
EXECUTIVE SUMMARY

Indalo Higher Education provides independent advisory and programme leadership to help universities and partners develop the governance, capability, and operating models required for sustainable international education.

Founded by Stuart Bannerman, the practice works with universities, pathway providers, education groups, and government bodies navigating the complexities of transnational education. Indalo HE operates at the intersection of institutional strategy, regulatory compliance, and partnership governance — the space where international education initiatives succeed or fail.

The practice combines senior institutional leadership experience with doctoral-level research on TNE governance and institutional dynamics, and a professional network that enables programme-scale delivery when required. Indalo HE accepts a limited number of engagements to ensure senior, personal involvement throughout.

CAPABILITIES

TNE Capability Development

Partnership structuring across the full range of TNE models — dual award, validation, franchise, and articulation. Operational readiness assessment, academic governance design, business case development, revenue modelling, and market entry planning. Drawing on direct experience of establishing and scaling TNE operations across MENA, China, and Europe.

Governance & Operating Models

Governance architecture for international operations, including board-level risk frameworks, committee structures, and decision-making protocols. Regulatory compliance across OfS conditions of registration, UKVI sponsor requirements, and QAA quality assurance frameworks. Governance remediation for partnerships experiencing difficulty, and design of operating models for new international ventures.

Accreditation & Regulatory Readiness

Preparation for UK and international accreditation processes, quality assurance alignment across jurisdictions, and regulatory readiness assessment. Analysis of the critical distinctions between partnership models and their implications for student finance eligibility, regulatory reporting, and institutional risk.

Due Diligence & Market Entry

Partner and institutional due diligence, market feasibility analysis, and risk assessment for international education investments. Experience includes M&A support and commercial due diligence for education sector transactions.

Branch Campus & Joint Venture Advisory

Strategic and operational planning for overseas campus and joint venture initiatives, including governance design, regulatory mapping, financial modelling, and stakeholder management across jurisdictions.

ENGAGEMENT MODEL

Executive Advisory

Retained or project-based counsel to vice-chancellors, PVCs, registrars, and governing bodies on international strategy, partnership portfolios, and regulatory positioning. Typically two to four days per

month on retainer, or defined-scope commissions with clear deliverables. Available as an independent adviser or as an associate through the Charles Cormack Group.

Programme Leadership

For engagements that go beyond advice into delivery, Indalo HE leads defined initiatives through to completion: partnership launches, governance reviews, accreditation programmes, and operational restructuring. Where specialist input is required — in areas such as immigration law, international tax, student recruitment, or quality assurance — the practice draws on a network of trusted associates, providing clients with coordinated, senior-level support without the overhead of a large consultancy.

SELECTED ENGAGEMENTS

Indalo HE and its founder have undertaken advisory and programme work for the following organisations:

- Royal Hospital School
- Teesside University
- British Council (via Colin Gilligan Associates)
- Malvern House
- University Ventures (USA) — including M&A and due diligence support

INSTITUTIONAL BACKGROUND

Prior to founding Indalo HE, Stuart Bannerman held senior international leadership roles at a number of UK universities, most recently as Associate Pro Vice Chancellor International and Principal of LSBU Global at London South Bank University. Earlier career appointments span the Universities of St Andrews, Glasgow, Dundee, Queen Margaret, Essex, and Suffolk.

This institutional breadth — across research-intensive, post-92, and specialist institutions — informs the practice's understanding of how international strategies are developed and governed in very different organisational contexts.

GOVERNANCE EXPERIENCE

Stuart has served on and reported to academic boards, international committees, and partnership governance structures across multiple institutions. This includes the design and oversight of governance frameworks for dual award partnerships, validation arrangements, and overseas operations in regions including Bahrain, UAE, and China.

Governance advisory is informed by direct experience of managing academic risk, crisis preparedness for geopolitically exposed partnerships, and the governance review of sensitive institutional relationships including Confucius Institute operations.

FOUNDER

Stuart Bannerman FCIM

Stuart is a Fellow of the Chartered Institute of Marketing and holds a DBA from the University of Bath's Centre for International Higher Education Management, where his research examined pathway colleges, institutional logics, and induced isomorphism in transnational education. His doctoral work advances three original theoretical contributions: infrastructure failure, identity-based attraction, and the logic ratchet.

He works across six languages — English, Spanish, French, Portuguese, Italian, and Mandarin — and brings deep cross-cultural competence across European, Middle Eastern, and East Asian educational contexts.

C O N T A C T

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United Kingdom · International engagements