

# **British Columbia Council for International Education**

## **2018/19 – 2020/21 SERVICE PLAN**

**February 2018**



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## Board Chair Accountability Statement



The 2018/19 - 2020/21 British Columbia Council for International Education Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2018 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BCCIE's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BCCIE's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink that reads "Sherri Bell". The signature is written in a cursive, flowing style.

Sherri Bell  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

British Columbia Council for International Education (BCCIE) is aligned with Government’s key priorities to deliver the services people count on and contribute to a strong, sustainable economy.

BCCIE is a key partner supporting government engagement in international education activities. The purpose of BCCIE is to promote international education in and for the Province of British Columbia, and to enhance British Columbia’s international reputation for education. BCCIE undertakes activities and initiatives that create a more globally aware education system.

In its [2018/19 Mandate Letter](#) from the Minister of Advanced Education, Skills and Training, BCCIE is directed to make substantive progress on the following priorities:

- Work collaboratively with the Ministry of Advanced Education, Skills and Training, partner ministries (including the Ministry of Education and the Ministry of Jobs, Trade and Technology), and schools and institutions to deliver on the international education priorities of government; and
- Develop a three-year Strategic Plan that delivers on the provincial priorities for international education, is aligned with the BCCIE mandate, and is supported by an annual Operational Plan.

BCCIE delivers on this direction through activities that focus on the following three areas:

- Support the two-way flow of students, instructors and ideas between British Columbia and international partners by facilitating international partnership development;
- Provide and develop international education leadership and expertise in British Columbia to ensure capacity and the ability to engage in international education; and
- Enhance awareness of the benefits and opportunities of international education by effectively communicating with education partners.

BCCIE is aligned with the Government’s key priorities:

Government Priorities	BCCIE Key Goals that Align with Government Priorities:
Delivering the services people count on	<ul style="list-style-type: none"> <li>• Provide and develop leadership and expertise in international education (Goal 2)</li> <li>• Promote the benefits and opportunities of international education (Goal 3)</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>• Support the two-way flow of students, instructors and ideas between British Columbia and international partners (Goal 1)</li> </ul>

## Operating Environment

International education activities provide multi-dimensional social and cultural opportunities that benefit all British Columbians. These activities also contribute to the growth of communities and the provincial economy. The two-way flow of students, researchers, and faculty supports the development of global competencies and fosters the creation of new knowledge that drives innovation, entrepreneurship and job creation.

Over the last decade, the growth and evolution of the international education sector has brought both opportunities and challenges. Notable challenges include overemphasis on a target to increase international students; regional and institutional capacity concerns; the need for better integration of

international students into classrooms, campuses and communities; and a requirement for enhanced student services, including mental health supports, to meet the needs of domestic and international students.

British Columbia requires a balanced and comprehensive approach to international education to address these challenges. The approach should reflect the mandate and priorities of Government through opportunities to attract international students to study and develop labour market connections to meet labour market needs in B.C.; enhance the international student experience; develop new partnerships; promote international opportunities for British Columbia students; and support sustainable jobs throughout the province.

BCCIE plays a critical role in supporting Government to develop and implement a managed approach to international education. As a first step to delivering on its priorities, BCCIE will work with Government to coordinate strategic discussions with the sector on ways to address challenges and leverage opportunities. BCCIE will also undertake initiatives to support the capacity of the sector to enhance integration of students at institutions and in communities; broaden global mobility opportunities for learners across the province; distribute opportunities that benefit all regions of the provincial education ecosystem; and enhance student services so that supports are in place to help learners achieve their educational goals in British Columbia.

Supporting reconciliation with Indigenous people is a key commitment of Government including moving forward on the Truth and Reconciliation Commission (TRC) Calls to Action and consideration of the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). As part of its work to promote diversity and strengthen intercultural awareness and inclusiveness, BCCIE will support the indigenization of schools and institutions through education and training and seek opportunities to promote connections between Indigenous and international students.

## **Performance Plan**

BCCIE's goals, objectives and performance measures have been refined to better reflect the leadership role BCCIE plays in helping sector and ministry partners to develop international partnerships and build capacity, and to communicate broadly the opportunities and benefits of international education.

### **Goal 1: Support the two-way flow of students, instructors and ideas between British Columbia and international partners**

#### **Objective 1.1: Facilitate international partnership development in education**

International partnerships are an essential part of a globally aware education system. They provide for the two-way flow of students, instructors and ideas between British Columbia and international partners, support learners to attain valuable global skills, and are a foundation for future business relationships.

BCCIE plays a critical role in facilitating education partnerships between British Columbia schools and institutions and international partners, including those with a regional focus such as the StudyNorthBC.ca initiative, and in laying the groundwork for government to government agreements through relationship development with international networks.

**Key Strategies:**

1. Identify partnership opportunities for the B.C. education sector;
2. Identify and facilitate government to government education partnership opportunities;
3. Undertake development of strategic agreements with counterpart organizations that support further education sector partnerships;
4. Coordinate and implement government and education sector missions and major events, host incoming delegations and familiarization tours, and grow the B.C. brand;
5. Create opportunities through BCCIE-organized activities for B.C. schools and institutions to foster partnerships and engage in the exchange of information, best practices, and business opportunities;
6. Coordinate a strong B.C. presence at Global Affairs Canada signature events to maximize B.C.’s competitive advantage;
7. Work collaboratively with the Ministry of Education to support student and teacher mobility through the administration of the international education scholarship program; and
8. Increase student participation in study abroad opportunities through active outreach to B.C. post-secondary institutions, K-12 school districts and independent schools and by encouraging institutional participation in the BC Study Abroad (BCSA) Consortium<sup>1</sup>.

Performance Measure(s)		2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1a	# of strategic agreements signed annually as part of BCCIE-coordinated engagement and activities <sup>1</sup>	New measure	n/a	TBD	TBD	TBD

<sup>1</sup> Data Source: BCCIE and schools/institutions.

**Linking Performance Measures to Objectives:**

1.1.a This measure demonstrates BCCIE’s important role in facilitating, establishing and maintaining strategic partnerships and agreements. These agreements solidify relationships with a range of international partners, including schools and institutions, education organizations and governments, and facilitate global engagement in the education sector that might not have otherwise occurred.

**Discussion**

BCCIE plays a key role in facilitating school/institution partnerships with international counterparts and government to government relationships in education. Its unique ability to enter into strategic partnerships with international partners acts as a gateway to the development of new initiatives for the education sector.

Planned Team BC school/institution sector missions to Vietnam and the Philippines in 2018, coordinated by BCCIE, in addition to participation in the Asia Pacific Association of International Education (APAIE) Conference and other premier education partnership events, will support B.C. institutions, schools and school districts to develop connections for student mobility, academic cooperation, partnership development and the attraction of international students.

<sup>1</sup> The [BC Study Abroad \(BCSA\) Consortium](#) is a group of B.C. post-secondary institutions that work together to encourage students to gain international academic experience by offering short-term study abroad programs across disciplines and countries around the world.

A new metric has been introduced to reflect the nature of BCCIE’s work to facilitate international partnerships. The scope, baseline and targets for this measure will be established in 2018/19, and will account for strategic agreements signed by government, institutions and BCCIE as part of BCCIE-coordinated activities and initiatives.

Previous measures regarding the number of international students studying in B.C. and satisfaction with coordinated missions have been retired. The former measure on number of international students studying in B.C. was connected to the previous B.C. International Education Strategy, which concluded in 2016. The measure of mission satisfaction has been retired in favour of an indicator that better represents the objective of partnership development.

## **Goal 2: Provide and Develop Leadership and Expertise in International Education**

### **Objective 2.1: Ensure capacity and expertise of B.C. to engage in international education activities**

BCCIE is committed to providing effective and relevant capacity building expertise and services to all international education stakeholders in British Columbia. It organizes and delivers high-quality activities and sessions throughout the province, and undertakes focused capacity building projects with schools and institutions to develop and support international education engagement. This work provides information, knowledge and best practices to international education practitioners in British Columbia, increases capability, agility and engagement within the sector and contributes to fostering support for the provincial education ecosystem.

Specific capacity building efforts, of which Summer Conference is the largest gathering of education sector participants in Western Canada, include sessions on fostering diversity in the classroom, ensuring a positive student experience for international students, and learning from and appreciating the intercultural dimension brought to classrooms and campuses by Indigenous and international students.

#### **Key Strategies:**

1. Develop and coordinate a series of capacity building offerings relevant to all participants in the international education sector that address collective challenges and opportunities;
2. Undertake capacity building projects with schools and institutions to enhance and promote the benefits of international education, including regional and niche program opportunities;
3. Increase the number of pairings for the BCCIE International Education Mentorship program in the annual call for applications; and
4. Plan, organize and host an annual Summer Conference.

<b>Performance Measure(s)</b>		<b>2016/17 Actual</b>	<b>2017/18 Forecast</b>	<b>2018/19 Target</b>	<b>2019/20 Target</b>	<b>2020/21 Target</b>
2.1a	# of capacity building sessions <sup>1</sup>	11	12	12	12	12
2.1b	# of participants at capacity building sessions <sup>2</sup>	630	600	650	675	675
2.1c	Satisfaction with capacity building sessions and annual Summer Conference <sup>3</sup>	95%	93%	94%	95%	95%

<sup>1</sup> Data Source: BCCIE.

<sup>2</sup> Data Source: BCCIE.

<sup>3</sup> Data Source: BCCIE surveys participants, using a standard five-point Likert scale to measure their satisfaction with the coordination and organization of the session.



### **Linking Performance Measures to Objectives:**

2.1.a. This new measure is an indicator of the extent of capacity building sessions organized and delivered by BCCIE. These events are one of the most effective ways to build and develop capability and agility within the education sector in B.C. to engage internationally.

2.1.b. This new measure is an indicator of BCCIE's success in providing capacity building sessions that are topical and of relevance to the education sector. Number of participants indicates the effectiveness of the organization in targeting the needs of the education sector. Metric includes attendees to the annual Summer Conference, which make up the bulk of the participants in this measure. To that end, the measure is greatly influenced by the location of Summer Conference, which changes on a yearly basis. The 2017/18 actual figure is forecast to decrease given the Kelowna location (compared to Victoria the year before) and is forecast to rise in 2018/19 when the Conference will be held in Vancouver.

2.1.c. This existing measure is an indicator of the stakeholder perspective of the effectiveness of the capacity-building sessions BCCIE organizes, leads and delivers in the Province, including the annual Summer Conference. As this is an existing measure, the forecast and target figures are drawn from previous years' Service Plan.

### **Discussion**

Sector capacity building sessions and the BCCIE Summer Conference bring stakeholders together to share best practices, discuss new ideas and collaborate on a variety of topics such as regional or topical challenges, marketing and recruitment, study abroad, intercultural competencies and student services. BCCIE also regularly undertakes capacity building projects to enhance the international education profile of institutions and regions in the province. For example, BCCIE's work on the StudyNorthBC.ca campaign focused on raising awareness of the diverse and high-quality education and training programs available at public post-secondary institutions in northern British Columbia

Two new metrics have been added to demonstrate the range and reach of capacity-building projects and sessions organized by BCCIE throughout the year. Combined with the existing satisfaction measure, the three metrics provide a complete picture and solid basis for determining the effectiveness of BCCIE's work in this area.

## **Goal 3: Promote the Benefits and Opportunities of International Education**

### **Objective 3.1: Utilize innovative and appropriate communication channels for global priority markets and domestic audiences**

BCCIE plays a leadership role in communicating with B.C.'s international education partners, including students, schools and institutions, and international institutions and government partners. Through a variety of in person and virtual communication methods, BCCIE shares information about opportunities and best practices, and fosters positive relationships for the benefit of the entire education sector.

Strategic communications with internal and external partners expands and strengthens the provincial education sector profile. As the Province works to develop a balanced and strategic approach to international education, BCCIE will play a critical role in communicating provincial international education priorities.

**Key Strategies:**

1. Provide strategic communication with education stakeholders on partnership and key international education event opportunities;
2. Work with education partners to develop a holistic approach to promoting global education experiences and B.C. as a study destination, including online presence; and
3. Deliver a strong social media presence to highlight opportunities and outcomes of British Columbia-led international education initiatives.

Performance Measure(s)		2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1a	Number of followers on StudyinBC social media channels <sup>1</sup>	13,692	13,700	14,000	14,500	15,100

<sup>1</sup> Data Source: BCCIE

**Linking Performance Measures to Objectives:**

3.1.a. This measure is an indicator of the range and effectiveness of BCCIE’s social media presence and output. Increasing numbers of followers demonstrates the value and positive perception of communications that BCCIE undertakes. Metrics include Facebook, Twitter and Instagram.

**Discussion**

BCCIE uses a number of strategic communication methods to promote and disseminate international education opportunities to engage education partners. These include a variety of written materials such as newsletters, news releases and fact sheets as well as providing a presence on a wide range of online and social media channels including Twitter, Facebook, Instagram and a comprehensive website.

A new metric – the growth of followers on social media channels -- has been added to demonstrate the effectiveness of the communication BCCIE undertakes to promote and support provincial international education priorities.

## Financial Plan

### Summary Financial Outlook

	2016/17 Actual	2017/18 Forecast	2018/19 Budget	2019/20 Budget	2020/21 Budget
<b>REVENUE</b>					
Provincial Grant - General Operations	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Provincial Grant – Education Quality Assurance (EQA) <sup>1</sup>	25,000	20,000	20,000	-	-
EQA (Reapplication and New App Fees) <sup>2</sup>	17,325	18,000	18,000	-	-
BCCIE Summer Conference <sup>3</sup>	300,407	267,585	291,085	-	308,812
Asia-Pacific Association for International Education (APAIE) Conference (March 2020)	-	-	-	2,271,750	567,938
Professional Development	1,440	28,470	21,700	20,000	20,000
Familiarization Tours (Institutional Support)	11,700	-	-	-	-
Mission	59,200	-	-	-	-
Other Government Contracts <sup>4</sup>	710,512	456,305	264,500	-	-
Other Contract Fees	-	-	9,000	-	-
Bank Interest (from term deposits)	10,288	17,000	17,200	17,200	17,200
<b>TOTAL REVENUE</b>	<b>2,635,872</b>	<b>2,307,360</b>	<b>2,141,485</b>	<b>3,808,950</b>	<b>2,413,950</b>
<b>EXPENSES</b>					
General Operations (IT, Board Meetings, Supplies, etc.)	1,344,324	1,433,562	1,505,480	1,548,224	1,529,213
<i>Operations</i>	<i>129,340</i>	<i>135,984</i>	<i>110,700</i>	<i>111,600</i>	<i>111,600</i>
<i>Salaries</i>	<i>1,109,922</i>	<i>1,191,073</i>	<i>1,286,369</i>	<i>1,324,960</i>	<i>1,302,599</i>
<i>Lease</i>	<i>105,062</i>	<i>106,505</i>	<i>108,411</i>	<i>111,664</i>	<i>115,014</i>
EQA <sup>5</sup>	22,169	13,450	8,900	-	-
Program Areas <sup>6</sup>	1,257,391	860,348	627,105	2,260,726	884,737
<b>TOTAL EXPENSES</b>	<b>2,623,884</b>	<b>2,307,360</b>	<b>2,141,485</b>	<b>3,808,950</b>	<b>2,413,950</b>
<b>NET INCOME (LOSS)</b>	11,988	-	-	-	-
<b>TOTAL DEBT</b>	-	-	-	-	-
<b>ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR</b>	755,618	767,606	767,606	767,606	767,606
<b>ACCUMULATED SURPLUS AT END OF THE YEAR</b>	767,606	767,606	767,606	767,606	767,606

## Notes:

- In 2017/18, BCCIE continued to be responsible for the collection and processing of some EQA payments, vendor management and database hosting. BCCIE expects to receive a government grant in 2018/19 to support these functions as the transition of EQA administration to the Ministry of Advanced Education, Skills and Training concludes.
- BCCIE received EQA reapplication revenue in 2017/18 for a small subset of EQA institutions and expects to receive revenue for the same in 2018/19.
- BCCIE will not host Summer Conference in 2019 as the Crown Corporation will host APAIE in the same fiscal year (March 2020).
- Forecast for 2018/19 includes a contract from the Ministry of Education for mobility initiatives. Forecasts for future years do not include other government contracts.
- BCCIE continued to provide vendor management and database hosting and had some expenses for EQA functions in 2017/18 and is expected to have the same for 2018/19.
- Program Areas (Goals 1-3) have been realigned to reflect Government priorities. Reallocation of expenses under the realigned Goals 1-3 to be confirmed.

## **Key Forecast Assumptions, Risks and Sensitivities**

The BCCIE forecast is based on the following key assumptions:

- Operating funds from the Ministry of Advanced Education, Skills and Training for jointly agreed activities;
- Additional contract revenue from the Ministry of Education for 2018/19; and
- The transition of administrative functions related to Education Quality Assurance (EQA), which has been carried out by BCCIE for the past several years, to the Ministry of Advanced Education, Skills and Training concluding in 2018/19.

## **Management's Perspective on the Financial Outlook**

The development of a strategic approach to address the future of international education in British Columbia is underway. BCCIE will work closely with partner ministries to assess the potential impact on the capacity and operations of BCCIE, in particular to assess new opportunities that may be in addition to those identified in the BCCIE 2018/19 Operational Plan. In addition, as per mandate direction, BCCIE will develop an overarching Strategic Plan that will take into account a medium-term view of the organization's operations in the face of identified and/or expected opportunities and challenges.

The cultural, social and economic significance of international education to B.C. necessitates building new relationships with key partner countries in addition to maintaining existing important global linkages. From time to time this may result in a requirement for BCCIE to support additional Government missions or other activities beyond those identified in the Operational Plan. The current budget does not include contingencies for additional Government missions.

BCCIE will continue to closely monitor resources and expenditures to deliver services in an efficient and cost-effective manner. BCCIE will work collaboratively with the Ministry of Advanced Education, Skills and Training, Ministry of Education and Ministry of Jobs, Trade and Technology to develop strategies to manage expenditures, leverage partnerships and ensure alignment with Government priorities.

## **Appendix A: Hyperlinks to Additional Information**

### **Corporate Governance**

Board of Directors: <http://www.bccie.bc.ca/about/board-of-directors/>

Corporate Governance and Reports: <http://bccie.bc.ca/about/corporate-reports/>

Senior Management: <http://www.bccie.bc.ca/about/our-team/>

### **Organizational Overview**

Mandate, Vision, Business Areas: <http://www.bccie.bc.ca/about/about-bccie/>

Partner Organizations: <http://www.bccie.bc.ca/about/partner-organizations/>

Location: <http://www.bccie.bc.ca/contact>

Additional information including an organizational overview and further details about the corporate governance structure at BCCIE can be found at [www.bccie.bc.ca](http://www.bccie.bc.ca).