



CORMACK CONSULTANCY GROUP

Internationalizing Higher Education

We help institutions build partnerships
throughout Europe and beyond.





Testimonials from US Clients

“Working with Charles and his associates has been one of the very best experiences I have had in international cooperation and partnerships. They are savvy, collegial, well-informed, and, above all, organized in a very thoughtful manner!”

***Michael Brophy, President
Hilbert College, New York State***

“Cormack Consultancy has consistently brought us innovative and interesting opportunities in markets that have not traditionally been a focus for St. John’s. The Cormack team is knowledgeable, responsive, and it has been both a pleasure and an education to work with them over the last year.”

***Matthew Pucciarelli, Associate Provost, Office of Global Programs
Christina Quartararo, Executive Director, Inbound Programs, Office of
International Education
St John’s University New York***

“CCG is exactly what Mercy needs as we work to further internationalize our campus and our academic offerings. Charles and his team at CCG demonstrate professional knowledge, broad expertise, and creative solutions in these uncertain times – and they are also fun to work with. The relationships we have built through CCG have been critical in determining the path for our international initiatives including exchange programs, short-term workshops and seminars, and partnerships. “

***Brian Lim, Director
International Programs and Admissions
Mercy College – Manhattan***

“Cormack Consultancy Group has been an incredible partner to us as we have taken St. Francis College global. The linkages that Charles and his team have arranged for us with colleges and universities in various parts of Europe have been wide-ranging and aligned with our comprehensive internationalization strategy. The care, attention, and follow-up that Cormack exhibits are unmatched and highly professional. Every possible model of international collaboration, some quite innovative, are introduced by Cormack.”

***Reza Fakhari, Ph.D. Vice President for Internationalization
St Francis College, NY***

How We Help Colleges and Universities Build International Partnerships

The Cormack Consulting Group has been supporting higher education institutions in the development of international strategies and partnerships for over 20 years. Our roots are in Europe, both inside and outside the EU, and surrounding regions.

As our expertise has grown, we have been working successfully in other markets, including the United States. Our focus is on supporting institutions in developing international and trans-national partnerships with counterpart institutions, leading commercial and non-profit entities, and advising government ministries across the globe.

Our aim is to help institutions offer their students, faculty, and staff the chance to benefit from international activity and for the institutions to earn revenue. Our team is comprised of individuals with over 150 years of combined experience in the development of international partnerships.

We are aware that the US higher education system faces a number of significant challenges, both in terms of domestic recruitment and international activity. We are also aware that many US institutions have relied on markets such as Asia and South Asia and have not been as active in regions like Europe, the Caucasus, and Central Asia. We understand the potential demand from students in these regions to study in the United States, and for their institutions to collaborate.

The pandemic has disrupted international activities, which were already under stress from increasing competition and changing market forces. It created a crisis in the traditional student mobility-based models. As a result, many US institutions are vulnerable, having relied on recruiting students from a limited number of markets without investing in deep relationships with international institutions. Mitigating the impact of future stresses and addressing the immediate crisis will require greater reliance on international partnerships and innovative modes of delivery.

We have developed a deep understanding of the markets in which we work, where we communicate regularly with the senior management teams of institutions to understand their strategic plans for growth and their motivation for developing partnerships with US counterparts. Because CCG understands the importance of ensuring compatibility between partnering institutions and has a keen awareness of the financial viability of projects, we introduce our US clients to well-suited international institutions.

Where possible we also use our local teams and contacts to develop relationships with relevant government ministries, agencies, municipalities, and companies, and to secure technical assistance and training grants. US institutions will quickly gain a full understanding of where international opportunities lie for them and will be provided support for future development plans.



How We Work in the United States

CCG offers a range of services to US institutions looking at developing their international activity in Europe, Eurasia, and other markets.

Partnership and Opportunity Development

This is the core of our work. We work on behalf of our client institutions in the development of relevant partnerships and projects across Europe, both within the EU and outside, including but not restricted to Spain, Germany, Portugal, Romania, Bulgaria, Italy, France, Czech Republic, Slovakia, Latvia, Lithuania, Estonia, Finland, Sweden, Ukraine, Georgia, Azerbaijan, Kazakhstan and Uzbekistan. We have in excess of 200 contacts, ranging from public and private universities to government ministries and government advisers. CCG works at institutional or department levels. Strategic partnerships can include models such as dual degrees, research and mobility, and articulations.

International and Transnational Education Strategy Development

This involves reviewing current priorities, objectives, partnership activities, capacity, structures, and processes, as well as working with the senior management team to establish the aspirations of the institution in terms of models, volume of partnerships, and priority markets. We also work with academic departments to understand their appetite and strengths for developing a strategy that achieves the institution's goals. We are also able to identify the key markets worthy of focus and support the development of market entry plans and the development of partnerships.

Micro Hub Development

CCG has developed a new partnership model based on using a US institution's online delivery capacity, and partnering that with an international counterpart, who can recruit and support students to study on their campus, but with the delivery coming from the US partner. We have significant interest from institutions throughout the regions where we work to open a US micro hub on their campus.

Recruitment Strategy Development

We are supported by a network of associates in multiple countries with extensive experience in senior international roles including enrollment, student support, and retention. We utilize their expertise to support institutions that would like to review and develop their international recruitment and other revenue-building activities. We are able to audit operations and prepare a plan for developing more effective recruitment strategies within one or more markets.



The CCG Process

We typically start by running an initial six-month project where we would look to develop an agreed minimum number of relevant opportunities for the institution. We guarantee this minimum and will continue to work with the institution at no additional cost until the agreed-upon number is met. While many of our partners are in Europe and Eurasia, US clients may also receive from us opportunities from other geographic areas should they be interested.

Stage One

- CCG spends time with our new client to agree on the types of projects that are of interest and on the markets the institution would like to prioritize. We supply briefings on markets of interest.
- The client provides information on strengths and weaknesses, as well as ambitions, capacity and capabilities. This may also involve briefing our team members located in target markets.
- Together, we agree on a plan of action, communication process, and timeframe.

Stage Two

- CCG approaches institutions in the agreed-upon markets that we think will be a good fit and introduce the client and their ambitions.
- Upon securing interest, CCG sends a briefing to the US client with some background on the partner and the scope and scale of the opportunity.
- CCG then sets up and facilitates video conferencing calls between the US institution and the potential partner for discussing and developing potential opportunities.
- CCG remains involved in the project as long as necessary.

Recent Projects Undertaken by CCG

- International and Transnational Education Strategy Development
- Articulation Partnerships (3+1, 2+2, 3+1+1 etc.)
- Dual Degree relationships
- Micro Hub development
- Degree franchises
- Study Abroad and faculty-led programs
- Online education
- Branch campus development
- Support for faculty and curriculum development
- Licensing of content and content development



Testimonials from Current Clients

“I have worked with Charles and the team for some time, during which CCG has been helping the university identify some significant international opportunities across a range of international markets. The team have a real understanding of the Higher Education sector in the UK and also in the markets they work in, and as importantly the business models that go behind transnational education. Their connections in markets are strong, and they have become a part of our business development activity. I would be very happy to recommend them.”

Stuart Shorthouse, Head of International Development & Recruitment, University of Strathclyde

“The University of Stirling Strategic Plan 2016-2021 places internationalisation at the heart of all we do. In seeking to achieve this goal, we have engaged with Cormack Consulting on a number of strategic international opportunities. CCG have pointed us to interesting and relevant opportunities and have worked with us to bring these to fruition. We are certain that without their detailed knowledge we would be less advanced in our international development.”

Leigh Sparks, Deputy Principal, University of Stirling

“We have been working with CCG on a number of different fronts. Charles and the Team has done an excellent job in establishing links with large number of UK universities. We have no reservations in recommending Charles to any other organizations seeking to develop TNE opportunities with UK based universities.”

Raymi van der Spek, Chief Operating Officer STUDY WORLD Education Holdings Ltd

“Cormack Consulting enabled direct conversations with strategic decision makers in UK universities, always managing to get the most senior staff in the conversation. Working with them accelerated the project with at least 6 months in comparison to our individual efforts of reaching out to partners. Cormack Consulting had a key contribution in helping us secure a strategic education partner. We came from a different background and had no understanding of the UK education sector. Their team handled everything from research to reaching out to prospective partners, arranging calls with senior staff, bringing niche expert consultants in the calls and being highly proactive and very knowledgeable of the industry trends and providing highly valuable advice. They launched an open call announcement in their network and the next day we had 7 universities reaching out to them and interested in the project.”

Andreea Nistor, Director AVE – Leading Romanian Education NGO Regina Maria/ AVE Romania

“Quite simply, we have been delighted with the return on investment from our work with CCG. They are highly professional and efficient personnel at all levels. We have been introduced to some excellent curriculum and commercial opportunities and we are delighted with quality of services received.”

Ronnie Todd, Project Manager, Bradford College

“Working with Cormack Consultancy Group for almost two years helped us connect with great HE institutions on our route to internationalization and partnerships. During entire collaboration with them, we always felt that they are sincerely caring for interests of all parties involved. This built trust and opened some unexpected opportunities.”

Mislav Balkovic, Dean Algebra University, Croatia

“Cormack Consulting enabled direct conversations with strategic decision makers in UK universities, always managing to get the most senior staff in the conversation. Working with them accelerated the project with at least 6 months in comparison to our individual efforts of reaching out to partners. Cormack Consulting had a key contribution in helping us secure a strategic education partner. We came from a different background and had no understanding of the UK education sector. Their team handled everything from research to reaching out to prospective partners, arranging calls with senior staff, bringing niche expert consultants in the calls and being highly proactive and very knowledgeable of the industry trends and providing highly valuable advice. They launched an open call announcement in their network and the next day we had 7 universities reaching out to them and interested in the project.”

Andreea Nistor, Director AVE, Leading Romanian Education NGO Regina Maria/ AVE Romania

“Working with CCG has been a refreshing and an overall excellent experience. Charles and his colleagues understand the higher education sector, both in the UK and internationally, and the challenges within it, talk sense and look to find opportunities and solutions that work for us. There is no sales push. When I miss a call, my reaction is that I may have missed an opportunity. As an institution we have benefited greatly.”

Dr Aulay Mackenzie, PVC Partnerships, Wrexham Glyndwr University

“Northumbria University has been working with Cormack Consultancy Group for a number of years and I have found them to be a great partner for exploring opportunities in Europe and beyond. I’d certainly recommend working with Charles and the team if you’re looking to develop TNE opportunities across a range of disciplines and geographies.”

Rob Carthy, Director of International Office, Northumbria University

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Some Recent Projects of CCG

Hilbert College USA



Hilbert College is a small liberal arts college based in western New York, with a total of 800 students. They were keen to develop relationships with universities in Europe and surrounding markets, that would lead to students coming to study for part of their program at Hilbert. Over a 6-month period we were able to identify and develop nine of these relationships with universities in Portugal, Poland, Croatia, Romania, UK, Spain, Czech Republic, and France. We are now moving on to set up a series of Micro Hub partnerships.

University of York England Micro Hub Partnership



We were asked by the University of York, one of the leading universities in the UK and a Russell Group institution to conduct a project to help them develop a new model of delivery of transnational education program (Dual Degree). The university wanted to expand its transnational education provision in compliance with its own collaborative provision policies. We spent time with key stakeholders in the university understanding the issues and looking at how we could develop a model which would address concerns and utilize new technology to allow York to expand internationally without falling foul of its institutional policies. We have developed the micro hub model, which York has adopted, and we are now working with them to build a global network of micro hubs across several continents and provide York with the international expansion opportunities they have been seeking. We are also able to utilize this model with other UK clients.



The University of Brighton England Internationalization Strategy



University of Brighton

We have worked with staff and faculty at all levels of the university to audit its potential and capacity for transnational education (TNE) and develop an institution-wide TNE strategy. This process involved working with all faculties, departments and senior leadership to assess experience, capacity, potential, processes and work with the new Director of International Partnerships to help develop a business case and strategic rationale to support TNE developments, including the development of relevant tools and procedures.

Government of Lithuania Academic Program Development



**MINISTRY
OF EDUCATION,
SCIENCE
AND SPORT**
OF THE REPUBLIC OF LITHUANIA

CCG was initially asked by the Lithuanian Ministry of Education to support Vilnius University and Vytautas Magnus University in the development of new education faculties following the closing of the Lithuanian Educatology University as part of the current national program of university rationalization. Our role was to identify UK universities who would be able to work with the new faculties on the development of their staff, curriculum, CPD and research. We have successfully set up a relationship between Vilnius University and the university of Nottingham and are currently conducting a selection process for Vytautas Magnus University.

Government of Latvia Project 3000



**Ministry of Economics
Republic of Latvia**

This is a significant strategic project developed by the Latvian government and the company Accenture, to transform Latvia into an international hub for computer science education. CCG was brought in at the beginning of the project to develop a model of partnership that would work for both Latvian and UK universities. Having completed the first phase successfully, we have managed a high-level visit to the UK to meet with the interested universities, and subsequently organized, coordinated and facilitated a series of meetings between UK and Latvian partners. We are currently engaged in supporting the development and formalizing these partnerships.



Glasgow Caledonian University, Scotland Internationalization Capacity and Strategy



We were asked by the university to work with their associate deans and quality assurance team to help enhance their TNE practices; procedures, processes, due diligence, legal agreements and costings. This involved reviewing current activities, building a costing model, agreeing models and internal processes and improving the university's ability to be responsive and ability to evaluate proposals in an efficient and coherent approach. We have also helped them develop a number of partnership opportunities.

Baltic Technology Institute, Lithuania Commercial Venture



The Baltic Technology Institute operates Baltic Talents across Lithuania, Poland and Belarus and offers training courses to people who are keen to get into the IT sector. They approached CCG for support in the strategic development of their business. Based on our work it was agreed to form a partnership with a well ranked UK university to allow them to franchise a number of computer science Master's programs to offer to the students finishing their initial IT training (Conversion Master's courses). We identified a UK partner and set up the relationship.

Regina Maria, Romania Nursing Partnership



We were asked by the leading Romanian private health provider, Regina Maria, to work on the development of a concept to create a new type of university partnership in Romania to teach nurses. The concept was that a UK university would support Regina Maria in developing staff who could teach the UK university's programs, and the UK university would then franchise the delivery of courses to Regina Maria, allowing them to recruit and train staff and awarding them with a UK degree in Nursing on completion. We worked with Regina Maria to develop the concept in a way that would be acceptable to UK universities, and then ran a selection process for Regina Maria, which has resulted in the securing of a partnership with Coventry University, with initial recruitment starting in September 2019.



The University of East Anglia, England Internationalization Strategy



We have worked with the East Anglia to review their current TNE activities and contribute to their internationalization strategy. We have worked to develop plans to fit two scenarios based on achieving different target numbers of TNE students. We conducted a review of East Anglia's current partnership activities, structures, and carried out a number of interviews for Faculties and staff to assess capacity, potential and advise on processes. This strategy not only looks at markets and models, but also how the university needs to structure internally to develop, deliver and manage its TNE partnerships. We are developing two plans; one to launch a large scale partnership in Africa while the second will be of much smaller scale but would also contribute to East Anglia's international recruitment.

Burgundy School of Business, France International Recruitment Strategy



CCG worked with the Burgundy School of Business to develop a new international recruitment strategy. The key drivers were increasing the number of international students and increasing their diversity so that BSB met the expectation of international accreditation bodies and to remain a truly international business school. We carried out a comprehensive audit of BSB's recruitment activities and international marketing, reviewed their network of recruitment agents and in-country managers, contracts, internal structures, key performance indicators, admissions processes and policies and other aspects such as the website, the use of CRM and communications. The project was developed over two phases that reflected the recruitment cycles and helped develop short term and medium terms objectives.

Government of Lithuania Department of Education Programs



CCG worked with the Lithuanian Ministry of Education, and directly with the then Minister of Education Gintaras Steponavics, on a project to establish three joint faculties between UK and Lithuanian state universities. The aim of these joint faculties was to help develop the capacity of local universities, improve teaching and research, and also attract increased numbers of local and international students. The project was a success and three joint faculties have been established.

Educor, South Africa **Partnerships and** **Aquisitions**



Educor is the largest higher education providers in Africa, based in South Africa. It currently educates over 100,000 students through a network of over 70 campuses, distance learning, and online universities. CCG supports Educor in a number of ways—we are currently building their international university partner network, for the delivery of UK degrees in Africa. We are also working with the senior management on other strategic projects such as the acquisition of Europe-based universities, the development of online program management partnerships, and the development of a campus in London.

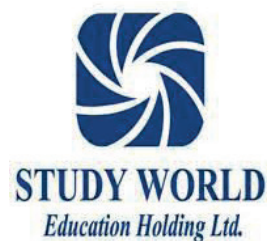
AVE Polytechnic **Romania** **Institutional Development**



ASOCIAȚIA
pentru
VALORI *in*
EDUCAȚIE

AVE is the leading education NGO in Romania and works on the development and modernization of Romania's education system. It has the financial support of many of the leading companies in the region. They have commissioned CCG to work with them on the development of a new university that will be based in Bucharest and will focus on the development of industry relevant qualifications and training. CCG's role is to help develop the model for the university and identify international partner universities who will support the development of this project.

Studyworld **United Emirates** **Branch Campus** **Development**



CCG has been working with Studyworld, one of the leading private university operators in the world on a number of confidential projects to bring international universities to both Dubai and Pakistan to open branch campuses.



US UNIVERSITIES WE HAVE SUPPORTED



UK UNIVERSITIES WE HAVE SUPPORTED



University
of Glasgow



UNIVERSITY OF
ABERDEEN



Teesside
University



Manchester
Metropolitan
University



The Open
University



Abertay
University



London
South Bank
University

EST 1892



University of
Roehampton
London

UNIVERSITY of
STIRLING



University of
Reading



Henley
Business School

HERIOT
WATT
UNIVERSITY



UNIVERSITY
of York



UNIVERSITY OF
LINCOLN



UNIVERSITY OF
LEICESTER



University of Brighton



UNIVERSITY of
BRADFORD

Goldsmiths
UNIVERSITY OF LONDON



**Northumbria
University**
NEWCASTLE

Edinburgh Napier
UNIVERSITY



uclan

University of Central Lancashire

**UWE
Bristol**

University
of the
West of
England



**Middlesex
University**

**Coventry
University**



GCU

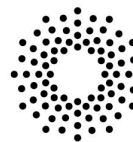
Glasgow Caledonian
University



UNIVERSITY OF
WOLVERHAMPTON



York St John
University



LONDON
METROPOLITAN
UNIVERSITY



PLYMOUTH
**MARJON
UNIVERSITY**




University of
Hertfordshire **UH**



**CORMACK
CONSULTANCY
GROUP**

Our Core Management Team (and Location)

Charles Cormack (Scotland)	Founder and Chairman UK
Dr. Aziz Boussofiane (England)	Director
Dr. Barbara McCrory (Scotland)	Associate Director
Kevin Spensley (USA)	Director USA
Dr. Blanca Torres-Olave (USA)	Associate Director USA
Gintaras Steponavicius (Lithuania)	Director CEE+
Phill Gray (England)	Partnerships Director
Lorena Naftanalia (England)	Schedule Manager
Diana Pop (Romania)	Operation Manager
Ligia Andrei (Romania)	Assistant Client Manager
Dr. Elena Bozdog (Romania)	Club Orizont Manager
Oksana Vavrenchuk (Ukraine)	Executive Assistant to Chairman
Vytenis Fuks (Lithuania)	Executive Assistant to Director for CEE+
Teneisha Ellis (Scotland)	Assistant Manager USA
Karen Biazzo (Scotland)	Meeting Summarizer

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