



CORMACK  
CONSULTANCY  
GROUP

Internationalising Higher Education

# AN INTRODUCTION





The University of Central Lancashire (UCLan) has been collaborating with Cormack Consultancy Group Ltd. for a number of years and, throughout our dealings with the company and its staff, it has been a thoroughly positive experience. Like many internationally-focused universities, our International Partnerships team receives numerous leads in the Transnational Education (TNE) sphere every week. In terms of working with a TNE consultancy, the question is then asked as to what additional value it can bring to the organisation. The answer in relation to our work with CCG Ltd is consistency, both in terms of support provided to the team and in the viability of the proposals presented to us. ”

***Paul Rowe, Director of Partnerships (UK & International)  
University of Central Lancashire***

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“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***

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“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***

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“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***

# How We Can Help UK Universities Build European Partnerships

The 31st January 2020 saw the EU Transition Period end and the UK leave the EU following four years of political uncertainty. The final withdrawal agreement will have a significant effect on UK Universities, with EU students no longer able to access the tuition loan, and the end of our membership of the Erasmus scheme. Our exit from the EU is also likely to affect the ability of UK universities to attract academics from the continent and will also impact our ability to access the same level of research funding.

The situation is further complicated by the recent changes in the international student recruitment market, and the fact that a number of EU countries are now actively looking to encourage non-EU students to come and study in their markets creating more competition.

The Covid 19 pandemic continues to disrupt all international activities and has created a crisis in the traditional model based on international student mobility, either because students are unable to leave their home country or feel less safe away from their home country. In the long run mitigating the impact of future pandemics and mitigating the short-term impact will require greater reliance on international partnerships and innovative models of delivery.

Many UK universities are significantly exposed to these changes as they have relied on international student recruitment to their UK campuses and treated the EU as a domestic market, and not invested resources in developing their knowledge, contacts or deep partnerships with European Universities, instead relying on Erasmus agreements to support student mobility and academic to academic relationships to build research projects.

Our approach is simple, we focus our efforts on building understanding and contacts in markets across Europe (and the other markets we work in ). We speak regularly to the senior management teams of these universities (both

Public and Private) and, understand their strategic plans for growth and their keenness to develop partnerships with UK universities. We then work with these universities to help them understand the various partnership models and the commercial structure. We then partner our UK university clients with the relevant European institution. CCG understand the importance of ensuring that the correct links are made between comparable institutions, as well as a complete understanding of the commerciality of potential projects.

Where possible we use our local teams to develop relationships with relevant government ministries, agencies, municipalities and companies, again allowing a fuller understanding of where the opportunities are for UK universities and to provide support for future development plans. We are able to secure projects for clients directly with Government Ministries and Agencies.

Over the past years we have been supporting UK universities develop a wide range of relationships including:

- Strategic Partnership development, covering dual degrees, research and mobility
- Dual Degree relationships
- Degree franchises
- Development of a new joint research centre
- Branch Campus development
- Identification of Private universities for potential purchase
- Consultancy relationship for faculty and course development
- Licensing of content and content development
- Development of online courses

# How We Support UK Universities

**We have been developing successful university partnerships across Europe and other markets for over 20 years. During that time we have built up extensive knowledge of all the markets we work in, and a significant contact base with Universities, Government Ministries and HE operators globally.**

We offer a range of services to UK Universities looking at developing their TNE activity in Europe, the CIS and other markets. These include:

## **TNE Strategy Development:**

We work with our Clients to develop their international and TNE strategy. This involves reviewing their current priorities, objective, partnership activities, capacity, structures and processes, working with the Senior Management Team to establish the aspirations of the Institution in terms of types, volume of partnerships and priority markets. We work with the Faculties to understand their appetite and capacity and develop a strategy for achieving the Institution's goals. We are also able to identify the key markets in Europe the University should focus on and support the development of market entry plans and the development of partnerships.

## **Recruitment Strategy Development**

We are supported by a network of Associates with extensive experience in senior international roles. We utilise their expertise to support universities who would like to review and develop their international recruitment and other international commercial activities. We are able to audit current operations and prepare a plan for developing more effective recruitment strategies and plans.



# Partnership and Opportunity Development

This is the core of our work. We work on behalf of our client universities in the development of relevant partnerships and projects across Europe, (both in the EU and outside) the Caucasus, Central Asia, North America and Indonesia. We have hundreds of contacts across the markets we work in, ranging from Public and Private Universities to Government Ministries and Government advisers. We also work with a number of the largest private campus investor/operators who ask us to identify potential UK partners for their projects.

CCG can work at University or Faculty levels; we normally run an initial six-month project where we would look to develop an agreed minimum number of relevant opportunities for the University. If this is not achieved within the six-month period, we would continue to provide opportunities until that total is reached.

As well as Partnership opportunities, clients also receive a range of other opportunities, including consultancy, capacity building, mobility and research which we think would be of interest. These do not count against the target number of opportunities we will deliver.

We normally work in the following way;

## Stage one

- Spend time with University to agree the types of projects that are of interest, e.g. Dual Degrees, Franchise activities, Validation, Micro Hub, CPD development, Consultancy, Research etc. We would also agree the markets the university would like to prioritise (we will supply briefings on each market);
- Receive a briefing from the University and Faculties on strengths and weaknesses, as well as ambitions, capacity and capabilities.
- Agree a plan of action, communication process and timeframe.

## Stage two

- We identify universities in the agreed markets whom we think will be a good strategic fit and who we know are keen to develop a partnership of the relevant model and introduce the client, and their ambitions;
- When we secure interest, we send a note to the UK client with some background on the partner and the scope and scale of the opportunity;
- We then set up an initial video conference between the UK university and the potential partner to discuss the opportunities;
- We will support with ongoing communications, and will act on behalf of the UK university in providing further information and support until the partnership is secured

## Costs

We work on a straight fee model, split monthly over the period of the contract, we charge no “extras” and do not take a commission or success fee.





“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***

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“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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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***

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“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***

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# Highlight from 2020

**Though it was a challenging year, we were able to support our UK clients in the development of a large number of TNE partnership, below are some of the key successes.**

- We successfully managed the process for finding the replacement University for the Heriot Watt campus in Dubai
- We established the largest strategic UK TNE partnership in the Baltic States
- We were responsible for the partnership development for two new Universities in Uzbekistan
- We supported the establishment of a UK University research centre in one of CEE oldest and most important universities
- We supported the development of a new medical school in UEA with a UK client as the international partner.
- We supported in the development of a major Micro hub project in Africa, which see's two of our clients delivering programmes remotely to a number of new mini campuses across sub-Saharan Africa.
- We supported the development of the first large UK TNE partnership in Croatia
- We launched our new Micro Hub model, which allows for a partnership where the delivery is done by the UK partner, to a cohort based and supported by the local partner. We have 10 clients from the UK now using this model, with the first programmes launching in the next few months.
- We also supported clients in the development in a number of dual degrees, franchise, Micro Hub, progression and study abroad opportunities across the markets we work in.

# RECENT PROJECTS

As well as the partnership building, we are also involved in a range of projects that allow our clients to benefit from partnership opportunities.

**TSI/S7**  
**Latvia/Russia**  
[www.tsi.lv](http://www.tsi.lv)



We have been appointed by S7 group, one of Russia's most important airline companies to develop a complete strategy for TSI, a private university they have recently purchased in Latvia. This involved developing a number of scenarios for the transformation of the university, and the production of a detailed action plan for implementing the strategy. This has been a very complex project working directly with the owner of S7, the team at the university and a number of external agencies. As a result of this project we are now in the process of setting up a strategic joint venture with a UK university.

**Educor**  
**South Africa**  
[www.educor.co.za](http://www.educor.co.za)



Educor is the largest provider of Higher Education 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.

We support 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: the acquisition of Europe-based universities, the development of Online Programme Management partnerships and the development of a campus in London.



## Project 3000 Latvia



Ministry of Economics  
Republic of Latvia

This is a significant strategic project developed by the Latvian Government and 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 organised, coordinated and facilitated a series of meetings between UK and Latvian partners.

We are currently engaged in supporting the development and formalising these partnerships.

## Micro Hub for the University of York [www.york.ac.uk](http://www.york.ac.uk)



UNIVERSITY  
*of York*

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 programme (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 utilise new technology to allow York to expand internationally without falling foul of its institutional policies. We have developed a model called a Micro Hub 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 utilise this model with other UK clients.

## Baltic Technology Institute Lithuania

**BIT** Baltic  
Institute  
of Technology

Baltic Talents operate across Lithuania, Poland and Belarus. They offer 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 programmes to offer to the students finishing their initial IT training (Conversion masters courses). We identified a UK partner and set up the relationship.

## Joint Faculty Development Lithuania



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

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.

## Education Faculty Development Lithuania



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 programme of university rationalisation. 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.

## Regina Maria Romania

[www.reginamaria.ro](http://www.reginamaria.ro)



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 programmes, 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.



“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***

We have engaged with Cormack Consultancy on the development of a significant strategic education project in Latvia and the wider Baltic States, that has involved multiple local stake holders, and is aimed at bringing a number of international universities into strategic partnerships with local universities. CCG has an excellent understanding of Higher Education, and the possible models of cooperation, but more importantly access to senior management and decision makers across a large number of UK universities.

***Maksims Jegorovs, Accenture Latvia, Country Managing Director  
Accenture PLC***

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“We approached CCG and asked them to help us identify a UK university who would be prepared to work with us on developing our business and franchising us a number of programmes. CCG identified universities who might be interested, arranged for us to speak to them, and then meet with them to discuss our proposition. He then worked with us on the selection of the partner, and the ultimate appointment of a partner. Charles and the team were excellent to work with and have incredible contacts across the UK university sector. We would have no hesitation in recommending them.”

***Algirdas, CEO,  
Baltic Technology Lithuania***

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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. Universities by their nature tend to be rather slow moving and ponderous and Charles has done an outstanding job in driving them to meet our more stringent timelines and expectations. We have no reservations in recommended 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***

## AVE Polytechnic

### Romania

[ave-romania.ro/en/home](http://ave-romania.ro/en/home)



**ASOCIATIA**  
pentru **VALORI** in  
**EDUCATIE**

AVE is the leading education NGO in Romania and works on the development and modernisation of the education system in Romania. 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 partners (universities) who will support the development of this project. The projected launch is September 2020.

## The University of

### East Anglia

### England



University of East Anglia

We have worked with the University to review their current TNE activities and contribute to their internationalisation strategy. We have worked to develop plans to fit two scenarios for UEA based on achieving different target numbers of TNE students.

We conducted a review of UEA’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 UEA’s international recruitment.

## Studyworld

### UAE

[www.swehg.com](http://www.swehg.com)



**STUDY WORLD**

We have 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.

## Glasgow Caledonian University Scotland



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.

## The University of Brighton England



We have worked with the staff at all levels of the University to audit the University's potential and capacity for TNE and develop a University wide TNE strategy. This process also 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, KPIs and procedures.

## Burgundy School of Business – BSB France



DIJON - LYON - PARIS - BEAUNE

Our associates worked with BSB 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, KPIs, admissions processes and policies and other aspects such as the website, the use of CRM and communications. The projects was developed over two phases that reflected the recruitment cycles and helped develop short term and medium terms objectives.

# UK UNIVERSITIES WE HAVE SUPPORTED



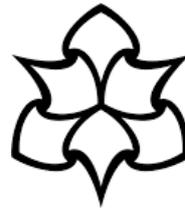
University  
of Glasgow



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**

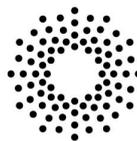
Glasgow Caledonian  
University



UNIVERSITY OF  
WOLVERHAMPTON



York St John  
University



LONDON  
METROPOLITAN  
UNIVERSITY

PLYMOUTH  
**MARJON  
UNIVERSITY**

University of  
Hertfordshire **UH**



CORMACK  
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# Our Team

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