

BC Council for International Education

2020/21 – 2022/23 SERVICE PLAN

February 2020



For more information on the British Columbia Council for International Education contact:

Suite 603 - 409 Granville Street Vancouver, BC V6C 1T2

Phone: 604-637-6766

Email: bccie@bccie.bc.ca

Or visit our website at
www.bccie.bc.ca

Board Chair Accountability Statement



The 2020/21 – 2022/23 British Columbia Council for International Education (BCCIE) 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 January 2020 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

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to support:

- The objectives outlined in the government’s newly released A Framework for Improving British Columbians’ Standard of Living,
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and,
- Putting British Columbia (B.C.) on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

BCCIE works collaboratively with the Ministry of Advanced Education, Skills and Training, and partner ministries including the Ministry of Education and the Ministry of Jobs, Economic Development and Competitiveness, and with schools, districts, and institutions to deliver on the international education priorities of the Province. BCCIE supports B.C. students, teachers and administrators in the provincial K-12 and post-secondary system by providing leadership and expertise as well as promoting the benefits and opportunities of international education broadly. BCCIE supports a strong and sustainable provincial economy and builds targeted and strategic partnerships between B.C. and global institutions with the goal of improving student mobility, increasing pathways between B.C. K-12 and post-secondary institutions and diversifying key markets.

In its [2020/21 Mandate Letter](#) from the Minister of Advanced Education, Skills and Training, BCCIE is directed to make substantive progress on a number of priorities continued from 2019/20, including Indigenization of the international education sector, building sector capacity, enhancing diversification and expanding intercultural training and support. A new priority has been added to improve information available to international students on supports and resources available to them.

The referenced priorities are consistent with the Ministry of Education Strategic Framework which enables all learners to maximize their potential. Specifically, they align with fostering Healthy and Effective Learning Environments and enhancing Quality Teaching and Leadership objectives, as well as promoting a future orientation that allows learners to thrive in a rapidly changing world.

BCCIE is aligned with Government’s key priorities:

Government Priorities	BCCIE Aligns With These Priorities:
Delivering the services people count on	<ul style="list-style-type: none"> • Build capacity and provide leadership and expertise in international education (Goal 2) • Promote the benefits and opportunities of international education (Goal 3)
A strong, sustainable economy	<ul style="list-style-type: none"> • Support the two-way flow of students, instructors, and ideas between B.C. and international partners (Goal 1)

Operating Environment

The global international education sector continues to grow and evolve rapidly, driven by demographic, economic, political, and technological changes. While competition internationally and from other provinces/territories has grown, international students continue to exhibit strong demand for education in Canada and B.C. Furthermore, as middle-class populations expand around the world, labour market opportunities in emerging sectors in Canada continue to grow, making Canada a destination of choice for skilled individuals. This growing global middle class provides the Province with an opportunity to attract a greater diversity of students beyond the predominant markets of China and India.

The diversification of international education source markets remains a strategic priority at both the federal and provincial level in Canada. The new federal International Education Strategy (IES), announced in August 2019, emphasizes the broadening of Canada's source markets for international students and increasing outbound mobility opportunities for Canadian students to ensure students develop an international perspective. The IES' focus on diversification and outbound student mobility is consistent with the strategic priorities of the B.C. government.

BCCIE, in partnership with Simon Fraser University, will lead the delivery of the Asia Pacific Association for International Education (APAIE) 2020 conference in March in Vancouver. The conference represents a significant opportunity to profile B.C. as a world-class education destination as well as a catalyst for B.C. institutions to build strategic partnerships with institutions in the Asia-Pacific region to promote inbound and outbound student mobility. A strong contingent of B.C. post-secondary institutions will represent the sector, and BCCIE has created a unique value-added event for regional B.C. institutions to access new partnerships and networks.

Further, BCCIE will continue to support the Provinces' K-12 schools and post-secondary institutions in their Indigenization of the international education sector, as they work to foster greater awareness among international students of the history of Indigenous peoples in B.C. and Canada, in support of the principles of the United Nations Declaration on the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission. Building on initiatives in 2019/20, including regional workshops, and inclusion in the overall theme of the 2019 BCCIE Summer Conference, BCCIE expects to advance this work in 2020/21.

Performance Plan

The following performance plan outlines how BCCIE will continue to track progress on key mandate letter commitments and other emerging Government priorities.

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

BCCIE plays a critical role in facilitating partnerships focused on diversifying markets, both for increasing opportunities for B.C. students to study and work abroad, and for positioning B.C., including regions outside the Lower Mainland, as a destination of choice for international learners.

Objective 1.1: Facilitate strategic international partnerships in education.

International partnerships are an essential part of a globally aware education system. They increase diversified markets supporting the two-way flow of students, instructors, and ideas between British Columbia and international partners and support learners to attain valuable global skills.

Key Strategies:

- Develop strategic international partnerships that support further diversification of international education opportunities.
- Expand opportunities for B.C. students and educators to participate in study and work abroad experiences.
- Engage in international education activities that enhance the recognition and reputation of B.C. as a destination of choice for education and learner success.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1a Number of annual strategic agreements BCCIE signs to support further diversification of international education markets ¹	3	2	2	2	2
1.1b Number of opportunities for international partnership development between B.C. schools, districts, and institutions and international counterparts ²	New measure	10	11	12	12

¹ Data Source: BCCIE

² Data Source: BCCIE

Linking Performance Measures to Objectives:

1.1a This measure refers to strategic agreements signed by BCCIE with a range of international partners, including schools, institutions, education organizations, and governments to support the diversification of international education markets for the Province. The partnerships facilitate global engagement in the education sector that might not have otherwise occurred. The measure was introduced in 2018/19.

1.1b This measure demonstrates BCCIE's ability to facilitate strategic relationships and support partnership development between B.C. schools, districts, and institutions, and key international partners, schools, and institutions. An opportunity is defined as a local or international event, hosted or organized by BCCIE, where B.C. schools and institutions have a chance to forge international partnerships. These events can include Team BC missions, local familiarization tours, and business-to-business (B2B) meetings with international delegations as a part of the annual Summer Conference.

Discussion:

In the 2018/19 service plan, BCCIE introduced a new measure focused on agreements entered by BCCIE, and it was determined that as the goal was to achieve strategic, quality outcomes, the targets would remain constant over time. A second measure was added in the 2019/20 service plan to capture BCCIE's efforts to support matchmaking and partnership development at the institutional and school level that may lead to new agreements which further support international market diversification. Together, the two measures demonstrate the comprehensive actions undertaken by BCCIE to facilitate sector opportunities to build international partnerships. It is important to note that the partnership development cycle is a phased approach requiring significant effort over time.

Team BC missions to South East Asia and Latin America coordinated by BCCIE will provide a number of opportunities for partnership development, particularly to support measured diversification. The APAIE 2020 Conference in Vancouver in March 2020 may also lead to spin off partnerships later in the year for many B.C. post-secondary institutions.

Goal 2: Build capacity and provide leadership and expertise in international education.

BCCIE is committed to providing effective and relevant capacity building expertise and services to all international education stakeholders in the Province, with a focus this year on ensuring greater support and accessibility to those outside the Lower Mainland. BCCIE organizes and delivers activities and sessions throughout B.C. and undertakes focused capacity building projects with schools and institutions to support international education engagement. This work provides information, knowledge, and best practices to international education practitioners to support student success and increases capability, agility, and engagement within the sector.

Objective 2.1: Identify, create, and support opportunities for capacity building in the international education sector.

Capacity building efforts, including BCCIE's Summer Conference, focus on fostering diversity in the classroom, ensuring a positive experience for international students, and learning from and appreciating the intercultural dynamics developed within classrooms and campuses. This includes supporting the awareness of B.C. Indigenous history among international students.

Key Strategies:

- Expand capacity building opportunities across B.C., particularly in regions outside the Lower Mainland.
- Support the Province's goals for K-12 and post-secondary institutions in the Indigenization of the international education sector to foster greater awareness of the history of Indigenous peoples in B.C. and Canada among international students.
- Support intercultural training in schools, districts, and institutions—particularly for those outside the Lower Mainland—to help ensure faculty, staff, and administration are supported to work with international students.
- Continue delivering a mentorship program focussed on building leadership within the sector and ensuring collaboration and learning amongst institutional leaders across the Province.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1a # of capacity building sessions ¹	13	12	12	12	12
2.1b # of participants at capacity building sessions ^{2,3}	1012	750	450	775	775
2.1c Satisfaction with capacity building sessions and annual Summer Conference ⁴	94%	95%	95%	95%	95%

¹ Data Source: BCCIE. Capacity building sessions refer to expert-led workshops, seminars and the mentorship program.

² Data Source: BCCIE. Numbers of participants includes participation in capacity building sessions.

³ The 450 participants anticipated for 2020/21 events is lower than average primarily due to BCCIE’s role delivering the Vancouver APAIE event in March 2020, which precludes an abbreviated Summer Conference in June 2020.

APAIE participation is not included in the forecast for 2019/20, because the event is not solely delivered by BCCIE.

⁴ 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 measure refers to capacity building sessions, including the APAIE 2020 conference being delivered in partnership with Simon Fraser University, and programs organized and delivered by BCCIE. These events are an effective platform to share and build knowledge, enhance sector ability, and ensure greater agility within the education sector in B.C. The success of the measure will be based on effective strategic partnerships and ongoing knowledge exchange between BCCIE and a range of partners, including schools, institutions, education organizations, Indigenous peoples, and various levels of government.

2.1.b This measure is an indicator of BCCIE’s reach in targeting education sector capacity building efforts. To that end, this measure is greatly influenced by the location of the event. Events held in the Lower Mainland are well attended. Events that include participants from regions outside the Lower Mainland are generally better attended when held in the Lower Mainland. BCCIE will track the number of participants from outside of the Lower Mainland attending capacity building sessions to ensure all regions of the Province are benefiting from capacity building sessions.

2.1.c This 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 a continuing measure, targets are drawn from previous years’ service plans.

Discussion:

Sector capacity building sessions bring stakeholders together to share best practices, foster peer-to-peer learning, discuss new ideas, and collaborate on a variety of topics such as regional or relevant challenges. In 2020/21, BCCIE will continue to focus on capacity building session outcomes that build Indigenization and intercultural competencies and ensure greater accessibility to institutions and practitioners outside the Lower Mainland by delivering expert-led workshops and seminars to staff and administrators in both K-12 and public post-secondary institutions.

In addition to tracking the number of participants at capacity building sessions, BCCIE will also track the number of participants attending capacity building sessions from outside the Lower Mainland.

Goal 3: Promote the benefits and opportunities of international education.

BCCIE plays a leadership role in communicating and engaging with stakeholders in the sector, including B.C. students, schools and institutions, international institutions, and government partners. This goal promotes the value proposition of the sector through information sharing about opportunities and best practices, as well as fostering positive relationships.

Objective 3.1: Develop effective communication and engagement strategies for outreach to domestic and international stakeholders.

Through a variety of in-person, web, and digital communication methods, BCCIE shares information about opportunities and best practices and supports positive relationships and collaborations for the benefit of the entire education sector. As the Province works to develop a balanced and student-centred approach to international education, BCCIE will play a critical role in communicating provincial international education priorities and strengthening the provincial education sector profile.

Key Strategies:

- Increase publicly available information to international students in British Columbia, including information related to the availability of supports that enhance students’ experiences here.
- Share best practices and data by creating and distributing news stories, market intelligence, and other communications to profile the positive impact of international education at schools, districts, and institutions in B.C.
- Profile the impact of international education by sharing success stories on the benefits and economic impact of international education in B.C. communities.
- Promote the opportunities and benefits of study abroad experiences for B.C. students and educators.

Performance Measure(s)	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1.a Total number of annual pageviews for BCCIE website ¹	135,702	149,272	164,199	180,619	189,650*

¹ Data Source: BCCIE Google Analytics.

*It is anticipated that in 2022/23, a 5% increase will occur. 10% year after year increase is predicated upon funding for communications/website upgrade.

Linking Performance Measures to Objectives:

3.1.a This measure, with targets increasing year over year, is an indicator of the reach and effectiveness of BCCIE’s communication strategies which includes messages shared via social media, newsletters, articles, and news releases. These communication channels drive traffic back to the BCCIE website and are captured by total pageviews. Google analytics defines pageviews as a view of a page on the site that is being tracked by the analytics tracking code. Pageviews is a metric defined as the total number of pages viewed.

Discussion:

This metric was introduced in 2019/20 to demonstrate the effectiveness of BCCIE’s communication activities to promote and support provincial international education priorities. While there are limitations with this measure as it is not a complete representation of all BCCIE’s communication and engagement strategies, it provides a high-level assessment of the efficacy of communications efforts.

BCCIE employs additional digital metrics to understand how users interact with its website and content and determine where users are geographically located. Moving forward, BCCIE intends to closely track website traffic from outside Canada, particularly as it relates to strategic and measured diversification initiatives.

New approaches in refreshing content and engagement, such as stories on Instagram, which was introduced in 2019/20 are not reflected in this measure.

Financial Plan

BCCIE Financial Summary Outlook

For Service Plan 2020-2021

	2019/20 (Forecast)	2020/21 (Budget)	2021/22 (Plan)	2022/23 (Plan)
REVENUE				
Provincial Grant - General Operations	1,500,000	1,500,000	1,500,000	1,500,000
BCCIE Summer Conference ¹	327,500	-	419,619	432,208
APAIE 2020 ²	102,718	-	-	-
Professional Development ³	41,000	41,000	-	-
Familiarization Tours (Institutional Support)	23,000	-	-	-
Other Government Contracts ⁴	310,250	-	-	-
Bank Interest ⁵	16,950	9,250	9,250	9,250
TOTAL REVENUE	2,321,418	1,550,250	1,928,869	1,941,458
EXPENSES				
General Operations (IT, Board Meetings, Supplies, etc.)	1,430,160	1,440,831	1,478,875	1,519,605
Program Areas ⁶	891,258	309,419	449,994	421,853
TOTAL EXPENSES	2,321,418	1,750,250	1,928,869	1,941,458
NET INCOME (LOSS) ⁷	-	(200,000)	-	-
TOTAL DEBT	-	-	-	-
ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR	772,647	772,647	572,647	572,647
ACCUMULATED SURPLUS AT END OF THE YEAR	772,647	572,647	572,647	572,647

Notes:

- BCCIE will host APAIE 2020 in Vancouver in March and will not host the full annual Summer Conference in June 2020 as a result. No revenue or expenses will occur for Summer Conference in the 2020/21 fiscal year.
- All APAIE expenses were outlined in the 2019/20 budget in the previous service plan. Conservative estimate of \$102,718 revenue is reflected in this budget.
- Revenue for professional development (PD) varies year to year. A large two-day WES workshop is planned for 2020/21 based on a similar successful event in 2019/20 and similar revenue is anticipated.
- Funds from the Ministry of Education for student and teacher mobility initiatives are not anticipated to continue.
- Bank interest is from term deposits.
- In 2019/20, additional revenue from APAIE 2020 and the Summer Conference increased the budget for Program Area spending. In 2020/21, Program Area budgets decreased due to reduced revenue generated.
- Approval from Government was received to incur a one-time operating deficit of up to \$200,000 in 2020/21 due to the uneven timing of business revenues.

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 will continue at current levels for jointly agreed activities; and
- no additional contract revenue from the Ministry of Education beyond 2019/20.

Management's Perspective on the Financial Outlook

In 2019/20, the provincial government began a process of reviewing inter-governmental international engagement to develop a coordinated framework and approach. BCCIE will work closely with partner ministries within its financial and operational capacity as the framework is launched and implemented. This work will provide direction to BCCIE in its ongoing support for the international education sector in B.C.

BCCIE's underlying operating costs are partially funded by additional revenues of approximately \$0.3 million annually from conferences and events. The key source of this revenue is an annual Summer Conference in June that supports capacity building, training, and information to help the B.C. education sector attract and retain international students. The March 2020 APAIE event is very close to when the annual BCCIE Summer Conference normally runs and will draw many of the same B.C. participants. BCCIE determined a full Summer Conference in June 2020 would be duplicative and exceed capacity. Therefore, BCCIE will not generate revenue normally achieved from this event. Approval from Government was received to incur a one-time operating deficit of up to \$200,000 in 2020/21 to address the uneven timing of business revenues from hosting two conferences in 2019/20 and none in 2020/21. This will allow BCCIE to continue to deliver effective programs and services and carry out its mandate in 2020/21.

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 require BCCIE to support Government missions or other activities not identified in the Operational Plan. The current budget does not include contingencies for 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, Economic Development and Competitiveness 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.