified procedures for dealing with staff grievances and disciplinary problems. The IH school and the employee always act fairly and reasonably with each other. Both parties make every effort to resolve disputes with good faith and goodwill, through amicable and reasonable direct communication and dialogue. Where necessary grievances can be referred to the IHWO Board.
- 2.4 All IH schools employ administrative staff and academic staff who have appropriate training, qualifications and experience according to national norms for the work in question.
- 2.5 All IH schools provide all staff with appropriate workspace and the facilities for them to carry out their duties effectively, as well as relevant opportunities for training and development within and outside working hours.
- 2.6 All IH schools provide all employees within 15 days of the beginning of their employment with a written statement, signed by both parties, which clearly specifies the terms and conditions of employment, as well as the main responsibilities of the post, the procedures available for dealing with grievances, and the procedures to be followed in the event of disciplinary action.
- 2.7 All IH schools undertake to keep their staff informed about the status and ownership of the school, and of the organisations and associations it belongs to.
- 2.8 All IH schools ensure that adequate arrangements are provided for the welfare, health, insurance, and safety of all employees.
- 2.9 All newly-employed teachers recruited from IH Recruitment Service are provided where necessary with arrangements for travel and relocation, as specified in the Teacher Service Agreement, and with all necessary guidance and assistance with accommodation, visas, registration, and other formalities required by government or local authorities.
- 2.10 All IH schools undertake not to discriminate in any way against staff on grounds of gender, race, disability, sexual orientation, age or religion.

International House Quality Standards

3 The International House Teachers' Charter

In addition to the IH Staff Charter, the following standards apply to the employment of educational staff:

No Standard

- 3.1 All IH schools provide a good learning environment (premises, classrooms, facilities and resources) and an efficiently organised range of courses appropriate to the learning needs of the students. For general courses, the maximum class size is 16 students unless specifically agreed otherwise with IHWO.
- 3.2 All IH schools employ as teachers, whether full-time or part-time, only those whose professional training and qualifications are approved by IHWO as stated in the IHWO Teacher Qualification Equivalence Table.
- 3.3 All IH schools employ a Director of Studies (or equivalent) on a full-time or part-time basis, as appropriate to the size of the establishment, to be responsible for teaching standards and for the administration and supervision of the teaching programme and to observe classes.
- 3.4 All IH schools hold teachers' meetings or seminars at least once a month and all teachers are expected to attend.
- 3.5 The Director and the Director of Studies are available and accessible to teachers during normal working hours for consultation or advice on any matter relating to their employment.
- 3.6 All teachers agree to regular observation of their teaching by the Affiliate's senior educational staff, by colleagues or trainee teachers for the purposes of teacher development and training by IHWO during its regular inspection and advisory visits as well as any other accrediting agencies.
- 3.7 All IH schools provide adequate in-service training arrangements and facilities for all teaching staff.
- 3.8 All IH schools make appropriate arrangements for extracurricular learning, cultural and social activities for students, and all teachers are expected to contribute to these activities.
- 3.9 All IH schools provide every teacher with a written Teacher Service Agreement or contract, signed by both parties, which clearly specifies the terms and conditions of employment, which include:
 - a maximum teaching load of 1200 hours per year, or 120 hours in any four-week period
 - a minimum paid holiday entitlement of 20 working-days per calendar year
 - a minimum sick-pay entitlement of 10 days per calendar year, on production of medical certificates
 - pro-rata provision of the above for part-time, temporary or vacation centre teachers
- 3.10 All IH schools ensure that the provision of teaching and related educational services are in accordance with the International House Teaching Charter.
- 3.11 All IH schools display the *International House Teachers Charter* so that it may be read by all educational staff.



International House Quality Standards

4 The International House Organisational Charter

No Standard

- 4.1 All IH schools' advertising, promotional materials and course information follow national advertising standards, are factual and give a clear and truthful account of their courses and other activities.
- 4.2 Before enrolling a student, all IH schools provide students or their representatives with clear information on the nature of and rationale behind the course. In addition, clear information is provided on:
- a. exact minimum course length and dates;
 - b. number of hours taught, and of hours for other activities;
 - c. dates of closure and holidays;
 - d. placement procedures;
 - e. size and makeup of groups, including age restrictions and any quotas of students sharing the same mother tongue that may apply
 - f. any use of real classes for teaching practice purposes;
 - g. assessment procedures, reporting, and certification.
- 4.3 Before enrolling a student, all IH schools undertake to provide students or their representatives with full and clear details concerning the conditions of enrolment between the affiliate school/institution and the student, including exact course fees, and the rights of each party, in the event of withdrawal or exclusion.
- 4.4 All prices mentioned in advertising and other information specify clearly which services and goods are included in the price and which are available at additional cost. The cost of fees for public examinations where courses aim to prepare students for these should be specified. Any additional taxes that may be payable are also specified.
- 4.5 Diplomas and certificates of any kind signed or issued for any purpose by all IH schools contain accurate statements of fact. If such certification is based on examinations or tests, all IH schools undertake to ensure that these are valid and soundly administered.
- 4.6 In the case of students or pupils under the age of 18 on full-time or residential courses, clear information will be provided about supervision arrangements and the qualifications of supervisory staff.
- 4.7 All IH schools display the International House name and logo clearly, openly and at least as prominently as any other name or logo in all brochures, publicity, and advertising for the educational services covered by this Agreement, and include in all such publicity the words Member of the International House World Organisation (in English).
- 4.8 All IH schools ensure that the IH logo conforms to the standard set by IHWO in terms of shape, proportion and font.
- 4.9 All IH schools agree not to use the name International House or the IH logo in connection with any operations or activities which have not been inspected and approved in consultation with the IHWO Board.
- 4.10 All IH schools display the International House Code of Conduct and IH Charters in a prominent position visible to students, clients, and the general public.
- 4.11 All IH schools send one nominated representative to the annual Directors' Conference and to send at least one educational member of staff to the annual Education Conference.
- 4.12 All IH schools respond promptly to all correspondence or other communications from IHWO or from other IH schools, and provide information about the school and its activities when requested by IHWO.

International House Quality Standards

5 Study Abroad Charter

Supplementary Criteria for IH Study Abroad schools

IH schools which offer IH Study Abroad programmes also agree to meet the following criteria:

5.1 **Qualifications**

That all teachers should be properly trained. This means taking a course that is equivalent to the CELTA before they start work. Courses for teachers of English, Spanish, French, Italian, German and Portuguese already exist within the IH network. Teachers of other languages should also be required to take a similar training course before they start teaching.

5.2 **Levels**

All schools offering courses to individual students must be able to offer classes at least 4 levels of ability. If the course offered is a year-round programme, this means that at least 4 levels should be available all year round; if it is a summer course, then 4 levels should be available throughout the summer.

Exception: special, closed groups of students who have the same level, or schools that only offer 1:1 teaching.

5.3 **Facilities**

Study Abroad schools must be able to offer suitable facilities for students. The minimum requirement would be a suitably resourced self-study centre that students can use after class.

5.4 **Accommodation**

Schools must be able to offer suitable accommodation services to students.

5.5 **Social Programme**

Schools should also organise an optional programme of extra-curricular learning, cultural and social activities including guided visits and excursions to places of interest in and around the school's location.



International House World Organisation

Code of Conduct

- 1 An International House Affiliate maintains high professional standards in all its educational activities and submits these standards for regular inspections arranged by the International House World Organisation.
- 2 An Affiliate employs as teachers only those whose professional training and qualifications are approved by the International House World Organisation.
- 3 An Affiliate observes a high standard of professional and commercial conduct in all its dealings with students, clients, staff, other affiliates, and the general public.
- 4 The prospectus and other promotional information issued by an Affiliate presents a true and accurate picture of the organisation, its facilities, courses, and other services.
- 5 An Affiliate co-operates and exchanges information with other Affiliates and plays an active part in the conferences and educational activities of the International House World Organisation.
- 6 An Affiliate respects all applicable local laws and regulations governing the conduct of its affairs.



6 Schedule of fees

IHWO Annual Affiliation Fee Structure

A school's annual turnover (in EURO) will be assessed in order to decide how much they pay in affiliation fees. Affiliation fees are paid in pounds sterling. All affiliates will be expected to provide valid documentation to verify their annual turnover on a yearly basis. In most cases this documentation will include Year End accounts and Tax declarations.

Annual Turnover in Euro	Affiliation fee in GBP
More than 5,000,000	£10,800
3,000,000 to 4,999,999	£7,200
2,000,000 to 2,999,999	£5,400
1,000,000 to 1,999,999	£4,500
350,000 to 999,999	£3,600
Between 200,000 and 350,000	£2,700
Less than 200,000	£1,800

Other Fees

Initial application	free of charge
Pre-affiliation inspection	cost of inspector's travel, visa, accommodation & living expenses
Registration fee (Joining Fee)	£5000
Annual or regular inspection visit	cost of inspector's travel, visa, accommodation & living expenses

The following chart shows additional services offered by IHWO. Those services are optional and not included in the above mentioned fees:

Consultancy rate	£300 per day + direct expenses
Teacher recruitment fee	£100 for per year for use of the Vacancy listing service on the website; this includes 1 recruited teacher free of charge. £100 for every additionally recruited teacher
Commercial recruitment fee (for non-affiliated schools)	£500 for teacher £750 for senior post



Becoming an IH Affiliate



International House World Organisation

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