



Inaugural Board of Governors Meeting

Wednesday 28th January 2026

Teams (online)

Invited Members (name and role)

Gordon Bowen	Chair
Audsin Dhas	Independent Member
Anita Wise	Independent Member
Michael Addison	IFG Director
Mohammed Elnsari	IFG Director
Stefan Green	Head of Marketing and Partnerships

Additional Invited Members

None.

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1. Call to Order

Chair opened the meeting and welcomed all.

AW declared her current role as consultant to IFG for the application of OfS registration over the last two years.

No conflicts of interest declared.

2. Approval of Agenda

This inaugural meeting would be a shorter version of the intended BoG moving forward to provide a timely meeting prior to IFG's OfS submission and demonstrate the theory of IFG's governance into real-life action.

Therefore the agenda for this meeting is shortened to introductions of members, overview of IFG today and where we are with the OfS application submission – a key strategic project for IFG.

AW proposed a fulsome agenda for ongoing BoG meetings which was agreed by all.

3. Approval of Previous Minutes

No previous minutes.

4. Chair's Remarks

Gordon raised a few points of house keeping:

- onboarding paperwork for all independent members needs to be completed (IFG)
- Proposed to keep to same date for all future BoGs (last Wednesday of each quarter (4 per year). **Agreed by All.**
- All BoG meetings should be in person where possible.
- Duration: max 3 hours (preferably 2 hours) unless training is required.
- Everyone should contribute to the agenda – please do feel open to providing proposals to the Chair in good time for next meeting.
- Secretary to the Board to be agreed to collate and distribute agenda items and papers (no less than two weeks prior to any meeting), write and distribute minutes etc. **Michael agreed to take this role on.**
- When using Teams, please use gordon.bowen@aru.ac.uk and Gordon's personal email address.

5. Managing Director's Report

OfS submission - looking for accreditation is IFG's current biggest challenge. OfS registration motivation has three main areas to support IFG's strategy: UKVI sponsorship, start to provide pathways directly into HE provision and in addition to support and develop our TNE offering.

This last point has come into more focus where the Government recently released policy looking for UK providers to expand out into international, rather than international students into UK. IFG TNE started with low numbers and not necessarily breaking even but can see it will be key for future strategy but IFG is getting better at identifying the right partners. In addition, thanks to Stefan who has now brought a structure to the vision to allow us to move forward in this area.

Other aspects to IFG are a small amount of English Language teaching, a campus in Abu Dhabi which is under separate ownership and managed by the in-country Academic Director (Tatiana) and also have a number of partner colleges all over the world. Keen to grow this part of the business.

6. Reports

As this is the inaugural meeting with a specific remit of member introductions and OfS submission update and to that end, no formal reports are available today.

Chair therefore asked each member to introduce themselves with a brief background of their career and skills that have led them to today.

Gordon Bowen

Varied career, teacher in school to Navy Officer then into IT and joined HE at Anglian Ruskin University (20+ years ago) carrying out doctoral research, teaching and publications as well as a number of other activities.

I have held senior positions in a technology company from product and sales training to business development in an international context. My HE experience is 20+ years at various universities include Warwick, Northumbria and University of Trinity St. David's. Anglia Ruskin University hold the role of Associate Professor. I also currently work as business and educational consultant.

Stefan Green

After studying Engineering at university, started career in Market Research & PR at London Transport, left to travel in 1995, which led to 5 years working in Japan teaching English, teacher training and managing language schools. Moved back to UK in 2002 and into Sales & Marketing and Product Development in the EFL sector. This included 10 years at Eurocentres, at the time one of the largest worldwide language school chains, first as Deputy Head of Sales and then as Head of their pre-university pathway department. I was also the UKVI Authorising Officer for the company's 5 UK language schools. Moved to LAL Language Centres, focused on product development, including setting up CELTA training courses in Shenzhen, China. Started working for IFG in 2021 as Marketing and Partnerships Director, with initial focus on developing their TNE offer.

Michael Addison

After degree studies went into the antiques business which eventually led to an academic life, becoming a Director of Studies and owner of different colleges, setting up IFG in 2016 and taking student since 2017. Focus on foundation programmes to prepare students for University - small college with small team. Current position is Academic Director but we all do a lot of everything. Focusing on structuring IFG for OfS submission.

Audsin Dhas

Very humble start from a remote village with no electricity, but over time transformed the life through education. Fortunate to pursue higher education with one of the premier institutions (Indian Institute of Technology, Madras). After working with a leading educational institution, moved to Kingdom of Bahrain in 1995 to work with Bahrain Training Institute under Ministry of Labour and Social Affairs until 2002. During this period, was nominated by the Ministry of Education, Kingdom of Bahrain as their representative to the Executive Committee (1999 - 2002) of Indian School Bahrain which at that point in time had more than 10,000 students.

Moved to the United Kingdom in 2002. College of Technology London (CTL) gave opportunity to be its Dean, thereby got introduced to the UK HE sector. Established a partnership with University of Wales Lampeter and developed CTL into a multi million pound business. Started with University of Wales Trinity Saint David (UWTSD) in December 2011 (University of Wales Lampeter was rebranded as UWTSD in 2010 through mergers). Established the London campus of UWTSD in March 2012, with a very simple facility in Angel Wharf. Moved to a Hi Tech state of the art facility in Canary Wharf in June 2024. Fully responsible for this establishment and development. Functioned as the Executive Dean and Head of the Campus during 2011 - 2024. Left the university with head high. In recognition of the services rendered University awarded the title of Professor. Currently supporting The Education Group, London.

As a passionate teacher believes in transforming lives through education.

Mohammed Elansari

I am an international higher education professional with extensive experience in academic leadership, international partnerships, quality assurance, and global student pathways. I began my career in Sudan, working with major universities, and worked as an education officer at the Embassy of India in the Sudan. I moved to the UK in 2006, where I completed my Master's degree at the University of Westminster in 2008 and my PhD at Leeds Beckett University in 2016.

I have held senior advisory roles with international governments and institutions, including serving as Higher Education Advisor to the Saudi Cultural Attaché in London and Chief Education Advisor to the UAE Embassy in London.

Academically, I have lectured at UK universities, including the University of Stirling and the University of Bradford; am currently a visiting teaching fellow at University College London (UCL); and have served as an External Examiner for the University of East London and the University of the West of Scotland. Internationally, I am a Visiting Professor at Vitez University (Bosnia) and Bayan University (Iraq).

I have supported international conferences and academic partnerships across the UK, Malta, Turkey, the MENA region, and Poland, and have worked with key UK education bodies, including the British Council and Universities UK International. I also co-founded the London Education and Research Network to share knowledge of UK education globally and strengthen international relations in higher education. Driven by a shared commitment to

international student success and sustainable progression pathways into UK universities, Michael and I co-founded the International Foundation Group in 2016.

Anita Wise

Anita thanked IFG for the invitation and opportunity to serve as a Governor. Like many working mothers, my career spans pre- and post-children phases. I began working at 16, leaving secondary education without qualifications to start a YTS apprenticeship in 1986. Through continuous in-house training, I progressed to National Administration Manager within four years.

In the early 1990s, I then moved into the motor industry with a start-up fleet management company in Slough, where my focus on quality, compliance and regulation began. I introduced BS5750 (now ISO 9001), trained in Kaizen Operational Excellence and Continuous Improvement, and after ten years was appointed to establish and run operations in Melbourne, Australia for Holden Motors (GM).

Post-children, I spent eight years in the print industry in quality and operational roles, expanding my expertise to ISO 14001, 27001, 18001 and Investors in People. I entered higher education in 2019 at the University of Buckingham as Business Executive Administrator, later becoming Academic Registrar, leading implementation of the reformed OfS Conditions of Registration (2022) which then led me to the opportunity to join illuminate Education in late 2023.

Across all sectors, the consistent thread in my career has been quality, compliance and operations—areas I believe, when managed well, form the strongest foundation for sustainable organisational growth. It may not be the most exciting of subjects to most, but it can be the most fundamental to an organisation.

7. Items for Decision

Agreed Michael Addison to be Secretary to the Board for the immediate future.

Agreed standard template for BoG agenda for future BoG meetings.

All agreed to the formal submission of the IFG application to the OfS in February 2026.

8. Items for Information / Discussion

OfS Registration:

Stefan updated the meeting. A submission date has been for Friday 13th February. Currently tidying up and cross-referencing documents and finalising key documents.

Anita (with her IE hat on) and her associates have been holding our hand all the way through which has moved IFG from running a good operation to bringing structure and standardisation to our work and business practices in a positive way.

Anita went on to explain that as members of the Board we should all be aware that as part of the assessment from the OfS of IFG's application to register, interviews should be expected. The OfS have published guidelines on the interview process for all key individuals which Anita said she would circulate.

Michael concluded that it was now incumbent on the whole of the IFG team to make the policies a reality – to start to live and breathe them and thanked everyone for their support – it had been a lot of hard work with only a small team but he believed that this was a positive change for IFG.

Governor Training:

Gordon highlighted the need for future governor training and offered recommendations from the group of what might be needed.

Anita offered that she would carry out a training session in March on the Office for Students, its role in regulation and IFG's obligations to that regulation including a more detailed view on the Conditions of Registration and the Governors roles and responsibilities.

9. Confidential Session (if applicable)

Not applicable.

10. Other Business

Anita asked for the record to show her thanks and appreciation over the last 2 years to the IFG team and in particular to Stefan who took this project on over and above his day-to-day work. His dedication and attention to detail was appreciated, listening to the advice and guidance and brokering solutions between IFG, IE and the requirements of the OfS.

Michael seconded the motion, highlighting Stefan's work throughout the process.

Gordon thanked all of the team on behalf of the Board of Governors and agreed it was a positive, ambitious step for IFG.

11. Adjournment

Gordon thanked all for their time and confirmed the next meeting to be **Wednesday 29th April** to meet in person at IFG. Michael to make the arrangements.

RECORD OF ACTIONS

	Action	Owner/Lead	Due
AP1	Arrange for Governor Training on OfS and Conditions of Registration	Anita	Early March 2026