



**FRANCES TSAKONAS**

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Frances Tsakonas was born and raised in Australia. She is a graduate of Harvard University, Graduate School of Education, with advanced, post-master's, specialist studies in Teaching, Curriculum and Learning Environments. She also holds a Master of Education degree in Special, Bilingual and Multicultural Education from Lesley College, USA and a Post-Graduate Diploma in Institutional Management and Change in Higher Education from the University of Twente (Center of Educational Policy Studies), Netherlands. She is currently writing her doctoral thesis on international higher education strategic planning and development.

Ms. Tsakonas has worked in both the public and private education sectors for over 25 years and has acquired extensive experience in international educational leadership, strategic development and policy reform. From 1994 to 2004, Ms. Tsakonas served as Special Advisor for Education and Youth to former Minister George Papandreou, initially to assist him in his role as Minister of Education in his efforts to reform the education system of Greece and subsequently, to assist him in his role as Minister of Foreign Affairs, in his efforts to refocus Greece's bilateral and multi-lateral education and youth policies. Since 1994, she has prepared policy papers, attended high-level meetings, task forces and committee meetings on EU education, training and lifelong learning policy objectives and implementation strategies. She has an in-depth knowledge and extensive experience in the EU Education and Training 2010 agenda

Ms. Tsakonas established her international educational consulting company, International Educational Links, in 1990 and has since then been primarily involved in business development for higher education institutions. She has designed and negotiated partnerships with key corporate organizations and educational institutions around the world (including for example Boston University, Harvard University, University of Manchester). Her broad knowledge and deep understanding of the complexities of international educational marketing and strategic business development has enabled her to liaise at senior level with education institutions around the world, international educational agencies (such as the World Bank, ETF, OECD, UN agencies, etc), NGO's and national and multi-national business corporations. Her skill in international educational strategic business development has been acquired through many years of negotiating cross-border and cross-cultural educational institutional and programmatic partnerships and collaborations of all sorts (including franchise/licensing agreements, joint-ventures and articulation agreements, government contractual arrangements, etc.) Ms. Tsakonas has designed and developed education collaborative partnerships in: Australia, Greece, Jordan, Serbia, Syria, Montenegro, Lebanon, USA, UK, Switzerland, Spain, Germany, Netherlands, Mongolia, Canada, Turkey, and Cyprus. She is currently developing collaborative educational links in Asia (primarily China, India and Pakistan) for UK and US partner institutions and is investigating strategic educational partnerships in the UAE and Qatar where development in educational provision is expanding rapidly and in a unique fashion.

In 2000, due to the pressing need for education reform in South East Europe, Ms. Tsakonas established Educational Development and Co-operation (EDCO), a not-for-profit educational foundation that focuses on the promotion and facilitation of educational development and co-operation in developing

countries and transition economies. EDCO has undertaken several World Bank projects including: a study of Lifelong Learning in the Global Knowledge Economy; Education Improvement Project in Lithuania; and capacity building strategies for Investment in Education in several countries of South East Europe (Albania, Bulgaria, Romania, FYROM, Kosovo and Croatia), the Middle East (Jordan, Syria, Palestine, Lebanon) and the Mediterranean (Egypt, Morocco, Malta).

Ms. Tsakonas has taught at all levels from kindergarten (where she developed one of the first computer education programs 4-year olds in 1981) to higher education (where she has taught applied linguistics, teaching methods and curriculum development). She has both practical and theoretical knowledge, experience and understanding of a wide range of educational issues including: policy development and reform, curriculum, teaching methods, learning environments, distance education, second-language acquisition, multi-cultural education, special education, open and distance teaching/learning, quality assurance and accreditation, life long learning, public-private partnerships, Europeanization (e.g. Bologna, Lisbon), globalization/internationalization (e.g. GATS). Above all, she has a deep understanding of both, the UK and international higher education systems, as well as the global education market as it changes through time and is impacted by political, economic and physical events locally, nationally, regionally and internationally.

Ms. Tsakonas has worked with governments and numerous international organizations including: the World Bank, OECD, European Union, European Training Foundation, Asian Development Bank, UNESCO and UNICEF. Furthermore, she is a member of a number of educational professional institutes including: the Commonwealth Council for Educational Administration; the European Institute for the Management of Diversity; and the international knowledge management network, 'Entovation International'. She is currently in the process of establishing the Greek Chapter of the International Federation of University Women. Ms. Tsakonas also sits on the Board of the New England School of English in Cambridge, Massachusetts, USA and the National Board of Certified Counselors, USA, as well as several non-governmental organizations in Greece and the Balkans.

Ms. Tsakonas' key skills and competencies include:

- International higher education strategic development
- Knowledge, understanding and experience of global education marketing complexities
- Building and negotiating international higher education partnerships
- Administration, organisation and delivery of complex international education programs
- Program monitoring, budgeting, project monitoring and evaluation
- Ability to work independently, in a team, and in fast-paced, multi-disciplinary environments
- High-level interpersonal, communication, leadership and advocacy skills
- Well-developed problem-solving and change management abilities
- Good knowledge and understanding of development needs of transition economies
- Attention to detail and commitment to quality
- Data analysis, policy composition, report writing
- Working with the private and public sectors (including non-governmental agencies)
- Building partnerships within the public and private sectors (incl. civil society)
- High level intercultural sensitivity and awareness of cross-cultural communication
- Developing links and collaborations with high-level senior executives in government, business and international organisations
- Organising and co-ordinating meetings, conferences, workshops and special events
- Fundraising and program support through advocacy
- Flexible approach to working patterns; forward-thinking, entrepreneurial, innovative and positive toward change.

A detailed CV follows.

**NAME:** FRANCES TSAKONAS  
**DATE/PLACE OF BIRTH:** 10 September 1959, Australia  
**CITIZENSHIP/NATIONALITY:** Greek & Australian  
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## QUALIFICATIONS

### Present –

#### **PhD Candidate, University of London, Institute of Education, UK**

- Research: The higher education policy process: The Case of Greece

#### **DBA Candidate, University of Bath, School of Management, International Centre for Higher Education Management, UK**

- Research: international higher education strategic planning and development.

### 1999-2000

#### **University of Twente, Center for Higher Education Policy Studies, Netherlands**

- Post-graduate Diploma in Institutional Management and Change in Higher Education

### 1988-1989

#### **Harvard University, Graduate School of Education, USA**

- Post-Master's Certificate of Advanced Graduate Studies in Teaching, Curriculum, Learning Environments. Research areas: School Improvement, Teacher Effectiveness Training, Collaborative/Individualized Learning and Interdisciplinary Curriculum Development

### 1985-1987

#### **Lesley College, USA**

- Master of Education – Bilingual/Multicultural and Special Education

### 1984-1985

#### **Royal Society of Arts, UK**

- Diploma in the Teaching of English as a Foreign Language (Distinction)

### 1978-1982

#### **The American College of Greece**

- Bachelor of Arts (High Distinction). History major; Psychology/Sociology minor.

### 1973-1977

#### **MacKillop College, Australia**

- High School Diploma

## PROFESSIONAL DEVELOPMENT

### 2003 Harvard University – JFK School of Government/Harvard Business School, USA

- Public Administration - Senior Managers in Government program

### 2000 University of Amsterdam, The Netherlands and Center for Conflict Resolution, Bradford University, UK

- Certificate program in Transforming Civil Conflict

### 1998 University of California, Los Angeles, USA

- On-Line Teaching

- 1997 European Centre for the Development of Vocational Training (CEDEFOP)**
  - Recognition of Qualifications
  
- 1997 European Commission**
  - European Integration
  
- 1996 Harvard University - Institutes for Higher Education, USA**
  - Management of Lifelong Learning
  
- 1996 Open University / British Council, UK**
  - Quality Assurance in Open Learning in Higher Education
  
- 1984 British Council, Greece**
  - Certificate in the Principles and Methods of Teaching English as a Foreign Language

<b>PROFESSIONAL EXPERIENCE</b>
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<b>Current Employment</b>
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**Since 1990 - PRESENT**

**Director - International Educational Links**

- International higher education business and academic development
- Franchise/licensing agreements, joint-ventures, articulation agreements
- Contract negotiation for educational development and collaboration
- Market research, program feasibility, promotion and marketing
- Student recruitment, advising and study abroad co-ordination
- New program design, development, management and administration
- Fund-raising and public relations for educational development projects
- Organisation and co-ordination of educational networking, information and fund-raising events

**Since 2000 – Founder/Executive Director - Educational Development & Co-Operation**

- Non-profit organisation for the promotion and facilitation of educational development and co-operation in developing countries and transition economies through: research, training, workshops/seminars/conferences, public/private partnerships, investment opportunities, education reform.

<b>Previous Employment</b>
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**March 2004 – March 2005 Researcher - Centre for Educational Research  
Hellenic Ministry of National Education and Religious Affairs**

- EU funded research project investigating implementation of EU Education & Training Agenda

**1994-2004 Special Advisor for Education and Youth to Minister George Papandreou**

- 1999-2004 Hellenic Representative to the Education Task Force of the Stability Pact
- Co-ordinator - Minister's Advisory Committee for Education & Training for EU Presidency
- Bilateral and multilateral education and training issues and policy development
- Lifelong learning policy development and strategic implementation
- Development of formal, non-formal and informal education and training initiatives
- Ensuring lifelong learning policy objectives
- Reform of Greek education system – needs analysis, design, development and implementation of reforms
- Higher education policy development for internationalization and Europeanization

- Board member of task force for the establishment of the Hellenic Open University
- Policy analysis of funding/financing of Greek education – needs analysis
- Policy analysis of private education - quality and accreditation
- Review of education management and financing procedures
- Member of Task Force for the reform of the Pedagogical Institute
- Development of lifelong learning, adult and continuing education policy
- Development of vocational education and training policy
- Responsible for the co-ordination of the OECD evaluation of Greek education system
- OECD, EU, UNESCO, World Bank and British Council liaison officer

**1990-1994 Assistant to the President (Development), Schiller International University  
Based in London, UK (1993-1994)**

- Establishment and program development of the Oxford Program for Liberal Arts
- Development of national and international links
- Establishment of an art and design program in Switzerland as joint venture with Kent Institute of Art and Design
- Feasibility study for the development of distance learning programs

**Based in Madrid, Spain (1992-1993)**

- Establishment of the Spanish Language Institute in Madrid, Spain
- Evaluation of the London City College program operating in Madrid
- Troubleshooting and development of Schiller International University in Madrid

**Based in Brisbane, Australia (1991-1992)**

- Establishment of London City College in Queensland, Australia
- Franchising of London City College
- Contract negotiation and induction of franchisee

**1990-1992 Co-ordinator of Applied Linguistics/Assistant Professor, Bond University, Australia**

- Teacher Trainer
- Undergraduate English language courses; Graduate applied linguistics courses

**1989-1990 Director of Development, Ziridis Educational Organisation, Athens, Greece**

- Responsible for research, design and development of post-secondary institution
- Establishment of international links and contract negotiation for program development with Pratt Institute of New York, Boston University.

**1988-1989 Teaching Fellowship, Master of Education program, Harvard University, USA**

- Teacher-training; Teaching methodologies

**1987-1988 Director of Special Programs, Ziridis Educational Organisation, Greece**

- Design, development and co-ordination of adult professional development programs

**1984-1987 EFL/EAP, ESP Teacher, Teacher-Trainer**

**British Council, Greece**

- English language teaching to adults; Cambridge University Examiner

**Athens General Hospital, Greece**

- Teaching English to doctors, nurses and hospital administrative staff

**1978-1984 American Community Schools, Greece**

- Co-ordinator - Kindergarten and Elementary School Computer Literacy Program
- Language Lab Co-ordinator
- Learning Centre Manager

<b>CONSULTANCIES</b>
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**EU/Employment, Social Affairs and Equal Opportunities – Researcher/Consultant (2006)**

- Non-discrimination Mainstreaming Impact Assessment - Study of Community Policies and Legislation

**British Council, London, UK- Researcher/Consultant (2006)**

- Internationalization, globalization and Europeanization of higher education and its impact of British education – research and data analysis

**China Education Development – Consultant (2005)**

- Development of links and collaborations for student/teacher exchanges between Greece-China; teacher-training; and Olympic education.

**Harvard University, USA – Consultant (2004-2005)**

- Leadership for a New Europe program - development, promotion and facilitation

**Olympic Organizing Committee, UN, Hellenic Ministry of Foreign Affairs (2004)**

- International Conference on “Sport for Development and Peace” during 2004 Olympic Games – design, development, planning, event management and follow-up.

**European Commission – Expert/Consultant (2003)**

- Serbia -EAR project: “Vocational Education and Training reform-Capacity building and Implementation Support”.

**World Bank - Expert / Consultant (2002)**

- Lifelong Learning in the Global Knowledge Economy

**European Training Foundation - Expert / Consultant (2002)**

- ETF Vocational Education and Training Reform - Policy Review in Albania

**World Bank - Project Leader and Key Researcher (2002)**

- Lithuania: Education Improvement Project

**Organisation for Economic Co-operation & Development – Expert (2001-2002)**

- Thematic Reviews of Education Systems in South East Europe – Albania, FYROM, Serbia-Montenegro, Croatia.

**World Bank - Project Leader and Key Researcher (2000-2002)**

- Capacity Building Strategies for Investment in Education in South East Europe – focus on private investments, public/private partnerships, funding/financing, education policy development in: Albania, FYROM, Romania, Bulgaria and Croatia.

**Andreas Papandreou Foundation - Project Manager and Co-ordinator (1998-2000)**

- Project management, program co-ordination and fund-raising for the first high-level symposium for EU Ministers and international intellectuals to discuss EU enlargement (‘Symi Symposium’ Summer 1998)
- Project management, program co-ordination and fund-raising for Multiethnic Youth Camp in Olympia, Greece (Summer 2000)

**University of Athens, Greece - Project Manager and Co-ordinator (1996-1999)**

- EU funded post-graduate program in Language Engineering
- Development of project proposal
- Technical and Financial management

**University of North London, UK - Project Partner and Local Co-ordinator (1999)**

- EU funded project for the development of electronic networks of women’s enterprises - research, training, materials development

### **IFC/World Bank – Consultant (1996)**

- Investment Opportunities in Private Education in Developing Countries - Jordan Country Study

### **UNECIA, UK - Regional Manager (Europe) (1994-1995)**

- Establishment and development of UNECIA (a Consortium of UK universities) in South-East Europe
- Fund-raising, public relations and project development
- Project proposal development and submission to funding agencies such as: EU, Asian Development Bank, World Bank.

### **RELATED ACTIVITIES**

- Member of Queensland Institute for Educational Administration
- Member of Australian Council for Educational Administration
- Member of Commonwealth Council for Educational Administration & Management
- Member of Board – New England School of English, USA
- Member of Board - National Board of Certified Counselors, USA
- Founding member of European Institute for the Management of Diversity
- Member of Entovation International (Knowledge Management Network)
- Member of International Federation of University Women

### **LANGUAGES**

- Fluent in English and Greek; basic French and Spanish

### **OTHER**

- Numerous presentations at national, regional and international conferences, forums, work-groups and task-forces on education
- Policy papers, speeches and discussion points prepared for Ministerial meetings, EU education task force, EU-Greek Presidency, international senior executive meetings/conferences/round-tables.
- Member of Greek Delegation for OECD Review of Greek education system (see: **Reviews of National Policies for Education – Greece. OECD, 1997**)
- **Editor of Review of Greek Education System – Experts Report for OECD Evaluation, Hellenic Ministry of Foreign Affairs, Athens, Greece 1996**
- Applied linguistics thesis: **Optimal Age Revisited--A Piagetian Perspective on Second Language Acquisition.** ERIC Clearinghouse on Languages and Linguistics (ED 329 126)
- **“The Challenge of ODL”.** Paper given at the *Open & Distance Learning* conference, Athens, Greece, 1995. Published in the proceedings issued by the Pedagogical Institute, Athens, Greece.
- Reports prepared for World Bank and Hellenic Ministry of Foreign Affairs on: **Private Sector Development in Education in South East Europe: Albania, Bulgaria, Croatia, FYROM, Romania Country Case Studies.** See: <http://www.ifc.org/ifcext/edinvest.nsf/Content/ByRegion> (Eastern Europe)
- **Extensive research and feasibility studies on education markets** in: EU (esp. ‘new’ member nations and accession countries), South East Europe, Middle East (esp. Turkey, Jordan, Lebanon), Asia (esp. China, Taiwan, India, Pakistan), Gulf region (esp. UAE and Qatar), UK, USA, Canada, Australia, Africa (esp. Egypt, Morocco and South Africa), Russia and former Soviet States.