



UNIVERSITY OF LONDON
External System

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ACADEMIC EXCELLENCE SINCE 1858

London Connection



**First for global
student choice**

An exceptional year for the
University of London External System

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We would welcome your letters and comments for future publication. Please email us at: newsletter@london.ac.uk
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If you have any general questions about your studies, please contact: programme.enquiries@london.ac.uk

I would like to welcome you all to the newly redesigned student newsletter, which now fits in with our new visual identity being applied to all our publications. This is also the first of a regular column I will be writing for this publication to keep in touch with our student body of 45,000 students across the world.

Having attended several events since my appointment as Dean in 2007, I have been privileged to meet with current students and alumni alike. From these discussions, it has become very clear to me that we need to provide students with as much information as possible to enable them to make well informed choices about their study programme and where they can undertake additional teaching support, should they require it. During this period, local teaching institutions have also continued to play an increasingly important role in delivering our awards to students. And it is this role that is now being formalised through our Institutions Policy Framework, currently going through the final committee stages. Once through this stage, it will result in two types of relationships – the affiliate centre and the registered centre.

In effect, this will mean the University of London External System working closely with approximately 85 teaching institutions around the world. This new Framework is being introduced in the interests of all parties concerned. First and foremost, it is designed to benefit students. Secondly, to protect the reputation of the University of London External System in terms of the quality of its awards and its world-class reputation; and thirdly, to protect the reputation of the institutions that teach our study programmes.

I am looking forward to developing these relationships in the months and years ahead – this change reflects not only the growth of the External System, but the growth of many teaching institutions worldwide. With this tremendous growth comes the need to adapt systems and processes to ensure they are fit for purpose

All of us at the University of London look forward to a rewarding new relationship with teaching institutions that will no doubt continue to result

in events such as the recent graduation ceremony held in London. This event, like other graduation ceremonies around the globe, demonstrates your commitment and dedication to our programmes. For that I would like to thank you all and wish you all the best for your future success.



Professor Jonathan Kydd, Dean, University of London External System

New Chief Operating Officer

The Vice-Chancellor of the University of London, Sir Graeme Davies, has announced the appointment of Andrew Bollington as Chief Operating Officer for the University of London External System.



"I am delighted that Andrew Bollington, currently Regional Director for the International Baccalaureate, will be taking on this important role. It carries responsibilities which include leadership of operational service delivery to 45,000 students in 180 countries across the world. His responsibilities will also include finance

'Education is a transforming experience, and the External System has a remarkable 150-year track record of transforming the lives of students... It's a privilege to be joining such a committed and experienced team.'

and staffing issues. I am confident that his experience in developing education at an international level will enormously benefit the External

System, which has been operating as a world leader in its field for more than 150 years", said Sir Graeme Davies.

The aims of the University of London External System are clear - to provide access to quality education for all and promote innovation in flexible and distance learning, whilst ensuring student needs continue to remain a priority for the External System in its day to day delivery and future development.

"As Chief Operating Officer, Mr Bollington will work to support the first Dean of the External System, Professor Jonathan Kydd, in ensuring that these aims continue to be met. Andrew Bollington's strong background in IT and experience in the operational aspects of transnational education were features which led us to select him for this key role," added Sir Graeme.

Mr Bollington, currently employed by the International Baccalaureate Organization as its Regional Director for Africa, Europe and the Middle East, will replace Mr John McConnell, who leaves the University after 25 years where he has led the External System through a significant period of growth.

Mr Bollington said: "Education is a transforming experience, and the External System has a remarkable 150-year track record of transforming the lives of students through high quality education offered around the world. It's a privilege to be joining such a committed and experienced team and to have this opportunity to build on its remarkable strength and ensure that it continues to benefit not only the students, but the countries they come from".

Mr Bollington will formally take up his post on 1 June 2009.

Award for Bhuiyan Academy

On Wednesday 19 November 2008, Bhuiyan Academy in Dhaka, Bangladesh became one of six recipients of a special award, presented by the University of London External System as part of its 150th anniversary celebrations. The award was presented to Bhuiyan Academy in recognition of its contribution towards the success of the University of London External System in Bangladesh.

The Academy was chosen by the University as one of the six centres around the world to mark the 150th anniversary of the University of London External System. Earlier in 2008, celebrations were also held in Hong Kong, Delhi, Lagos, and Singapore, among several other places around the world.

The award was presented by Simon Askey, the External System's Deputy Director of Laws at a Ceremony in the Darbour Hall, Pilkhana. After presenting the award, Mr Askey said, "Bhuiyan Academy has played a significant role in Legal education in Bangladesh and is rightly described as the parent of the other institutions which now support University of London Law students here in Dhaka".

The award is a framed replica of extracts from the University of London's fourth Charter, signed by Queen Victoria on 9 April 1858. This is the Charter that enabled the University to set up the External System, and open the University of London degree to students who could not come to study in London.

If you would like to read more about the External System's 150th anniversary, please visit our microsite at:

www.londonexternal.ac.uk/150

We have also published a 150th Anniversary book entitled *The People's University 1858-2008*. For more information about this publication visit: www.londonexternal.ac.uk/150/book





First for global student choice

Student enquiries, applications, registrations, examinations and graduate numbers were at an all time high in 2008, making the 150th Anniversary an exceptional year for the University of London External System.

The student services departments within the External System played a key role in supporting and sustaining this growth; they did this by providing invaluable information to enable students to make informed choices concerning their study, curriculum and administrative requirements. During the course of 2008, staff handled more than 150,000 enquiries. Professor Jonathan Kydd, Dean of the External System, said he was delighted with the burgeoning numbers and attributed this success to "committed staff that always put the student's interest first".

He added: "We are absolutely delighted with the results that have been achieved through the collaborative efforts of our staff, the Lead Colleges that provide academic direction for our study programmes, the local teaching institutions in all corners of the world, but, more importantly our students who recognise the high value of an academic award from the University of London. I think from these results we can say that the External System is truly the first for global student choice."

Professor Kydd added: "Another contributing factor to this success must have been our 150th Anniversary celebrations last year. The Anniversary paved the way for even greater opportunity to meet with leading figures all over the world as well as our students throughout the course of our celebrations. I have no doubt that this activity enabled us to reaffirm our position as a market leader in the delivery of transnational education. This activity also gave us a real opportunity to receive direct feedback from the people that deliver our programmes and their students. From the feedback that we received it is very clear that our qualifications open doors and provide people with opportunities that would otherwise not have been available to them."

"I would like to take this opportunity to thank everyone involved, including the constituent Colleges of the University of London, in helping to make the External System what it is today – a provider of quality Higher Education that is recognised for innovation and academic excellence worldwide."

Fact file:

Over the past five years, the External System recorded:

- An 83% increase with 110,00 individual examinations taken in 2008 compared with 60,000 in 2003 across the world, encompassing more than 180 countries and 100+ study programmes.
- A 45% increase with 32,000 candidates taking these examinations in 2008, compared with 22,000 in 2003.
- A 47% increase in applications – 16,000 in 2008 compared with 10,900 in 2003.
- A 50% increase in awards made to students of the External System, with 6,000 undergraduate and Masters degrees conferred in 2008, compared to 4,000 in 2003.
- A 48% increase in student registrations, with 45,000 active registrations in 2008, compared with 30,500 in 2003.

Then and now: an interview with John McConnell

Manjeet Sambi interviews John McConnell on his hugely successful 25-year career with the University of London External System, and on leaving a business which is now a market leader in its field.

John McConnell remembers passing all of his O and A levels. "I've got them! I passed them all" he exclaims with elation. To us, this is a bit of an understatement considering he is a Masters graduate and a former University of London student. Not to mention transforming External and Internal Student Administration (EISA) into a successful, self-sufficient business almost immediately after becoming its Director in 1992.

1992 was not a cheerful time for the British economy – the value of the

pound had dropped significantly due to the financial slump, and on the 16 September that year (also known as 'Black Wednesday') the government was eventually forced to remove the pound currency from the ERM (European Exchange Rate Mechanism). To an outsider, the timing of John's new post as Director of EISA was both unfortunate and unlucky. In 1992, all public funding was withdrawn from the External System, and EISA faced a projected deficit of £700,000 at the start of the financial year.

'We're always looking at our internal processes with a view to maximising our efficiency.'

However, a combination of determination, courage and strategy led to a financial turnaround. At the end of that financial year, EISA generated a surplus of £592,000. It is a mark of John's determination that EISA has had successive surpluses from that point onwards, rising to a turnover of 35 million in 2008.

But how did he do it? With all the odds working against the External System at the time, and in the perspective of our current economic crisis, it seems unlikely that someone could find the willpower, and

have the aspiration to save what would seem to be a failing business.

John speaks frankly about that time: "I think a lot of people didn't expect it would be turned around. A lot of things were done – we didn't used to market the External System, so I created a marketing department pretty quickly. I also cut down a whole range of expenditures that weren't really looked at in terms of value for money."

An excellent quality of service is also vital to John: "We're always looking at our internal processes with a view to maximising our efficiency. The level of satisfaction is very high [with the students] and as long as that remains high, you're always in a strong position, and the word gets out very quickly. Brand damage through poor service will kill you very quickly."

Unsurprisingly, meetings are a regular occurrence for the Chief Officer, because of the vast size and complexity of the External System: "I spend a lot of my time in meetings to make sure the strategy is implemented to provide results", John says. "There are a lot of meetings because our stakeholders are very diverse, we work with 12 of the Colleges, and inevitably meetings are necessary to deal with that interrelationship. When I'm not in meetings, most of my time and effort is spent running the finances and the legal side of the business, and that's quite onerous."

What areas of work is he most proud of, after 25 years with the External System? "I think the success of the System is dependent on so many people, and I'm proud of the way the System has grown. On behalf of all the people who've contributed to the success, I'm proud of them, it's a team effort."

John also emphasises the dedication





'I'm not naïve enough to think I've done it on my own, of course not, there have been people in EISA, the Colleges and Institutions who have made a major contribution to the system.'

of his support office. "I've got a very small team, and I'm very reliant on the support of my Finance and Contracts Manager and her team. I call it my 'Pantheon' because it's like a garden of gods. People who have been invaluable to me."

"I'm not naïve enough to think I've done it on my own" he continues. "I didn't, there have been people who have made a major contribution to the System, and I owe them, the University owes them, and the students owe them too, because I think without their dedication and contribution, where we are now would have been impossible."

What is his motivation, his drive for success? "Education for me [when growing up] was a means of moving yourself up through the social strata. It was a liberator, and not just for me. Loads of kids managed to better themselves through education." Is that the source of his inspiration? "I've always felt that education is such a fantastic product, and it encourages individual self-esteem. It allows people to grow and change their career paths."

John talks about joining the Open University in the 1970s, his first experience with distance learning: "When I joined the Open University, which was another fantastic innovation, everyone said it would die within five years, that it would be a disaster. I didn't think it would be. To me, it was giving people the opportunity for a university education. I also thought at the time that it was the future, but nobody believed me outside the Open University."

And the External System? "The attraction in coming here wasn't just

career progression but also because the examinations system then catered for this fantastic international community called the External System, where we were giving people an opportunity to register for the University of London award. They would never have had this opportunity otherwise."

"It's all about access", he continues. "And it's what gets me out of bed in the morning, always has done. I've always liked to come to work, and I think, looking at the challenges here, if I hadn't had that kind of motivation, it would've been easier to go somewhere else a long time ago. But I didn't, because I think it's a fab product. When you go overseas and you see people graduating and what it means to them, it really brings it home". The growth of the business resulted in the appointment of Professor Jonathan Kydd as Dean of the External System, and John's title was changed to reflect the new governance structure and the scale of the business: "I have found the Dean's appointment to be of enormous benefit. After all, we are not only a business, but an academic business that requires an Academic Head and a Chief Officer. Jonathan Kydd has been a fantastic colleague and I will miss our working relationship."

"The External System is a fantastic thing, that's why it's been around for 150 years."

John is optimistic about the future of EISA, despite the current economic slump: "I would say we're well-placed to ride out the storm, and don't forget, even though we're in a global recession, sterling has fallen heavily against overseas currency,

so we've become very economical, while providing a wonderful product."

"I've got a lot of confidence arising from the reorientation of our marketing strategy over the last 12 months. If last year's figures are anything to go by, we must be doing something right, because there's a very significant upsurge in numbers."

John's positivity is contagious. We're quite sure he could ride out any kind of storm, even a supernatural one. He is leaving us soon – what does he plan to do afterwards?

"I'm going to do different things. I might be at home, learning languages again. I might be out there doing consultancy work. I might just be watching 'Cash in the Attic' on TV, I don't know." What will he miss most about EISA? "There's some people I've known for many years, who I'm massively grateful to for their ongoing contribution and dedication, and there are some people I shall miss because I am extremely fond of them, of course. That's probably going to be the biggest challenge, not having loads of people around, because I'm used to that."

Fact file:

- Graduates with a BA in Medieval and Modern History from King's College London, followed by a Masters in Public Administration from Brunel University, specialising in Education.
- Works in local government where education is amongst his responsibilities.
- Starts work at the Open University in 1978; introduces him to the idea of distance learning.
- Starts work at the University of London in 1984, as Deputy Secretary for Examinations. Appointed Secretary for Examinations in 1988.
- Becomes Director of EISA in 1992. In 2007, his title changes to Chief Officer with the appointment of the first Dean of the External System, Professor Jonathan Kydd.

Graduation cere



HRH The Princess Royal, Chancellor of the University of London, presided over the External System's 2009 graduation ceremony. More than 600 graduates from 70 countries received their degrees from The Princess Royal.

The External System, which last year celebrated its 150th Anniversary, now has 45,000 students on its study programmes in more than 180 countries across the globe.

Speaking at the ceremony, attended by more than 1,500 people, The Princess Royal said: "I congratulate you all on jointly achieving this tremendous

success that will not only benefit individual students, but their societies, and the world as a whole – and that can only be good for us all."

"This success could not have been achieved without the support of students like you, who recognise the international value of a University of London degree and therefore choose to register for one

of our 100 plus study programmes."

"Graduating with a University of London degree is the key to new and exciting career opportunities. Our six Nobel Prize Winners are extraordinary examples of such an opportunity, and many others rise to a range of different levels but all make enormous contributions."



money

2009



'Graduating with a University of London degree is the key to new and exciting career opportunities.'

HRH The Princess Royal, speaking at the 2009 University of London External System graduation ceremony



Key facts

- The University of London External System is the world's oldest provider of degrees through distance and flexible learning.
- Today, we have 45,000 students worldwide studying on 100+ degrees, diplomas and certificates.
- Former students and alumni include six Nobel Prize winners, leaders of Commonwealth countries, government ministers, renowned authors, academics, judges and business leaders.
- The External System's reputation internationally continues to ensure our graduates are to be found in leading positions around the world.

All photos: The University of London External System Graduation Ceremony 2009, Barbican Centre, London, UK. Photography by Andrew Dunsmore, Picture Partnership Ltd.

The complexity of simplicity

A career in medicine seemed to beckon for Muscovite Vladimir Mukharlyamov. But this is one graduate who was never going to be constrained by tradition. Interview: **Peter Quinn.**

Both his parents have PhDs in medical sciences. His grandfather was head of a major hospital in Moscow during the Soviet era. You would have thought that Vladimir Mukharlyamov's career path had 'medical doctor' stamped all over it. His brother, currently pursuing a medical degree, has towed the family line. But showing an independence of thought and an intellectual curiosity that has marked him out as something quite exceptional, Vladimir decided to break the mould and pursue a career in economics. He is, as he says, unique in his family.

'I always tried to understand the subject so well that I could explain it to others, because explaining it to others is more difficult than understanding it yourself.'

So where exactly did this love of economics come from? "That's a very interesting question. In my pre-final year of High School I was studying chemistry, mathematics and physics at Moscow Chemical Lyceum #1303 at university level – no economics subjects at all. But in my final year I thought that economics might be a very interesting area because it combined both quantitative skills and my natural curiosity towards the world around us. Physics speaks about the properties of a body which falls to the ground, but economics speculates about interaction between people, businesses, countries – something more global. I knew that after a BSc in Economics it would be easier to do a Masters degree. When I was a first year student some friends told me that if you get exceptionally good marks and perform really well, you'll be given a scholarship to study at LSE or another university – and I actually did that."

Vladimir was particularly attracted to the unique approach of the International College of Economics and Finance (ICEF) of the Higher School of Economics in

Moscow, one of several independent teaching institutions worldwide which offer tuition for programmes offered through the University of London External System. For one, ICEF was the only place in Russia where you could get a fully recognised double degree – students could study in a Russian university and get a degree from the University of London. Secondly, he also wanted to study in English, figuring that it would improve his language abilities substantially and open up opportunities for the future.

Each year of his degree, Vladimir received study guides, exam papers and

access to online resources, which proved useful when he was writing research papers. LSE as well as ICEF provided access to research websites such as JSTOR.

He also benefited from personal contact with LSE professors. "In the second year of studies, one of the toughest courses was 'Principles of sociology'. The Director of LSE External Study, Rosemary Gosling, came and gave lectures on this subject which was really useful. Other professors also came each year."

In terms of his learning approach, Vladimir ensured that he never focused on anything too narrow simply to pass exams. "I always tried to go beyond that, to get a general understanding of the area. Moreover, when I'm thinking about which problem to solve, I don't normally choose the problem which I know how to solve, because this would not add value. You only get better, you only get more knowledge, if you solve a problem which you didn't know how to solve before."

Given the amount of new information and reading material that students have to assimilate during the course of

their studies, how, I wondered, did he set about absorbing new concepts?

"There are several tips I can give. I always tried to understand the subject so well that I could explain it to others, because explaining it to others is more difficult than understanding it yourself. If there is a concept which is explained in a book and you think you understand it, you always need to be able to follow the logical steps which lead you to the axioms – to the basic notions. Intuition is also really important, because the examiners always require three types of answers: a rigorous mathematical explanation; a graphical explanation, to show how you visualise the problem; and an intuitive explanation, how you would explain it to your grandma or your daughter, so that anyone without knowledge of these particular subjects can understand them. The best professors are those who explain complex things in simple terms."

LSE is, of course, an institution renowned for focusing on 'real world' issues. With the global credit crunch continuing to bite, and a stark warning from the IMF that worldwide economic growth is set to fall to just 0.5% in 2009 – its lowest rate since World War II – LSE's motto, *rerum cognoscere causas* ('to understand the causes of things') has never seemed so relevant.

Having taken option pricing as the final paper of his undergraduate degree, Vladimir seems exceptionally well placed to comment on the current crisis.

"The current global financial crisis shows that there is a demand for new asset pricing techniques. Asset pricing is how you value something you have. The fact that the price of assets went down by over 50% within a couple of months shows that something was really wrong and that new models need to be introduced."

"In the beginning, it was a crisis related to subprime mortgages. Banks combined mortgages into pools and sold these assets to external investors,

securing additional financing within a process known as securitization. But they underestimated the probability that people who took mortgages would not be able to pay them back – and lots of people were not able to continue their mortgage payments. Coupled with falling real estate prices, this led to the cease of cash-flows to banks. Banks and other financial institutions could no longer attract cheap financing and liquidity problems commenced. Under such conditions mark-to-market accounting requires revaluation of assets with respect to market prices. Once you realise that your assets are worth less in the market, you need to revalue your assets. Once you adjust the value of your assets downwards, you need to recognise losses. As a result, your attractiveness to investors falls, which leads to a

drop in share prices and decrease in ability to raise funds in the future.”

“Another issue is lack of trust” he adds. “For instance, you don’t know what assets I have in my wallet. Are they credible? Not credible? It’s the same for banks. There were many off-balance sheet items. Bank A doesn’t know the position of Bank B. If Bank A loans money to Bank B, it doesn’t know if the bank will still exist in several months. Because of this lack of trust, economic activity falls and less money is generated.”

Economics and Finance remain a work in progress. The financial models which exist now were demanded by the financial markets in the past. However, dramatic changes to the structure of financial markets will inevitably require different models.

Being able to think creatively, to develop

a deep understanding of how and why modern economic systems function in the way they do, and to determine what these new models should be is absolutely critical work. Given his track record so far, perhaps Vladimir Mukharlyamov will be the person who rewrites the economic rule book.

‘The unique approach of ICEF appealed to me. It was the only place in Russia where you could get a fully recognized double degree – you could study in a Russian university and get a degree from the University of London.’



BSc Economics graduate Vladimir Mukharlyamov studied in Moscow at ICEF, Higher School of Economics. He was awarded two scholarships to study an MSc in Finance and Economics at LSE. Vladimir was jointly awarded the Gerstenberg Memorial Prize in Political Economy.

About the International College of Economics and Finance (ICEF)

ICEF was established in 1997 as a joint venture between LSE and the State University - Higher School of Economics (SU-HSE) in Moscow, with LSE sharing responsibility for academic management and the appointment of teachers. The college teaches degree programmes in economics, finance, banking and management, leading to both Russian and University of London degrees.

Timeline

1997: Contract between SU-HSE and the LSE on the founding of ICEF as an autonomous division of SU-HSE is concluded.

1998: First group of students enrol on the Banking and Finance programme, the first specialisation offered by ICEF.

1999: ICEF’s second specialisation, Economics and Management, is introduced.

2001: ICEF’s first graduation ceremony is held at the British ambassador’s residence.

2002: Six graduates achieve First Class Honours.

2003: Third specialisation, Economics, is introduced.

2004: Process begins of recruiting full-time teachers who are PhD graduates

from leading foreign universities.

2005: Of 43 graduates, seven achieve First Class Honours. Six External System Academic Achievement prizes and 12 letters of commendation are awarded to ICEF students.

2006: Of 54 graduates, 13 receive First Class Honours. The fourth specialisation, Economics and Finance, is introduced.

2007: Masters programme in Financial Economics, implemented with the participation of LSE, is introduced. ICEF students achieve top marks in six examination papers.

2008: Of 79 graduates, 24 receive First Class Honours. ICEF students achieve top marks in 10 examination papers.



An alumnus of the University of London External System and former professional footballer, Gordon Taylor has strategically helped develop the PFA into a powerful force with more than 4,000 current members and some 40,000 former members still entitled to receive help! As an Association, its main aim is to look after the interests of professional footballers in England and Wales as well as players that have been contracted to clubs abroad.

Gordon, a club player himself, was at the peak of his career during the 60's and 70's. His track record with Bolton Wanderers, Birmingham City, Blackburn Rovers, Bury and Vancouver Whitecaps, placed him in a strong position to identify the collective needs of professional football players. For the challenging role ahead, not only was Gordon able to draw upon his personal experience, but also that of his contemporaries including Graham Taylor, David Pleat, Jim Smith, Ron Atkinson, Howard Kendall and Howard Wilkinson.

Although coaching and management were seen as a natural progression for professional players at the time, having had a taste of union activity with Bolton Wanderers, Gordon's career was to take a different direction with the PFA. Not only

was the move going to change his life, but also that of all professional footballers at the time and in the future. Membership of the Management Committee of the PFA from 1971 on which Gordon served with footballers Terry Venables, Bobby Charlton and Derek Dougan gave Gordon further experience that helped shape him into one of the most successful and powerful negotiators in the business.

'I decided to take the job because it gave me the opportunity to think with my brain as well as my feet.'

Following a two year Chairmanship for Gordon with the PFA between 1978-1980, an appointment as Assistant to the then Chief Executive of the PFA, Cliff Lloyd, was offered by Cliff and taken. "The then Chief Executive was nearing retirement and I knew that there was a real opportunity to develop the PFA and equip it to deal with the challenges that lay ahead. I decided to take the job because it gave me the opportunity to think with my

brain as well as my feet, and face up to the challenges, of which there were many at the time," explained Gordon.

Describing this period as 'formative' for the game, Gordon said: "At the time we were establishing a new collective bargaining agreement with the Football League, a standard contract for players, the right to education, insurance, pensions and the newly established Consultative Committee, Chaired by Professor Sir John Wood CBE of the Commission of Industrial Relations (report number 87). This gave the PFA such strength that nothing could be decided for professional footballers without the PFA's agreement and no longer could players be described as "in chains to their employers!"

Net gains

With a successful track record that has given the PFA recognition at the top table of football with the Football Association, the Football League and the Premier League, it is therefore no surprise that when the PFA under Gordon's guidance went into dispute with the Premier League in 2001, the successful outcome secured a 10 year multimillion pound agreement between the two sides that ensured a percentage share

Developing the Professional Footballers' Association has been the highlight of his career says Gordon Taylor, its Chief Executive.

Binda Rai talks football and lifelong learning.

Taking care of his own



'The work of the PFA will continue for years to come, and it is important to remember the priority of the fans and for players and clubs to have a social responsibility to use football as a force for good in the world overcoming barriers of race, religion, culture and creed.'

of the income generated from television rights, and an amount per year that went from an initial offer of £5 million to £17½ million a year and a 10 year deal!

Gordon said: "Not only does this give the PFA a substantial income but more importantly it means that our players also will be fully protected for many years to come and our solidarity of English and foreign players has been outstanding and shown that we can never be ignored again!"

The influence of the PFA under Gordon's leadership has also been evident in developing the International Players' Association, FIFPro. As its President between 1992–2004, he played a critical role in getting FIFPro recognised by FIFA and UEFA, in dealing with matters affecting professional footballers across the world such as the Bosman ruling and international transfers.

With a look of satisfaction that comes with success, Gordon modestly explained the importance of this move: "The International Players' Association

has grown from a membership of five European countries in 1992 to more than 40 worldwide (Africa, South America, Oceania) by the time I retired in 2004. And like the PFA which has grown from a handful of staff in a small office in Manchester to a number of offices throughout the country employing more than 60 full-time staff, I am very pleased with our success and the work that everyone has put in over the years.

"However I also recognise that there is more to be done in meeting the challenges of the future that face professional footballers because the game has transformed immensely from the time I played, to one where its players now have celebrity status supported by financial packages that go hand in hand with such status. The work of the PFA will continue for years to come, and it is important to remember the priority of the fans and for players and clubs to have a social responsibility to use football as a force for good in the world overcoming barriers of race, religion, culture and creed."



Lifelong learning

When the opportunity to play professional football came along with Bolton Wanderers, Gordon's parents insisted he continued with his studies, having attended Grammar School. A condition, he thanks them for now: "All these years later I am grateful to my parents for being caring enough to lay down these conditions, which have been so important to me in preparation for life after professional football. Of course my passion for the game meant that I continued with my studies through the University of London External System to graduate in Economics, whilst I played football."

"Taking the degree course, which included politics and law, has been an extremely good foundation for my second career. It has given me the confidence to negotiate strongly with people who are influential, albeit a top player, a club manager or head of any of the professional organisations that we deal with. Having a good education has helped me not only to change my life, but have an impact through my work on the lives of so many professional players all over the world."



Fact file:

Gordon Taylor is an alumnus of the University of London External System:

- He graduated in Economics through the University of London External System in 1969.
- Played his first professional football game in 1967 for Bolton Wanderers totalling 286 appearances for the club between 1960–70.
- Made 193 appearances for: Birmingham City (1970–1976); 69 appearances for Blackburn Rovers (1976–78); 16 appearances for Vancouver Whitecaps (on loan 1977) and 68 appearances for Bury (1978–1980), scoring over 50 goals.
- Retired from professional football in 1980.
- Became Chief Executive of the Professional Footballers' Association in 1981.
- A Member of the FA's International Committee.
- President of FIFPro 1992–2004, Honorary President 2004 to present.
- Presented the OBE by the Queen in the 2008 New Years Honours List.



Q&A with: Dr Rolph Payet

Four degrees south of the equator lies the Archipelago of the Seychelles and the home and workplace of alumnus Rolph Payet. Rolph studied with the External System gaining a Postgraduate Certificate in Applied Environmental Economics in 2006. A joint winner of the Nobel Peace Prize in 2007, as Lead Author on the Intergovernmental Panel on Climate Change, he is currently the Special Adviser on the Environment to the President of Seychelles. Interview by **Lisa Pierre**.

You studied a lot while holding various post with the Government of Seychelles. Were your employers supportive of your studies?

My employers were very supportive of my studies; however most of my studies were done outside official working hours, except for my PhD which was much more demanding. For my PhD, my employer granted me a month every year of paid study leave.

Would you recommend someone undertake a degree through the External System and, if so, why?

Absolutely. The courses are flexible, with many options (electives) to choose from. Although I could pace my studies, the courses were built around actual semesters, which enabled me to maintain study momentum and set targets for completing the various course modules.

Did fitting in study around your job present a difficult balancing act?

Yes, it can be difficult and requires basic skills such as good time management,

note-taking skills and reading skills. Many students underestimate the usefulness of mastering these skills during their studies and in real life.

Have you found the course content of your degree relevant to the job you are doing today?

Highly relevant, although many of the examples were from the agricultural sector. The course material considered the theory and in many cases considered practical real-life examples. This is important when studying subjects like environment and dealing with abstract concepts in economics.

How involved have you been with other alumni activities (with the University of London or other institutions)?

I have had limited involvement in view of my responsibilities, and since I reside outside the UK it is not practical for me to attend events. However, I have offered careers guidance to prospective graduates, and remain available to do so.

What have been some of the high points since being Special Advisor to the President on Environmental Issues?

High points have been the opportunity to establish the first University in Seychelles. Initially it was a journey of discovery, as I learned of the transformational power of a University in society, and how it can influence the future development of a country. I am now even more convinced that, without a University, Seychelles cannot take its next developmental steps. I am especially grateful to all the people that have contributed so generously to the cause. Our funds keep increasing and more people are giving.

Supporting the international vision of the President to advance climate change and biodiversity issues has also brought rewards. The Global Island Partnership has now been officially recognised by the Convention on Biological diversity, and my work on global oceans and island policy is increasingly being recognised by the international community. The personal invitation of the UN Secretary General to address a high level panel at the UN General Assembly was evidence of this recognition.

What are your principal aims over the next 5 years?

I aim to continue to push the global agenda on climate change and biodiversity in small islands. I want to bring the corporate world on board and my knowledge of economics and business will come in handy, as it helps me to relate to their way of thinking and how we can search for practical solutions to some of the emerging environmental issues. I particularly want to continue to focus on marine issues. At the national level I will continue to influence government policy on environmental, in particular coastal management, issues.

The main aim is, of course, to get the University up and running. 2009 will be a crucial year as we start putting the different building blocks together

On a personal level, I need to find a bit more time to pursue my research and publish scientific papers. This is important within academic circles and my aim is to publish at least 3 peer reviewed papers every year.

What are the problems and concerns you think you will face?

In my work, I have only one unresolved problem – TIME. Being on a small island has its challenges such as lack of good professionals, slow internet connections

Above:
Dr Rolph
Payet, Special
Advisor to the
President of
the Seychelles.

‘My daily passion is to learn something new every day. Life is a learning window. You learn from the young and old, the wise and the foolish. The pursuit of knowledge has been a lifelong passion.’

and, of course, travelling. Travelling is a necessary evil to build partnerships, advance projects and issues, and general social networking. I believe in building and nurturing relationships and I value the interactions and support I get from my international community of colleagues and supporters. Without them I would not be able to achieve this kind of progress.

You hold many qualifications from Universities all over the world. Would you say that continuing to develop your skills is important for career development?

A must. My daily passion is to learn something new every day. Life is a learning window. You learn from the young and old, the wise and the foolish. The pursuit of knowledge has been a lifelong passion. My education, however, has taught me that it's what you do with the knowledge that counts, not how much knowledge you have. This ability is a gift and such a gift is meant to be shared, contribute to solutions and make the world a better living place.

You are chairman of the Seychelles University Foundation. What are your hopes for the educational system there?

In doing the ground work to establish the University, I realised that it cannot stand on its own – a University needs good students, implying good primary and secondary schools. In 2007, the President launched a national education reform process in which I have been fully involved, and next year we are going to implement measures to improve the quality of education in our schools, build confidence in our teachers and also offer students opportunities to develop their potential either by following an academic track to the proposed University, or the possibility of going back to University from the world of work.

This is one lesson I have learnt from the University of London External System, lifelong learning has to be central to any educational programme. Once the adults are convinced about learning, then the kids will get interested as well...and the cycle goes on.

What is your major concern at present regarding climate change?

That many people think that the problem of climate change will just go away, and powerful governments will be able to solve the problem. Climate change politics is a very complex issue – how do you convince an American driver to change from a high octane car to an electric buggy? Or a hotel developer to build his hotel further inland instead of on the beach? Many consumers and companies are now aware, but we still lack political commitment at the international level. Clearly, oil prices have driven the message home, but we are not out of the woods yet. The scientific evidence is overwhelming; we need decisive action by world leaders.

As CEO at Sea Level Rise Foundation and living in an archipelago such as the Seychelles, do you feel that issues such as rising sea levels are more important to you?

The issue of sea level rise is already affecting many islands in the Pacific, and close by – the Maldives. This is no simple matter as it questions the ability of these people to remain as a nation and maintain their 3,000-year old traditions.

The foundation has one mission – to preserve the island home. We feel that, assuming world leaders take action now, we can adapt to the changes in sea level rise through better planning, capacity building, and awareness and minimise the loss. We draw our hope from the people of the Netherlands who already live below the sea level. We believe we can develop approaches to live in a post-sea level rise world.

How did you feel when you shared the Nobel Prize for lead author which was awarded to the IPCC and Al Gore in 2007?

Excited and proud to be Seychellois. We are a small nation and I never thought a Nobel Prize would be achievable by a Seychellois. I was wrong, we can... anyone can. I never felt the need to adorn my wall with my degree certificates – my Nobel Prize Certificate hangs proudly in my office.



From Left to right: standing – H.E. President James Michel, H.H. General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi
Sitting – Dr Rolph Payet, Dr Sultan Ahmed Al Jaber.

What is the one thing you would like to do or see in your lifetime?

Go into space...well, OK, I would like to see a robust network of conservation areas in Seychelles which is self-financed, a solution for the climate change problem and on a personal level – transform my house and car to run on solar energy.

What would you most like to be doing five years from now?

I like my current activities as it challenges all of my knowledge and skills. Solving problems of national importance is not to be taken lightly. It is an enormous responsibility but one I thoroughly enjoy. I work in an innovative and forward thinking environment which enables me to contribute to the long-term development of the country and be part of charting the next steps for Seychelles. It is an immense privilege which I will continue to be grateful for. After this, we'll see. However, I must confess: my wish is to retire, say around 60, in a small office at the University of Seychelles, contributing to the development of future leaders.

Rolph holds degrees from the following universities:

- PhD Environmental Science (University of Kalmar, Sweden)
 - JFK School of Government (Harvard University, USA)
 - PG D Applied Environment Economics (University of London External System, UK)
 - MSc Coastal Science (University of Ulster, UK)
 - MBA (University of Surrey, UK)
 - BSc (Hons) Biochemistry (University of East Anglia, UK)
- To read more about Rolph and his work please visit: www.rolphpayet.com



Fast track to professional accreditation

BSc Accounting and Finance and BSc Banking and Finance graduates can take advantage of 'fast track' agreements with certain professional bodies. We have provided a summary here, but advise you to visit the relevant website for further information.

BSc Accounting and Finance graduates

About The ICAEW

The Institute of Chartered Accountants in England and Wales (ICAEW) is the largest professional accountancy body in Europe, with over 130,000 members in over 160 countries. Their internationally recognised ACA qualification opens up a range of career opportunities – from established multinationals to entrepreneurial local organisations. Competitive salaries, international travel and a choice of exciting careers, are just some of the rewards available to chartered accountants.

How to claim credit for up to 6 Professional Stage modules

The ICAEW differ from other accountancy bodies as students study for the ACA whilst in full time employment earning



THE INSTITUTE
OF CHARTERED
ACCOUNTANTS

IN ENGLAND AND WALES

a competitive salary. Graduates study for the ACA whilst on a three year paid training contract with an authorised training employer. There are over 2,200 ICAEW training employers of all sizes throughout the UK and overseas.

Training opportunities exist in countries including Cyprus, Malaysia and Russia to name but a few. There are fifteen exams which make up the ACA qualification: 12 Professional Stage modules and 3 Advanced Stage modules. The modules are linked to your work experience and personal skills development.

Although graduates from any discipline can study the ACA, graduates of the BSc Accounting and Finance degree can claim credit for up to 6 Professional Stage modules depending upon the options chosen and grades achieved.

■ Further information and details of the credit for prior learning can be found on the ICAEW website www.icaew.com/careers

BSc Banking and Finance graduates

About the *ifs* School of Finance

The *ifs* is a world-class provider of financial education. Their programmes are the result of a constant dialogue with employers, students, teachers, tutors and examiners. They combine innovation and quality, and draw from over 130 years of educational experience, resulting in the *ifs* being the provider of choice to many of the world's leading financial organisations.

How to qualify for Associateship of the *ifs* School of Finance

This pathway is an accelerated route whereby you can achieve Associateship of the *ifs* School of Finance, and subsequently go on to attain full Chartered Associateship status. Associateship of the *ifs* School of Finance (Aifs) is a prestigious award that confers professional standing within the financial services industry.



Once you have completed the BSc Banking and Finance and included coverage of management issues (either unit 107 Introduction to Business and Management taken within your degree, or by demonstrating equivalent learning via a different qualification) you need to complete four additional modules covering Strategic Management in Financial Services and then choosing from a range of specialised finance modules such as Applied Credit Analysis and Risk Financing and Management.

Onward progression

Having achieved Associateship, you will have positioned yourself to achieve, subject to certain criteria, full professional Chartered Associateship status. The Chartered designation (CAifs) recognises those Associates who are committed to the very highest standards of professional practice.

■ Further information: www.ifslearning.ac.uk

BSc Accounting and Finance graduates**BSc Banking and Finance graduates**

Case by case application applies

**About ICPAS**

The Institute of Certified Public Accountants of Singapore (ICPAS) is the national organisation of the accountancy profession in Singapore that accords the prestigious CPA Singapore designation. ICPAS's network of members spans the globe and its international outlook and connections are reflected in its membership of professional organisations like the ASEAN Federation of Accountants (AFA), the Asia-Oceania Tax Consultants Association (AOTCA) and the International Federation of Accountants (IFAC).

ICPAS also caters for the training and professional development of its members through regular courses conducted by its training arm, the Singapore Accountancy Academy (SAA).

How to qualify as a Certified Public Accountant in Singapore

Completing the ICPAS Professional Examination qualifies you for Provisional Membership with the Institute. Upon satisfying the relevant work experience criteria and clearing the Pre Admission Course, you can apply for full membership and the designation CPA Singapore.

To qualify for the ICPAS Professional Examination, you need to be awarded the BSc Accounting and Finance degree. If you have included all the subjects which ICPAS specify as your open option papers then you will be able to gain maximum credit and will only have to take a further 5 Professional Examination subjects required for provisional membership.

If you have not taken all of the specified University of London units you may be required to take bridging units. If you are studying a degree other than BSc Accounting and Finance, you can be considered for credit on an individual case basis.

■ Further information: www.icpas.com.sg

BSc Accounting and Finance graduates**BSc Banking and Finance graduates****Association of Chartered Certified Accountants****About the Association of Chartered Certified Accountants (ACCA)**

ACCA (the Association of Chartered Certified Accountants) is the largest global professional accountancy body with 296,000 students and 115,000 members in 170 countries. They offer qualifications to people of application, ability and ambition around the world who seek a rewarding career in accountancy, finance and management. ACCA's reputation is grounded in over 100 years of providing accounting and finance qualifications.

How to qualify as an ACCA member

In order to qualify as an ACCA member, you need to complete 9 Fundamental level exams, and 5 professional level exams. You will also need to have relevant practical experience, with a minimum of three years and complete a Professional Ethics module. Graduates of our BSc Accounting and Finance are able to claim exemption from up to 8 of these 9 fundamental level examinations.

The BSc Accounting and Finance compulsory units cover these 8 units but if you are a BSc Banking and Finance student, it is important that you choose your optional units carefully by looking on the exemptions page of the ACCA website to make sure that you are studying ones which qualify for exemption: www.accaglobal.com/join/acca/exemptions

■ Further information: www.accaglobal.com

Points to note

In print...

Below is a selection of new publications currently in print.



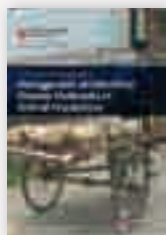
Postgraduate programmes in International Management and International Business.
Academic direction: Royal Holloway, University of London. The first prospectus to be produced in our new house style, this has been shortlisted for a HEIST marketing award (print media category).



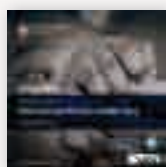
Undergraduate programmes in Economics, Management, Finance and the Social Sciences.
Academic direction: The London School of Economics and Political Science.



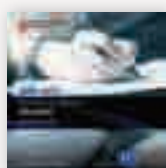
Undergraduate programmes in Business Administration.
Academic direction: Royal Holloway, University of London.



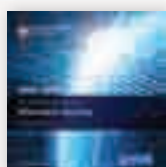
Short course in Management of Infectious Disease Outbreaks in Animal Populations.
Academic direction: Royal Veterinary College.



Postgraduate study in International Primary Health Care.
Academic direction: University College London.



Postgraduate study in Education.
Academic direction: Institute of Education.



Postgraduate study in Information Security.
Academic direction: Royal Holloway, University of London.

Come and meet us

Below is a list of forthcoming exhibitions we will be attending. If you know someone who might be interested in studying with us, please let them know they can meet us at the following events:

Country	Event title	Event details
Hong Kong	University of London External System Open Days	25 April & 18 July 2009 11am–3.30pm ■ Admiralty Centre 18 Harcourt Road Hong Kong Seats on a first-come, first-served basis, reservation is not required. All are welcome.
Switzerland	University of London External System Open Days	8 May 2009: 4pm–7pm 9 May 2009: 11am–7pm ■ Hotel Kempinski, Geneva 11 May 2009: 10am–7pm ■ Crowne Plaza, Zurich Further information is available for our events in Switzerland, visit: www.londonexternal.ac.uk/swiss
Mauritius	International career guidance and educational fair	21-23 May 2009 Thursday 21st: 9am–4pm Friday 22nd: 9am–4pm Saturday 23rd: 9am–5pm ■ SVCC, Pailles, Mauritius Find out more about studying in Mauritius, visit: www.londonexternal.ac.uk/mauritius
Trinidad & Tobago	University of London External System Open Days	26 June 2009 12.30pm–6pm ■ The Atrium Long Circular Mall 51-53 Long Circular Road St. James, Port of Spain Trinidad and Tobago www.londonexternal.ac.uk/trinidad 27 June 2009 12pm–5pm ■ San Fernando Room Crowne Plaza Wrightson Rd & London St P.O. Box 1017, Port of Spain Trinidad and Tobago www.londonexternal.ac.uk/trinidad
Jamaica	University of London External System Open Day	30 June 2009 12pm–5pm ■ Terra Nova All Suite Hotel 17 Waterloo Road Kingston 10, Jamaica www.londonexternal.ac.uk/jamaica

Top tips

How to do well in your examinations

Answer the right number of questions.

The easiest way to fail an examination is not to answer enough questions. Every examination paper will ask you to answer a certain number of questions, and marks will be allocated to each one. Unfortunately, it's all too common for students to answer too few questions. If you are asked to answer four questions, and only answer two, then you'll have to produce perfect answers for the two you did answer just to pass the examination. It's not a good idea to spend a lot of time over one question at the expense of the others. Similarly, you won't gain any extra marks for answering more questions than are required.

Answer the question that is asked.

Most marks in examinations are lost through a failure to answer the question properly. Students often see a question on one particular aspect of a subject,

and then just write down everything that they know about that subject, rather than the specific aspect that was requested. Read the question carefully and note down what aspects are being asked for. If the question looks similar to one that you have revised, check to see if it is exactly the same, or whether it differs in some important respects. Look for keywords in the question, as these will help you to understand what you are being asked to do.

Cite research.

You get marks for citing relevant examples and ideas from books and articles you've read. So always give examples of research to back up your arguments – even when the question does not explicitly ask for them. In answering a question in an examination you are not expected to give full bibliographical references for your sources. You should nevertheless



acknowledge the name of any author you cite. It's also a good idea if you can give examples from your own work experience.

Multi-part questions.

A question might contain several parts. Make sure that you answer all the parts required and that you allocate enough time to each one.

If English is not your first language.

Don't worry that you might read and write more slowly than other students. Even if this is the case, remember that you get good marks for writing clear, critical and well-organised answers. Very short answers can still get good marks.

Top three student FAQs

Our Information Centre is always dealing with a huge amount of enquiries from students regarding their study at the University of London External System.

Here are the top three student FAQs:

1. I'm having problems logging on to the VLE or Online Library with my log-in details. Can you help?

Students wishing to access the online library need an Athens username and password. If you are having difficulty logging on with your Athens account details, please contact the Online Library Team by filling out their online web form which you can access on the following webpage:

www.external.shl.london.ac.uk/help/enquiries/index.php

Alternatively, you can also contact them by e-mail at:

OnlineLibrary@shl.london.ac.uk or by telephone on +44 (0) 20 7862 8478.

If, as a VLE user, you have a specific problem then please contact your College administrator. You can find a list of these on the following webpage:

http://www.londonexternal.ac.uk/current_students/vle_resources/vle_contacts.shtml

Please note that not all programmes have access to a VLE.

2. I am having problems locating textbooks I need for my studies. Can you help me find them?

In the first instance, you may want to try your local library to see if they have the books you need. Many students, for ease of reference and access, choose to purchase their textbooks either from local bookshops or from online sources.

You can find helpful information regarding where to buy your books in the Bookshops and Libraries Services section of our website: http://www.londonexternal.ac.uk/current_students/general_resources/books_libraries/bookshops.shtml

3. Can I get a University of London student card?

At present, the University of London does not produce student cards for External System students. Letters of registration may be requested from the Registry office which you will need if you plan to apply for an associate membership card from the University of London Union (ULU). Joining the Union will allow you access to their facilities.

For more information, please contact the University of London Union by email at general@ulu.lon.ac.uk or by telephone on +44 (0)20 7664 2000.

If you have a question about your study at the University of External System that has not been included in the list above, you can phone the Information Centre on +44 (0)20 7862 8360, or email them at: enquiries@london.ac.uk

1 2 3

Media watch

The University of London External System is frequently mentioned in the media. Here are some examples below:

24 March 2009 'First for Global Student Choice'

from PR Web
Student enquiries, applications, registrations, examinations and graduate numbers are at an all time high in 2009, making the 150th Anniversary year exceptional in history for the University of London External System.

22 March 2009 'Paddling for a cause'

from *Commercial News*, Danville, USA
Joe Forrester, a medical student who will start an MSc in Infectious Diseases with the University of London External System later this year, plans to undertake a solo kayaking venture, covering 3,900 miles along the full length of the Missouri and Mississippi river. Joe aims to raise \$20,000 for the National Parkinson's Foundation in honour of his grandfather
http://www.commercial-news.com/local/local_story_081202454.html

6 March 2009 'Lankan grads from London University excel via distance learning'

from *Daily Mirror* – Financial Times supplement, Sri Lanka
Professor Jonathan Kydd speaks at the Royal Institute of Colombo's Graduation Ceremony on how University of London graduates are well-equipped (through their studies) to understand and address issues surrounding the current global crisis.
http://www.dailymirror.lk/DM_BLOG/Sections/frmNewsDetailView.aspx?ARTID=42435

27 February 2009 'Royal Institute of Colombo: Academic Excellence in Tertiary Education'

from *Daily News*, Sri Lanka
The Royal Institute of Colombo (RIC), an associate company of the Royal Institute Group, offers degree courses to over 800 students through the University of London External System.

18 January 2009 'Cop, playwright and now a law grad at 68'

from *The Straits Times*, Singapore
Leslie Wong, a renowned playwright, as well as a policeman and a businessman, graduates from the University of London External System with a Law Degree, which he undertook at Stansfield College.
<http://www.stansfieldcollege.com/grad68.pdf>

13 January 2009 'Flexible friend for your career'

from *Evening Standard*, England
Jamie-Lee, a 40-year-old project manager with Vodafone, chose the University of London External System to undertake an MBA programme in International Management. Jamie chose to study with the University of London External System because of the flexible approach to work and the way he could then manage his own workload. Graduates from this programme have found jobs in a wide range of disciplines and industries.

Issue 6 Winter 2009 'Planning for the Future'

from *New Goals*: Issue 6, England
Profile on Gordon Taylor OBE, an Economics graduate of the External System, written by Binda Rai (Head of Global Media & PR).

11 December 2008 'One legal icon, countless achievements'

from *BUSINESSDAY*, Nigeria
Celebration held in honour of Justice Kayode Eso's recent 83rd birthday, at the Centre of Law and Business on the 4th December. As part of this celebration, the Centre held its 3rd Biennial Lecture 'Corporate Governance: Challenges for Law and Business' in honour of Kayode, which was attended by Simon Askey (Deputy Director of Laws at the University of London External System), Kateena O'Gorman (Lecturer of Corporate Law, Queen Mary, University of London) and many others.

Other newspapers featuring this story include:

'Lawyers, diplomats, others celebrate Kayode Eso at 83'

from *The Nation*, Nigeria
'Towards Better Corporate Governance' from *TELL – Nigeria's Independent Weekly*
'Eso: IBB swept my blueprint on corruption under the carpet' from *THISDAY*, Nigeria

2 December 2008 'Celebrating 150 Years of Trans-National Education'

from *International Public Relations Association (IPRA)*, England
Binda Rai, Head of Global Media and PR at the University of London External System, provides an insight into some of the issues that arose when delivering global communications for the 150th Anniversary of the University of London External System.
<http://www.ipra.org/archivefrontlinedetail.asp?articleid=913>

