

British Columbia Council for International Education

**2026/27 – 2028/29
Service Plan**

February 2026



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Board Chair's Accountability Statement



The 2026/27 – 2028/29, B.C. Council for International Education Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2026 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, B.C. Council for International Education'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 B.C. Council for International Education's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink that reads "Ajay Patel".

Ajay Patel
Board Chair, B.C. Council for International Education
February 2, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how the B.C. Council for International Education will support the Government's priorities and selected action items identified in the most recent [B.C. Council for International Education Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

B.C. Council for International Education (BCCIE) is a provincial Crown Agency, incorporated under the *Societies Act*, that supports the internationalization efforts of B.C.'s public and independent K-12 schools, public and private colleges and universities, and language schools. It promotes international education in and for B.C., to enhance B.C.'s international reputation for quality education, and to support the international education activities and initiatives of the provincial government.

BCCIE's Vision: BCCIE advances and supports international education in and for British Columbia.

BCCIE's Mission: BCCIE positions British Columbia as an education destination of choice and promotes two-way mobility.

As a Crown Agency, BCCIE's current [Strategic Plan](#) is guided by its mandate letter and the Ministry of Post-Secondary Education and Future Skills' (the ministry) international education priorities. The ministry's goal for international education is a system that is committed to quality, is student-centred, sustainable, and delivers positive education outcomes for international students while advancing global opportunities for domestic students. BCCIE plays an important role in supporting the sector to respond to the unique needs of international students by providing supports and services in alignment with its mandate letter priorities.

BCCIE received a new mandate letter in 2025/26 that includes specific direction to support the B.C. brand as a high-quality provider of international education, and to support public post-secondary institutions with partnership development and international student recruitment activities that align with provincial priorities. Direction to support implementation of the provincial International Education Framework through sector capacity building remains ongoing. The more detailed mandate letter elements represent enhanced activity that is mirrored in BCCIE's new 2025-2028 Strategic Plan and reflects its ability to fulfill provincial direction and adapt quickly to changing sector needs while maintaining its foundational mission and vision.

Performance Planning

Both the new direction from government and BCCIE's ongoing core work are captured in the existing service plan goals, which remain the same in the 2026/27 service plan; while some objectives and key strategies have shifted to align with the new BCCIE mandate letter direction, the existing performance measures remain valid and have not changed.

Goal 1: B.C. has the expertise and leadership to deliver excellence in international education programs.

BCCIE supports the people working in international education at B.C. schools and education institutions by helping build their knowledge, expertise, capacity, and capabilities to deliver high-quality, relevant programs, services, and supports that students need. This work gives international education practitioners the information, skills, and best practices they need to support students, enhance their experiences, and ensure their success.

Performance Measures

Performance Measure	2022/23 Baseline	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1a Respondents who agree BCCIE services contribute to their leadership and expertise in the international education sector. ¹	81%	Maintain or increase	Maintain or increase	Maintain or increase	Maintain or increase

Data source: BCCIE Annual Survey

¹Number of respondents who agree or strongly agree that BCCIE's services contribute to their leadership and expertise in the international education sector, expressed as a percentage.

Performance Measure	2024/25 Baseline	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1b B.C. post-secondary institutions have developed and implemented International Education Strategic Plans that are effective and consistent with the provincial International Education Framework. ²	10	Maintain or increase	Maintain or increase	Maintain or increase	Maintain or increase

Data source: public post-secondary institutions

²Number of public post-secondary institutions that have international education strategic plans consistent with ministry guidelines, assessed in consultation with the ministry. Under the provincial international education framework, all B.C. public post-secondary institutions are expected to develop and implement International Education Strategic Plans that set out the institution's roadmap for enhancing the benefits of international education and managing the associated pressures, challenges, and risks in alignment with government priorities.

Discussion

BCCIE works to deliver sector capacity-building sessions that reach stakeholders and practitioners in all regions of the province, to share best practices, foster peer-to-peer learning, discuss new ideas, and collaborate on regional or sector challenges. These performance measures help BCCIE assess the reach of the capacity-building services offered.

Objective 1.1: Support post-secondary institutions to ensure international students are well supported.

BCCIE develops, coordinates, and delivers a suite of capacity-building sessions for the international education sector, facilitates access to tools and resources, and provides strategic mentorship opportunities to further build capacity in B.C.'s post-secondary institutions. Through this work, BCCIE helps build the knowledge, skills, and expertise within B.C.'s institutions to provide quality international education programs that attract top international talent, and to ensure international students in their communities are well supported.

Key Strategies

- Support public post-secondary institutions with partnership development and recruitment activities that align with government's priorities.
- Deliver professional development and mentorship initiatives to help institutions meet government's higher standards of practices and resources for international students and build the capacity to implement international education plans to ensure their international students receive the services and supports they need.
- Develop capacity-building events delivered regionally or online aimed at regional institutions to support their unique international education leadership and development needs.
- Include Indigenization and intercultural streams of content at the BC International Education Week (BCIEW) conference in 2026/27.
- Continue to promote and encourage participation in BCCIE's online intercultural certificate program in 2026/27.

Objective 1.2: Disseminate information, best practices, and standards to the international education sector in B.C.

Helping to ensure the education sector provides transparent and accurate information for international students supports B.C.'s reputation as a high-quality education destination. Institutions are expected to provide transparent information to students to inform their educational choices, to understand their rights, and to be aware of the regulatory protections, supports, and services that are available to them. BCCIE's work directly supports the Province's commitment to support student safety, system integrity, and successful student outcomes by sharing information, best practices, and standards for students in the sector.

Key Strategies

- Continue to share and disseminate best practices to support student success, student safety, and student rights on the Study in B.C. website and via social media to ensure international students are well supported and informed.
- Support institutions to meet higher standards of practice and resource delivery for international students under the provincial Education Quality Assurance Code of Practice.
- Continue to deliver virtual and in-person events in 2026/27 on topics related to student supports, such as housing and affordability, workforce transitions, and mental health.
- Promote the benefits of developing global citizenship competencies through international experiences by sharing student blogs highlighting their international experiences on the B.C. Study Abroad website.

Goal 2: B.C. has strong international partnerships contributing to market diversification in the international education sector.

Strong international relationships provide the foundations for building strategic partnerships for B.C.'s international education sector. BCCIE helps diversify international student source countries and create global opportunities to ensure that B.C.'s institutions in all regions are equipped to pursue balanced and sustainable enrolment. Supporting relationships in both emerging and mature markets continues to be an important part of BCCIE's work.

Performance Measures

Performance Measure	2022/23 Baseline	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2a Respondents who agree BCCIE services contribute to their organization's diversification of markets and partnerships. ¹	69%	Maintain or increase	Maintain or increase	Maintain or increase	Maintain or increase

Data source: BCCIE annual survey

¹Number of respondents who agree or strongly agree that BCCIE's services contribute to their organization's ability to diversify their international partnerships, expressed as a percentage.

Performance Measure	2021/22 Baseline	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2b Proportion of B.C. international students from markets outside B.C.'s top two. ²	48%	Maintain or increase	Maintain or increase	Maintain or increase	Maintain or increase

Data source: IRCC: B.C. – Study Permit Holders with a Valid Permit by Province/Territory of Destination and Country of Citizenship.

²BCCIE works with the ministry to identify target emerging markets and delivers services that help institutions develop new educational partnerships.

Discussion

Since 2022/23, an annual survey of the international education sector has been conducted to better evaluate the outcomes of BCCIE's work. Survey results established a 2022/23 baseline for performance measure 2a, and the survey sample size and response rate continues to improve.

In alignment with ministry international education priorities, BCCIE facilitates international partnerships to diversify international education markets beyond the top two markets (2b). This helps to increase opportunities for B.C. students to study and work abroad, and helps position B.C., including regions outside the Lower Mainland, as a destination of choice for international learners.

Objective 2.1: Build and maintain partnerships with key markets.

BCCIE builds new relationships and supports the advancement of existing strategic international partnerships to support B.C.'s position as a strong, desirable international education destination for long-term partnerships and collaboration. BCCIE provides focused support to B.C.'s public post-secondary institutions to develop relationships in key recruitment markets to respond to the current recruitment context in alignment with program priorities.

Key Strategies

- Deliver virtual and in-person events in 2026/27 for international education professionals from all regions of B.C. to introduce opportunities and provide market intelligence about new and current partners.
- Offer partnership development events for the sector in 2026/27 with partners from priority markets for the B.C. international education sector such as Southeast Asia, Mexico, China, India, Japan, and Korea.
- Advance key relationships with B.C. Consular Corps and international contacts through targeted meetings locally and at select international events.

Objective 2.2: Expand opportunities for B.C. students, teachers, and faculty to study and work abroad.

Helping B.C. students to travel and study abroad is an important element of the ministry's international education priorities to support student and faculty global citizenship, intercultural experience, and to connect the province to the global knowledge economy. B.C.'s international partners also seek to attract B.C. students to their campuses as a reciprocal partnership, to extend the benefits of international education to their institutions. BCCIE supports the engagement of B.C. students and educators, including those from under-represented groups and Indigenous communities, and works to provide opportunities for applied and experiential learning abroad to help ensure all B.C. students can benefit from international diversity.

Key Strategies

- Run virtual and in-person events in 2026/27 to develop study abroad partnerships and/or capacity.
- Continue to update and promote study abroad opportunities for B.C. students through the B.C. Study Abroad (BCSA) Consortium website.
- Distribute scholarships for B.C. students to support study abroad opportunities.

Objective 2.3: Support the British Columbia brand as a high-quality provider of international education.

BCCIE supports the B.C. brand as a high-quality provider of international education by helping B.C.'s public post-secondary institutions build relationships in key recruitment markets, supporting them in their recruitment activities, facilitating approaches for prospective

international students to learn about education opportunities in B.C., and enabling dialogue for pathways between K-12 and post-secondary education in B.C.

Key Strategies

- Promote British Columbia as a key education destination at international signature events.
- Support public post-secondary institutions by providing coordination and planning for student recruitment activities.
- Disseminate accurate, relevant, and compelling information to prospective students and stakeholders, and enhance the visibility and reputation of StudyinBC both internationally and locally.
- Design and deliver events to support greater collaboration and recruitment pathways between B.C.'s K-12 and post-secondary sectors.
- Create opportunities for K-12 international students to learn about the post-secondary education options in B.C.

Financial Plan

Financial Summary

	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Provincial Grant - General Operations	1,500,000	1,500,000	1,500,000	1,500,000
BCCIE BCIEW ¹	329,470	314,490	323,925	333,643
Professional Development ²	19,500	19,500	19,500	19,500
Bank Interest ³	41,300	27,211	27,211	27,211
Total Revenue	1,890,270	1,861,201	1,870,636	1,880,354
Expenses				
Program Areas ⁴	392,978	324,358	293,476	344,426
General Operations (IT, Board Meetings, Supplies, etc.) ⁵	1,497,292	1,536,843	1,577,160	1,535,928
<i>Operations</i>	162,900	105,300	106,300	106,300
<i>Salaries</i>	1,220,632	1,310,561	1,349,878	1,308,646
<i>Lease</i>	113,760	120,982	120,982	120,982
Total Expenses	1,890,270	1,861,201	1,870,636	1,880,354
Annual Surplus (Deficit)	-	-	-	-
Total Debt	-	-	-	-
Accumulated Surplus (Deficit)	774,425	774,425	774,425	774,425
Capital Expenditures				

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ BCCIE had less revenue for BC International Education Week (BCIEW) in 2026/27 due to financial constraints on the sector resulting in fewer delegate registrations. Beyond 2026/27, BCCIE anticipates modest growth in revenue year over year for BCIEW.

² BCCIE charged for several events in addition to the two-day symposium in 2025/26 and has similar plans for future years.

³ Bank interest is from term deposits. Interest rates for term deposits are lower resulting in less revenue in 2026/27 and beyond.

⁴ Program area expenses are close to original budget for 2025/26. Program area expenses drop in 2026/27 and beyond due to less expenses for BCIEW with anticipated lower attendance.

⁵ Operational expenses were less in 2025/26 due to a maternity leave but increase in 2026/27 when BCCIE has full staffing.

Key Forecast Assumptions, Risks and Sensitivities

The BCCIE forecast is based on the following key assumptions:

- Operating funds from the Ministry of Post-Secondary Education and Future Skills will continue at current levels for jointly agreed activities;
- No additional contract revenue from the Ministry of Education and Child Care;
- B.C. International Education Week (BCIEW) will continue to focus on the priorities listed in BCCIE's new mandate letter and strategic plan and will be a revenue generating event for BCCIE; and
- Revenue from BCIEW may be more modest in 2026/27 due to the current financial challenges in the sector as a result of decreased international student enrolment and activity following recent federal government policy changes.

Management's Perspective on Financial Outlook

Over the years, operating costs have increased significantly due to inflation increases to rent, insurance, and other general operating expenses. BCCIE continues to operate with fewer staff compared to the pre-Covid period to help offset budget pressures. General operating expenses are consuming nearly all of BCCIE's base funding. In response, BCCIE will work to generate greater own-source revenues from sector stakeholders (post-secondary institutions, school districts, and others) through BCIEW, capacity-building events, and other workshops. However, given the financial challenges in the sector, this may become more difficult to do. Whatever revenue is generated will help to ensure BCCIE can continue delivering services that support and build international education in B.C.

BCCIE will work to ensure activities executed through core funding meet the priorities and objectives outlined in BCCIE's updated mandate letter and strategic plan. BCCIE will leverage partnerships, both locally and abroad, and utilize internal staff and expertise wherever possible to reduce the financial resources required to execute initiatives and events in alignment with the goals and priorities of government.

BCCIE will closely monitor resources and expenditures to deliver services in an efficient and cost-effective manner. BCCIE will work collaboratively with the Ministry of Post-Secondary Education and Future Skills, the Ministry of Education and Child Care, and the Ministry of Jobs and Economic Growth to develop strategies to manage expenditures, leverage partnerships, and ensure alignment with government priorities.

Appendix A: Mandate Letter from the Minister Responsible



May 29, 2025
Our Ref. 146068

Dr. Geoff Payne
Board Chair
BC Council for International Education
603 - 409 Granville Street
Vancouver, BC V6C 1T2

Dear Dr. Geoff Payne:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for the British Columbia Council for International Education, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

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In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbia families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Support the British Columbia brand as a high-quality provider of international education. Support public post-secondary institutions through international missions, partner development, and student recruitment activities that align with British Columbia's academic, research, economic, and labour market priorities.
- Support institutions to respond to current market challenges by further developing partnerships in British Columbia's key markets, attracting inbound delegations, and coordinating in-province international recruitment activity through the BC Transfer System and K-12 sector.
- Support implementation of International Education Framework by delivering training and capacity building to meet British Columbia's higher standards of quality and student supports.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Honourable Anne Kang
Minister of Post-Secondary Education and Future Skills

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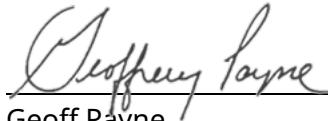
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