

BCCIE



BRITISH COLUMBIA COUNCIL FOR INTERNATIONAL EDUCATION

SERVICE PLAN

2014/15 – 2016/17

BCCIE



BRITISH COLUMBIA COUNCIL FOR INTERNATIONAL EDUCATION

CONTACT INFORMATION

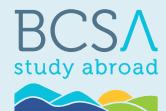
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MESSAGE FROM THE BOARD CHAIR TO THE MINISTER RESPONSIBLE



Jim Hamilton
Chair

HONOURABLE AMRIK VIRK, MINISTER OF ADVANCED EDUCATION

On behalf of the Board of Directors and the management and staff of the British Columbia Council for International Education (BCCIE), I am pleased to present BCCIE's Service Plan for the fiscal years 2014/15 through to 2016/17.

The economic impact of International Education on the Province continues to grow ahead of the provincial average and of other export sector growth rates, annualized at approximately 8.5 per cent growth; it is in fact one of the only export sectors achieving these levels of growth. The sector injects over \$2.1 billion of direct economic benefit into the economy of British Columbia (BC) each year, directly supporting over 23,400 jobs, and benefitting host communities across the Province. As of 2011/12, there were estimated to be 106,600 international students studying in BC, contributing over \$74 million in direct government revenue. This knowledge-driven sector supports all regions of the provincial economy and all education interests.

In BC, the International Education sector is responding to the need for further diversification of the international student population, in terms of destination programs as well as source countries. We will support this by encouraging the maintenance of our provincial presence in our top source country, China, and in that country moving towards further strategic initiatives in terms of second-tier and third-tier cities, new platforms and relationships, and the encouragement of more comprehensive, strategic and long-term relationships for our districts and institutions. We will further support diversification by focusing on entering new and emerging markets, pursuing advanced market intelligence and supporting coordinated Team BC missions. It is within this broad strategic context and with these provincial priorities that BCCIE carries out its work and provides services in support of the Canada Starts Here: The BC Jobs Plan, the Province's International Education Strategy and the BC International Education sector.

This Service Plan outlines how BCCIE will continue to focus on supporting the Province and the sector over the coming years in three key areas:

- 1. Internationalization** – working with the Province and BC's public and private post-secondary and K-12 sectors and language schools to internationalize the BC education system. This is accomplished by the provision of a leadership role and includes sharing best practices, fostering positive relationships for the benefit of BC's diverse International Education sectors, and by promoting a culture of quality and excellence in internationalization.
- 2. Market Support** – supporting BC's International Education sector in positioning BC as the leading quality destination for international learners from around the globe. This is accomplished by BCCIE creating and maintaining international networks and providing a coordinating function for a variety of activities that support the sector and Province.
- 3. Communication and Professional Development** – enhancing expertise in the International Education sector by providing services including effective professional development offerings and communications to and for BC's international education stakeholders.

MESSAGE FROM THE BOARD CHAIR TO THE MINISTER RESPONSIBLE

Priorities for BCCIE in 2014/15 include working collectively with the Ministry of Advanced Education (the Ministry), the Ministry of Education and the sector to develop plans for new and emerging market entry and country/region strategies, and focus on enhancing pathways between BC's K-12 and language school sectors into the post secondary system. BCCIE will continue to work jointly with Government and the sector on a number of key initiatives such as: growing the BCCIE International Education Mentorship Program, coordinating Team BC missions in established markets, leading feasibility missions in new and emerging markets, coordinating a BC presence at key International Education events, hosting incoming delegations and familiarization tours, and continuing to offer professional development opportunities for International Education professionals.

With a comprehensive line up of activities planned for 2014/15, BCCIE has identified two areas of risk related to capacity of the organization to deliver on all the activities outlined in the operational plan. First, BCCIE's broad mandate to support public and private K-12 schools, public and private post-secondary institutions, and language schools can create challenges in meeting the varied International Education needs of such diverse groups. Second, federal government regulation changes regarding international student visa requirements could ultimately impact the Province's Education Quality Assurance (EQA) designation, possibly challenging BCCIE to meet its EQA administrative duties to support increased capacity requirements. Working closely with the Ministry and thorough operational planning for BCCIE over the next three years will help mitigate these risks.

This Service Plan is consistent with the provincial government's strategic priorities for the development of BC's International Education sector and responds to the 2014/15 Government's Letter of Expectations (GLE) by addressing priorities Government has outlined for BCCIE.

On behalf of the Board and staff, BCCIE looks forward to the coming year and continuing to support and grow the International Education sector in BC.

Sincerely,



Jim Hamilton
Chair, BCCIE

ACCOUNTABILITY STATEMENT

The 2014/15 – 2016/17 BCCIE Service Plan was prepared under the Board's direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. 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.

All significant assumptions, policy decisions, events and identifiable risks as of January 2014 have been considered in preparing the Plan. The performance measures presented are consistent with BCCIE's mandate and goals, and focus on aspects representative of BCCIE'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.

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ORGANIZATIONAL OVERVIEW

The British Columbia Council for International Education (BCCIE) is incorporated under the Society Act, and is a provincial Crown Corporation, reporting to the Ministry of Advanced Education (“the Ministry”).

As outlined in the BCCIE constitution, the purpose of the Society is to: promote International Education in and for the Province of British Columbia, promote and enhance BC’s international reputation for education and support the international education activities of the Government of BC.

Direction from Government to BCCIE supports the purpose of the Society and the mandate as outlined in the Government Letter of Expectations is to:

- Develop and undertake activities and initiatives in support of Government priorities for International Education and the Province’s International Education Strategy, as jointly determined and agreed to by the Ministry and BCCIE.



Dr. Randall Martin
Executive Director, BCCIE

In support of this mandate, BCCIE serves the needs of all International Education sectors of British Columbia – public and independent K-12, public and private post-secondary, and language schools – in three core service areas:

- Internationalization
- Market Support
- Communication and Professional Development

VISION

To profile British Columbia as the education destination of choice for learners from around the globe and to promote global citizenry and internationalization at all levels in BC’s education system.

MISSION

BCCIE supports all participants in BC’s International Education sector and the provincial government to advance the International Education interests of the Province of British Columbia.

CORE VALUES

BCCIE's core values guide its operations and are embedded in its organizational culture, and are as follows:

- **Internationalization:** We embrace internationalization and the promotion of global understanding. BCCIE's team and stakeholders are passionate about furthering the interests of the International Education sector in BC and promoting the many benefits to international learners and British Columbians alike.
- **Global Citizenry:** Through programming, mobility and an ethos ingrained in all activities, BCCIE encourages the appreciation of diversity, the ability to live and let others live, the ability to adhere to one's convictions while accepting that others adhere to theirs, and the ability to enjoy one's rights and freedoms without infringing on those of others.
- **Collaboration:** We think the world is a better place if people work together. We actively seek to forge partnerships and foster collaboration. We believe that, through sharing complimentary activities and roles with the International Education sector and government, we can build a community of educators and citizens that value international learners from all corners of the world while recognizing the value that International Education brings to the province.
- **Best Practices:** We actively raise the bar by sharing best practices in International Education and internationalization with the sector. BCCIE collects and disseminates the latest research findings and innovative and best practice articles to share with the sector, and embeds best practices in all professional development offerings.
- **Integrity:** We are committed to meeting and maintaining the highest standard of integrity expected by our stakeholders, government, and all British Columbians. We promote and follow fair and transparent policies and processes in all that we do.



BC schools, school districts and institutions participated in the China Education Expo 2013 in Chengdu



BC/Shanghai Alumni Evening in Jing'an District, Shanghai

CORE BUSINESS AND SERVICES

In support of government policy and strategic direction, including that outlined in British Columbia's International Education Strategy, BCCIE is committed to advancing the International Education interests of public and private education institutions at the K-12 and the post-secondary levels in all regions and communities across the province.



Mr. Colin Doerr with Mr. Guo Wei, Shaanxi Education Association for International Exchange--Xi'an Education Roundtable

BCCIE serves British Columbians through the coordination of activities that promote BC to international learners and their families from around the world, with a focus on the key markets identified in British Columbia's International Education Strategy. BCCIE also researches, collects and disseminates best practices to all participants in BC's International Education sectors through electronic and print publications and professional development offerings, including our flagship event, Summer Seminar. All of these activities support BC's economic development through the growth of the International Education sector, and create learning environments and communities that are progressive, open, welcoming,

and valuable to international learners and their families. This activity leads to tangible economic, political, and social benefits for the Province, and in turn, enriches the lives of all participants in International Education, including through preparing BC's domestic students to be better global citizens.

THE WORK WE DO

Each year BCCIE coordinates the following activities: at least ten professional development and speaker series events, two to three international missions, two to three signature conference events, six incoming delegations and two incoming familiarization tours for educators and students from abroad. In addition, BCCIE sends out an average of 24 bulletins and newsletters, processes over 100 new and renewal Education Quality Assurance (EQA) applications, and maintains its three websites (BCCIE primary, EQA and StudyinBC).



Summer Seminar, BCCIE's annual professional development conference, brings together over 250 participants from our province and around the world.

HOW WE DELIVER OUR SERVICES

Through consultation and direction from the Ministry and the Board, and broad engagement with the diverse participants representing BC's International Education sector, BCCIE is able to organize its strategic goals under three broad categories:

- 1. Internationalization** – working with the Province and BC's public and private post-secondary and K-12 sectors and language schools to internationalize the BC education system. This is accomplished by the provision of a leadership role and includes sharing best practices, fostering positive relationships for the benefit of BC's diverse International Education sectors, and by promoting a culture of quality and excellence in internationalization.
- 2. Market Support** – supporting BC's International Education sector in positioning BC as the leading quality destination for international learners from around the globe. This is accomplished by BCCIE creating and maintaining international networks and providing a coordinating function for a variety of activities that support the sector and Province.
- 3. Communication and Professional Development** – enhancing expertise in the International Education sector by providing services including effective professional development offerings and communications to and for BC's international education stakeholders.

OUR PARTNERS

BCCIE seeks to be as relevant as possible to the public it serves. In doing so, it strives to develop and nurture a strong network of supporters and collaborators. Partners include the following broad stakeholder groups:

- Federal, provincial and municipal governments
- Public and independent K-12 schools
- Public and private post-secondary institutions (colleges, institutes and universities)
- Private career training institutions
- Language schools
- International agents
- Students and their families
- British Columbia's communities and regions
- BC-based organizations such as:
 - British Columbia Association of Institutes and Universities (BCAIU)
 - British Columbia Council on Admissions and Transfer (BCCAT)
 - British Columbia Career Colleges Association (BCCCA)
 - BC Colleges
 - Federation of Independent School Associations in British Columbia (FISA)
 - International Public School Education Association (IPSEA)
 - Link BC
 - Private Career Training Institutions Agency (of BC) (PCTIA)

CORE BUSINESS AND SERVICES

- Research Universities Council of BC (RUCBC)
- Canadian organizations such as:
 - Association of Community Colleges of Canada (ACCC)
 - Association of Universities and Colleges of Canada (AUCC)
 - Canada-China Business Council (CCBC)
 - Canadian Association of Public Schools International (CAPS-I)
 - Canadian Bureau for International Education (CBIE)
 - Japan-Canada Society
 - Languages Canada
 - Canadian Association of Independent Schools (CAIS) / Standards in Excellence And Learning (SEAL)
 - Council of Ministers of Education, Canada (CMEC)
 - Department of Foreign Affairs and International Trade Canada (DFAIT)
 - National Association of Career Colleges (NACC)
- International organizations such as:
 - Association of International Educators (NAFSA)
 - Association of International Education Administrators (AIEA)
 - European Association for International Education (EAIE)
 - Asia Pacific Association for International Educators (APAIE)
- Other participants in International Education
- BCCIE employees and Board members

LOCATION OF OPERATIONS

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

For more information please visit us at
www.bccie.bc.ca

CORPORATE GOVERNANCE

BCCIE is governed by an eight-member Board of Directors that ensures BCCIE’s operations reflect its mandate direction and the interests of its many stakeholders.

The composition of the Board is reflective of BCCIE’s mandate and BC’s diverse International Education sector, with representatives from public post-secondary universities and colleges, public and private K-12 schools, private career training institutions, and the Ministries of Education and Advanced Education. The Board has two subcommittees: the Finance & Human Resources (HR) Committee, and the Governance Committee. The Finance & HR Committee provides oversight of BCCIE’s people strategies, financial reporting, corporate control systems, risk management and the audit process. The Governance Committee will provide oversight and direction during the revision of BCCIE’s Governance principles.

This past year, BCCIE has worked towards ensuring the procedures and practices of the organization meet established best practices, and that they conform with generally accepted standards of “good governance”. Specific initiatives have included the creation of a Board Orientation manual, Employee Handbook and staff compensation policy.

ROLE AND MEMBERSHIP OF THE BOARD

BCCIE’s Board is comprised of members, each serving two-year terms, with the possibility of additional terms.

| NAME | TITLE AND ORGANIZATION | BOARD POSITIONS AND COMMITTEE | TERMS |
|-----------------------|--|---|---------------------------|
| Mr. James Hamilton | President, Okanagan College (representing BC Colleges) | Board Chair, Finance & HR Committee, Governance Committee | Term start: January 2014* |
| Ms. Bobbi Plecas | Assistant Deputy Minister, Ministry of Advanced Education (AVED) | Director, Governance Committee | Term start: December 2013 |
| Dr. Ian Rongve | Assistant Deputy Minister, Ministry of Education (MEd) | Director, Governance Committee | Term start: December 2013 |
| Ms. Karin Kirkpatrick | Registrar and CEO, Private Career Training Institutions Agency (PCTIA) | Director, Chair of Finance & HR Committee | Term start: January 2013 |
| Dr. Kris Bulcroft | President, Capilano University (representing BC Association of Institutes and Universities) | Director | Term start: April 2012 |
| Ms. Robin Ciceri | President, Research Universities Council of British Columbia (RUCBC) | Director, Finance & HR Committee | Term start: January 2014* |
| Dr. Peter Froese | Executive Director, Federation of Independent School Associations in British Columbia (FISA) | Vice Chair, Finance & HR Committee | Term start: January 2013 |
| Dr. Steve Cardwell | Superintendent of Schools and CEO, Vancouver School Board (representing BC School Superintendents) | Director, Chair of Governance Committee | Term start: December 2012 |

*Re-nominated for an additional two-year term

SENIOR MANAGEMENT TEAM

| SENIOR MANAGEMENT TEAM | |
|--|--|
| Dr. Randall Martin Executive Director | |
| Tanya Grand Director, Operations and Programs | Colin Doerr Director, Communications and Programs |
| Areas of Responsibility: Board and Government Relations Strategic and Operational Planning and Crown Reporting Finance and Accounting Human Resources Information Technology Contract and Facilities Management Professional Development Education Quality Assurance Signature Events Management and Liaison Special Projects Market Support | Areas of Responsibility: Communications Research and Analytics Event Management Institutional and District Relations Internationalization StudyinBC Market Support |

Management team biographies can be found at: www.bccie.bc.ca/about/staff

STRATEGIC CONTEXT

There are currently over 4 million students worldwide who are studying outside of their home countries, a number expected to double by 2025. International Education is over a \$2.2 trillion industry internationally, according to a study by KPMG. Historically, students primarily pursued education abroad in English-speaking countries, with top destinations for international learners typically being the United States, the United Kingdom, Canada, Australia and New Zealand.

Canada currently has approximately 4.7 per cent of the global market share of the over 4 million students studying in other countries (Education at a Glance, OECD Indicators 2013). Canada's market share has slipped, however, from 5.2 per cent only a few years ago. While Canada's overall numbers are growing, competition is intensifying as universities in non-English speaking countries, such as France, Germany, China and Singapore are offering courses and programs in English, and are more aggressively pursuing the same markets.

The final report from the federal Advisory Panel on International Education, released in August 2012, highlights the value of International Education as a key driver of Canada's future prosperity by drawing a strong link between the growth of the International Education sector and workforce development. As waves of Canadians are reaching retirement age, the development of the International Education sector is expected to help address the growing "skills gap". Federal trends in International Education include targets for success, policy coordination and ensuring sustainable quality, promotion of education in Canada, and investments in infrastructure and support.

In May 2012, BC launched the Provincial International Education Strategy, following the identification of International Education as a priority sector of the Canada Starts Here: The BC Jobs Plan. Under the Plan, BC set a goal of increasing the number of international students that choose BC as their study destination by 50 per cent over four years. British Columbia's International Education Strategy addresses BC's ability to attract more international students to the Province, but also encourages the two-way global flow of students, educators, and ideas between countries.

The International Education sector is a clean, knowledge-based sector that injects over \$2.1 billion of direct economic benefit into the economy of British Columbia each year, directly supporting over 23,400 jobs. This dollar amount balloons to over \$6 billion when those direct dollars work their way through the BC economy. The sector has now grown into the fourth largest export sector in the Province, and in some key markets and countries represents a huge amount of the Province's trade; for example, 36 per cent of BC's trade with India is in International Education related services, and 64 per cent with Mexico. There are now over 106,600 international students in BC, as follows:

BC INTERNATIONAL STUDENT HEADCOUNT ESTIMATE

| INSTITUTION TYPE | 2011/2012 FIGURES |
|-------------------------------|-------------------|
| Public Post-Secondary | 33,500 |
| Private Post-Secondary | 12,800 |
| Language Schools | 47,300 |
| K-12 (public and independent) | 13,000 |
| Total | 106,600 |

Source: Ministry of Advanced Education

The presence of these international students positively impacts the economies of their host communities: they stay in in-home suites and home-stays, they are visited by family members and friends from overseas, and they contribute to the economic well being of many regional and large communities across the Province. The business of their education alone maintains significant numbers of sustainable jobs for the citizens of British Columbia.

In BC, the International Education sector is responding to the need for further diversification of the international student population, in terms of destination programs as well as source countries. BCCIE will support this by encouraging the maintenance of a provincial presence in BC’s top source country, China, and in that country moving towards further strategic initiatives in terms of second-tier and third-tier cities, new platforms and relationships, and the encouragement of more comprehensive, strategic and long-term relationships for our districts and institutions. BCCIE will further support diversification by focusing on entering new and emerging markets, pursuing advanced market intelligence and supporting coordinated Team BC missions that will allow BC stakeholders to gain further market networks, intelligence and experience in emerging source countries. It is within this broad strategic context and with these provincial priorities that BCCIE carries out its work and provides services in support of the Canada Starts Here: The BC Jobs Plan, the Province’s International Education Strategy and the BC International Education sector.

RISKS AND RISK MITIGATION STRATEGIES AND OPPORTUNITIES

The strategic issues and challenges that BCCIE will face in fiscal year 2014/15 are summarized in the table below. Through ongoing collaboration and dialogue with the Ministry and the sector, BCCIE will continue to work to mitigate any risks and seek opportunities to further support the development of the International Education sector.

| RISK(S) | RISK MITIGATION STRATEGIES AND OPPORTUNITIES |
|--|---|
| BCCIE’s extensive and broad mandate to support the public and private K-12 schools, public and private post secondary institutions and the language schools can make it difficult to meet all the needs of such diverse groups within the International Education sector. | BCCIE will work closely with government and the sector to identify priority areas of work. BCCIE will continue to ensure it considers the needs of all the sectors when completing operational planning for the year. We will aim to provide a variety of services that meet the needs of everyone in the International Education sector. |
| Federal government regulation changes regarding international student visa requirements could ultimately impact the Province’s Education Quality Assurance (EQA) designation, possibly challenging BCCIE to meet its EQA administrative duties to support increased capacity requirements. | BCCIE will continue to work closely with the Ministry regarding EQA processes and approvals and will put internal mechanisms in place to support potential significant increases in EQA applications. |

OPERATIONAL CAPACITY

The current operational, human resources and financial capacity at BCCIE is sufficient to meet the activities planned for 2014/15.

GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

BCCIE plays an integral role in helping further the International Education interests of the Province of British Columbia, a role which is fundamental for the social, cultural and economic development of BC.

As BCCIE only became a Crown Corporation in 2012, last year marked the creation of the organization's first Service Plan. BCCIE's 2013/14 – 2015/16 Service Plan goals were based on the existing BCCIE Operational Plan. As BCCIE evolves in its new status as a Crown Corporation, changes to our three goals and the language used to describe our work have become necessary. As such, strategies, performance measures and targets in this Service Plan have been developed based on revised goal descriptions. In this Service Plan, three previous performance measures were retired, three have been revised and one new performance measure has been introduced. See Appendix A for a full list of performance measures and targets as outlined in the 2013/14-2015/16 Service Plan.

Retired Performance Measures

BCCIE has retired some of the previous action-orientated performance measures including:

- Assessment of increased collaboration, partnerships and mentorships across the K-12 and post-secondary education sectors that have been encouraged by BCCIE in order to assist smaller institutions in developing and implementing internationalization strategies.
 - This performance measure has been retired because the tasks measured are incorporated in the performance measure for the BCCIE International Education Mentorship Program.
- Number of incoming delegations per year.
 - Although BCCIE will continue to host incoming delegations as one of our strategies, the organization's performance measures will be more focused on stakeholder satisfaction rather than select activities.
- Expand upon the work of the existing BC Study Abroad (BCSA) Consortium to increase access to information on post-secondary study abroad opportunities and benefits.
 - Although BCCIE will continue to work on the BCSA Consortium, the organization's performance measures will be more focused on stakeholder satisfaction rather than select activities.

BCCIE will continue to focus on establishing credible performance measures and benchmarks against which it can evaluate its progress and performance over the long term. Performance measures, targets and benchmarks are subject to be revised for fiscal years 2015/16 and 2016/17.

GOAL 1: INTERNATIONALIZATION OF THE BC EDUCATION SYSTEM

The objective of this goal is to support the International Education sector and the Provincial Government goal of creating a globally oriented education system in British Columbia – a system that embraces diversity and sets up all students, regardless of cultural background, for success.

Strategies to further the process of internationalization for a globally oriented education system in BC include working collaboratively with the sector to lead the development and dissemination of country/region strategies for institutions and schools wishing to enter new and/or emerging markets as well as helping to facilitate the transfer of knowledge between experienced practitioners in International Education to those

GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

who are just entering the field through the BCCIE International Education Mentorship program. Another important strategy to support the creation of a globally orientated education system is to continue to create opportunities for BC students to study abroad through the BCSA Consortium. The BCSA Consortium is a group of 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.

GOAL 1: INTERNATIONALIZATION

Strategies

1. Through extensive collaboration and consultation with the Ministry and sector, develop and disseminate country/region strategies for emerging and new markets to support the International Education sector in BC.
2. Administer and grow the BCCIE International Education Mentorship Program to support succession planning and the training and development of new and established professionals in the International Education Sector in BC.
3. Work collaboratively with the sector to build on the newly launched BCSA Consortium to enhance access to information on post-secondary study abroad opportunities and benefits.

| PERFORMANCE MEASURE | TARGETS | | |
|--|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 |
| Percentage of BCCIE International Education Mentorship Program participants who were either satisfied (4.0) or very satisfied (5.0) with the program | 75% | 80% | 85% |

Description and Importance of the Performance Measure

The performance measure for Goal 1 focuses on BCCIE’s International Education Mentorship Program. The Mentorship program was launched in 2013 and facilitates the transfer of knowledge and expertise from experienced international education professionals to those who are new to the field, thereby supporting and encouraging succession planning and maintaining the recognized professionalism of practitioners in this sector. This performance measure has been modified from 2013/14 to include an assessment of the quality of the service BCCIE is delivering with the Mentorship program versus the previous measure of number of mentorships established.

BCCIE will track and evaluate performance by looking at indicators for the growth of the program as well as the level of satisfaction for those who participate in the program. For the purpose of reporting on this performance measure, BCCIE will survey existing mentors and mentees on an annual basis, using a standard five-point likert (1.0 = very dissatisfied; 2.0 = dissatisfied; 3.0 = neither dissatisfied nor satisfied; 4.0 = satisfied; 5.0 = very satisfied) to measure program satisfaction. As this is a new program that has not yet been evaluated, the targets are not based on historical information or benchmarks, but rather were determined through reflection on preliminary qualitative feedback from the program participants. Upon completion of the first year of the program in June 2014, targets may be adjusted. BCCIE will continue to adapt the program based on feedback received from the participants to ensure the program is of value to the sector.

GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

GOAL 2: MARKET SUPPORT FOR THE INTERNATIONAL EDUCATION SECTOR IN BC

The objective of this goal is to support the International Education sector and the Provincial government goals of ensuring that all students receive quality learning and life experiences, and maximizing the benefits of international education for all communities, families and businesses by assisting in positioning the Province as Canada’s preferred destination for learners at all levels from around the world.

Coordinating and hosting missions and incoming delegations is a meaningful and important part of BCCIE’s mandate, as these activities help build bridges, raise awareness of different countries and cultures, and forge relationships for government, schools and institutions, and students both here in BC and abroad. Main outcomes for the missions, incoming delegations and familiarization tours, are to promote BC as a study destination for international students and to create opportunities for BC students to study abroad.

GOAL 2: MARKET SUPPORT

Strategies

1. Organize and implement Team BC education missions to priority BC markets, such as China and India.
2. Coordinate a Team BC presence at signature events, such as NAFSA, EAIE, APAIE and CBIE.
3. Host incoming delegations and/or organize familiarization tours for delegations from international markets interested in the BC education system.

| PERFORMANCE MEASURE #1 | TARGETS | | | | |
|--|----------------------------------|--------------------------------|---------|---------|---------|
| | 2011/12 Baseline ¹ | 2012/13 Actual ² | 2013/14 | 2014/15 | 2015/16 |
| 50 per cent increase of the total number of international students studying in British Columbia ³ | 94,000 | 100,700 | 113,430 | 125,900 | 141,000 |

1. The 2011/12 baseline data are from the 2009/10 academic year and first appeared in the Ministry of Advanced Education’s 2012/13-2014/15 Service Plan.

2. The 2012/13 data is from the 2010/11 academic year. The most recent data available is used for reporting. For example, 2013/14 data will be from the 2011/12 academic year.

3. Includes students studying in the kindergarten to grade 12 system, private language schools, public and private post-secondary institutions.

| PERFORMANCE MEASURE #2 | TARGETS | | |
|---|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 |
| Percentage of BC participants who were either satisfied (4.0) or very satisfied (5.0) with the coordination and organization of the Team BC mission | 70% | 75% | 80% |

Description and Importance of the Performance Measures

A main objective of BCCIE's work in organizing Team BC missions and hosting delegations is to attract more international students to study in BC. In addition, a key component of BCCIE's mandate is to support the goals and objectives of BC's International Education Strategy and the associated targets identified by the Province - including the target of increasing the total number of international students studying in BC by 50 per cent by 2015/2016. A significant measure of performance in this area is the number of international students studying in BC. Although BCCIE's work on key initiatives is only one of many factors that will contribute to the achievement of the target increase in numbers of international students, it is important to include this as a measure in the BCCIE Service Plan to track BC's progress against this target.

To measure success in organizing and coordinating Team BC missions, BCCIE surveys the institutions, schools and districts that participate in the mission to gather feedback and determine if they were satisfied with their participation and BCCIE's role in coordinating the mission. For the purpose of reporting on this performance measure, BCCIE will survey participants following each mission, using a standard five-point likert to measure participant satisfaction with the mission. The results will be averaged for reporting towards targets, and will be used as a measure of BCCIE's success in providing a service for the sector. This evaluation will allow the organization to continue to improve the way in which services are delivered. This performance measure has been modified from 2013/14 to include an assessment of BCCIE's performance versus the previous measure of number of activities performed. The targets are not based on historical data, but rather were determined through reflection on qualitative feedback from previous mission participants. Targets may be adjusted as BCCIE endeavours to create consistent mechanisms to track performance and establish targets based on benchmarks for this aspect of BCCIE's work.

GOAL 3: COMMUNICATION AND PROFESSIONAL DEVELOPMENT FOR THE INTERNATIONAL EDUCATION SECTOR

The objective of this goal is to support the International Education sector and the Provincial government goal of creating a globally oriented education system in British Columbia - a system that embraces diversity and sets up all students, regardless of cultural background, for success - by providing effective professional development offerings, research, services and strategic communications to all International Education stakeholders in BC.

Professional development is an important component of BCCIE's work, as it promotes the sharing of knowledge and best practices for the betterment of all International Education participants in BC. BCCIE's events also provide opportunities for professionals in the International Education sector to gather, discuss ideas, and collaborate. Professional development events may involve sharing market research and intelligence, disseminating best practices on topics such as study abroad, discussing new trends in the field, and/or providing opportunities to collaborate in creating pathways for international students between the K-12 system and post-secondary education.

GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

GOAL 3: COMMUNICATION AND PROFESSIONAL DEVELOPMENT

Strategies

1. Plan and host Summer Seminar, BC’s annual international education conference.
2. Create and coordinate a series of professional development offerings that are relevant to all participants in BC’s International Education sector.

| PERFORMANCE MEASURE | TARGETS | | |
|--|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 |
| Percentage of participants who were either satisfied (4.0) or very satisfied (5.0) with BCCIE’s professional development event offerings including the annual Summer Seminar | 90% | 91% | 92% |

Description and Importance of the Performance Measure

The performance measure for Goal 3 focuses on the services BCCIE offers. BCCIE will track and evaluate performance by looking at indicators for the attendance of events as well as the level of satisfaction of those who participate. Following each event, BCCIE will evaluate the session by surveying participants to determine their level of satisfaction with the event. Surveys will use a standard five-point Likert scale to measure participant satisfaction. The results will be averaged for reporting towards targets, and will be used as a measure of BCCIE’s success in providing a service for the sector. This performance measure has been modified from 2013/14 to include an assessment of the quality of the service BCCIE is delivering with the professional development program versus the previous measure of the number of offerings.

The targets set here were developed from baselines established in fiscal years 2012/13 and 2013/14 and are set to increase year after year. This will encourage BCCIE to ensure professional development events offered meet the needs of the diverse International Education sector in BC.

BENCHMARKS AND PERFORMANCE MANAGEMENT SYSTEMS

BCCIE is unique in Canada, as there are no other provincial organizations with the same structure, funding mechanism and mandate direction. However, there is one organization that has some similarities: EduNova, a co-operative industry association of education and training providers in Nova Scotia.

EduNova is similar to BCCIE in that it is an external agency that helps to promote educational opportunities at a provincial level; however the structures and mandates of the two organizations are different. In an effort to establish industry-based benchmarks for BCCIE's work, in the coming year BCCIE will continue to explore whether similar services are offered by EduNova.



CBIE President and CEO, Karen McBride, speaking after signing an ongoing partnership MOU with BCCIE.

On the national level, the Canadian Bureau for International Education (CBIE – a BCCIE partner organization) has some similarities with the role BCCIE plays provincially in that CBIE promotes Canada as an International Education destination and supports both professional development, and more recently, a new mentorship program. However, BCCIE and CBIE differ in that CBIE has a strong government advocacy function, and receives the bulk of its funding from institutional membership fees. In the coming year, BCCIE will continue to investigate similarities between the two organizations for the purposes of benchmarking and establishing best practices.

In the 2013/14 fiscal year, BCCIE established mechanisms such as standardized survey questions to track performance against the goals outlined above. In the 2014/15 fiscal year, BCCIE will continue to work to establish reasonable benchmarks and further define performance measures. BCCIE will track performance on a yearly basis, comparing against the performance measures and targets outlined herein.

GOVERNMENT'S LETTER OF EXPECTATIONS

The Government's Letter of Expectations (GLE) between the Minister of Advanced Education and BCCIE is an agreement on the respective roles, responsibilities and mandate direction, including high level strategic priorities, public policy issues and performance expectations. For the 2014/15 fiscal year, Government has directed BCCIE to take the following specific actions:

| GOVERNMENT'S LETTER OF EXPECTATIONS DIRECTIVES | ACTION /RESPONSE |
|--|--|
| Work collaboratively with the Ministry to establish priorities with respect to activities and initiatives BCCIE will carry out, as outlined in the BCCIE Operational Plan. | BCCIE is working collaboratively with the Ministry to establish and implement its Operational Plan. The specific goals, actions and timelines of the operational plan are consistent with the goals and deliverables of the BC International Education Strategy. |
| Meet monthly with the Ministry to review progress on activities and initiatives undertaken with respect to implementing the Strategy, including reporting and sharing information on ongoing and prospective activities, financial targets and risk assessments. | BCCIE submits reports on an ongoing basis and holds regular monthly team conference calls with the Ministry to provide updates and status reports. |
| Administer the Education Quality Assurance (EQA) designation according to the EQA Administrative Agreement in place between BCCIE and the Ministry, and account for funding designated to this activity from within general funding provided to BCCIE by the Ministry. | BCCIE handles the administration of EQA on an ongoing basis and is in regular contact with the Ministry's EQA team. |

SUMMARY FINANCIAL OUTLOOK

OVERVIEW

BCCIE's core operations are funded by the Province through the Ministry of Advanced Education. Funding provided is augmented by revenue earned from EQA new application and renewal fees, and from fees derived from certain professional development activities, such as Summer Seminar. The activities outlined in this Service Plan will be primarily funded by BCCIE's core operating grant and augmented with the revenue from BCCIE events, additional government contracts and EQA application and renewal fees.

Two tables are provided:

- Table 1 shows fiscal year 2012/13 (actual) and fiscal year 2013/14 (forecast). BCCIE's fiscal year is April 1–March 31.
- Table 2 shows forecasts for the next three fiscal years.

These are presented in two different tables for clarity. During fiscal year 2013/14 BCCIE continued to revise and enhance its accounting system, and it also made key changes to the way in which it presents core service areas. As such, converting figures for the 2012/13 fiscal year to the new methods in order to provide a meaningful comparison against the presentation of the financial information for the next three fiscal years in a single table, proved unfeasible.

BCCIE's financial statements are prepared in accordance with Public Sector Accounting Standards (PSAS) for provincial reporting entities established by the Canadian Public Sector Accounting Board. Commencing with the 2011/12 fiscal year, BCCIE was mandated to adopt PSAS without not-for-profit provisions. BCCIE's auditor is Steele and Company, based in Vancouver, BC.

SUMMARY FINANCIAL OUTLOOK

FINANCIAL SUMMARY TABLE 1: FY 2012/13 (ACTUAL) AND FY 2013/14 (FORECAST)

In fiscal year 2012/13, BCCIE was able to earn additional revenue through contracts with other Ministries, such as the Ministry of Jobs, Tourism and Skills Training. These contracts were for activities such as the China Education Expo. The accumulated surplus represents the combined total of BCCIE's term deposit and any operational profit or loss. This accumulated surplus is held as contingency for staff severance packages, lease penalty payments, and other operations costs and liabilities that would be incurred in the event of significant cuts to funding or a wind-down. For fiscal year 2013/14, it is expected that BCCIE will balance the budget and will not have a surplus to contribute to the contingency.

| | 2012/13 (ACTUAL) | 2013/14 (FORECAST) |
|--|------------------|--------------------|
| REVENUE | | |
| Provincial Grant - General Operations | 1,300,000 | 1,300,000 |
| Provincial Grant - EQA | 200,000 | 200,000 |
| EQA (Renewal and New App Fees) ¹ | 176,931 | 120,000 |
| Summer Seminar ² | 105,373 | 153,290 |
| Professional Development | 13,600 | 12,375 |
| Other Government Contracts | 131,988 | - |
| Bank Interest | 6,435 | 8,000 |
| TOTAL REVENUE | 1,934,327 | 1,793,665 |
| EXPENSES | | |
| General Operations (IT, Board Meetings, Supplies, Salaries, Lease, etc.) | 1,009,719 | 1,086,132 |
| Operations ³ | 127,707 | 272,813 |
| Salaries | 803,520 | 728,320 |
| Lease | 78,493 | 85,000 |
| EQA ⁴ | 275,706 | 204,918 |
| Summer Seminar | 92,512 | 134,488 |
| Professional Development | 14,294 | 13,186 |
| Outgoing Missions | 68,411 | 50,100 |
| Incoming Delegations | 35,508 | 13,700 |
| Familiarization Tours | 10,006 | 28,656 |
| Market Support (incl. Signature Events) | 29,922 | 62,700 |
| Communications | 47,947 | 39,884 |
| StudyinBC | 34,842 | 24,700 |
| Internationalization (BCSAC, China, Other) | 6,161 | 135,200 |
| TOTAL EXPENSES | 1,625,030 | 1,793,665 |
| NET INCOME (LOSS) | 309,296 | - |
| TOTAL DEBT | - | - |
| ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR | 391,673 | 700,969 |
| ACCUMULATED SURPLUS AT END OF THE YEAR | 700,969 | 700,969 |

1. Despite actual revenue for EQA renewals in 2012/13 being higher than estimated, the anticipated 2013/14 revenue for EQA renewals remained conservative at 120,000.

2. 2013/14 revenue for Summer Seminar increased due to an anticipated increase in conference participation.

3. The budget for Operations in 2013/14 included an allocation of approximately 130,000 to be put toward the BCCIE contingency.

4. The reduced budget for EQA in 2013/14 occurred due to a change in the way in which EQA funds were allocated to BCCIE projects.

SUMMARY FINANCIAL OUTLOOK

FUTURE FINANCIAL OUTLOOK

The forecasts provided here do not reflect any additional contract revenue as this amount is unpredictable. The forecasts and the corresponding activity are provided within the context of the current funding level plus the estimated revenue generated through new EQA application and renewal fees.

BCCIE's forecast is based on the following key assumptions:

- BCCIE will exist for the next three fiscal years in its present form and with its present mandate direction and funding level;
- BCCIE will continue to develop strategies to manage its expenditures while, as per encouragement from the Ministry, seek opportunities to earn additional revenue from professional development offerings where appropriate, as well as from additional government contracts;
- BCCIE will maintain the equivalent of 10 full-time staff members and have co-op students and/or contract employees augment the team as needed for key projects, and;
- Expenses reflect 3% inflationary increases year over year for most budget items.

SUMMARY FINANCIAL OUTLOOK

FINANCIAL SUMMARY TABLE 2: FY 2014/15 – FY 2016/17 FORECAST

| | 2014/15 (BUDGET) | 2015/16 (BUDGET) | 2016/17 (BUDGET) |
|--|---------------------|---------------------|---------------------|
| REVENUE | | | |
| Provincial Grant - General Operations | 1,300,000 | 1,300,000 | 1,300,000 |
| Provincial Grant - EQA | 200,000 | 200,000 | 200,000 |
| EQA (Renewal and New App Fees) ¹ | 165,000 | 165,000 | 165,000 |
| Summer Seminar ² | 223,055 | 229,747 | 236,639 |
| Professional Development | 14,850 | 14,850 | 14,850 |
| Familiarization Tours (Institutional Support) | | | |
| Other Government Contracts ³ | | | |
| Bank Interest ⁴ | 8,000 | 8,000 | 8,000 |
| TOTAL REVENUE | 1,910,905 | 1,917,597 | 1,924,489 |
| EXPENSES | | | |
| General Operations (IT, Board Meetings, Supplies, Salaries, Lease, etc.) | 1,112,888 | 1,118,523 | 1,138,830 |
| Operation ⁵ | 162,292 | 139,409 | 130,342 |
| Salaries | 863,046 | 888,938 | 915,606 |
| Lease | 87,550 | 90,176 | 92,882 |
| EQA | 215,967 | 220,608 | 224,889 |
| Core Service Areas | | | |
| Goal 1 - Internationalization | 91,950 | 80,639 | 84,509 |
| Goal 2 - Market Support ⁶ | 255,660 | 280,196 | 252,099 |
| Goal 3 - Communications & Professional Development | 234,440 | 217,633 | 224,162 |
| TOTAL EXPENSES | 1,910,905 | 1,917,597 | 1,924,489 |
| NET INCOME (LOSS) | - | - | - |
| TOTAL DEBT | - | - | - |
| ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR | 700,969 | 700,969 | 700,969 |
| ACCUMULATED SURPLUS AT END OF THE YEAR⁷ | 700,969 | 700,969 | 700,969 |

1. As there has been a consistent increase in the number of EQA schools over the past 3 years, EQA revenue is now based on 110 schools.

2. Summer Seminar revenue is expected to increase over the years due to anticipated conference growth.

3. Forecasts do not include revenue from other government contracts.

4. Bank interest is from term deposits.

5. Operations budget no longer includes money allocated to build BCCIE's contingency as amount in contingency is now sufficient.

6. Fluctuations year to year in budget for market support are due to a cycling of conference event participation. BCCIE will only have a presence at some conferences and events every two to three years.

7. Accumulated surplus is BCCIE's contingency amount for liabilities such as severance packages, lease penalties, other professional fees and other costs that would be incurred if a major funding cut or wind down were to occur.

CAPITAL PLAN

BCCIE expects to spend approximately \$15,000 upgrading computer hardware in fiscal year 2015/16.

APPENDIX A – 2013/14 – 2015/16

SERVICE PLAN PERFORMANCE MEASURES

Goal 1: Coordinated Leadership

The objective of this goal is to support the International Education sector and the Provincial Government goal of creating a globally oriented education system in British Columbia, by providing coordinated leadership in promoting a culture of quality and excellence in internationalization, and by sharing best practices in International Education based on in-depth knowledge, experience and global relationships for the benefit of BC’s diverse international education sector.

| GOAL 1: COORDINATED LEADERSHIP | | | | |
|---|--|--------------------|---------------------|-----------------------|
| STRATEGIES: | PERFORMANCE MEASURES: | TARGETS: | | |
| | | 2013/14 | 2014/15 | 2015/16 |
| Undertake sector-wide initiatives to develop and promote a culture of excellence in internationalization | Assessment of increased collaboration, partnerships and mentorships across the K-12 and post-secondary education sectors that have been encouraged by BCCIE in order to assist smaller institutions in developing and implementing internationalization strategies | one case study | one case study | one case study |
| Develop and launch a formal mentorship program to support succession planning and the training of new professionals | Number of mentors and mentees active in the program | one key mentorship | two key mentorships | three key mentorships |

Goal 2: Market Support

The objective of this goal is to support the International Education sector and the Provincial government goals of ensuring that all students receive quality learning and life experiences, and maximizing the benefits of international education for all communities, families and businesses by assisting in positioning the Province as Canada’s preferred destination for learners at all levels from around the world.

| GOAL 2: MARKET SUPPORT | | | | |
|---|---|----------|---------|---------|
| STRATEGIES: | PERFORMANCE MEASURES: | TARGETS: | | |
| | | 2013/14 | 2014/15 | 2015/16 |
| Organize and implement government and sector missions, major events and the hosting of incoming delegations, familiarization tours and student mobility initiatives | Number of outgoing missions per year; this includes Senior Government and other market support missions | 4 | 4 | 4 |
| | Number of incoming delegations per year | 6 | 6 | 6 |

APPENDIX A – 2013/14 – 2015/16 SERVICE PLAN PERFORMANCE MEASURES

Goal 3: Communication, Professional Development and Service

The objective of this goal is to support the International Education sector and the Provincial government goal of creating a globally oriented education system in British Columbia by providing effective professional development offerings, research, services and strategic communications to all international education stakeholders in BC.

| GOAL 3: COMMUNICATION, PROFESSIONAL DEVELOPMENT AND SERVICE | | | | |
|---|--|--|--|--|
| STRATEGIES: | PERFORMANCE MEASURES: | TARGETS: | | |
| | | 2013/14 | 2014/15 | 2015/16 |
| Expand upon the work of the existing BC Study Abroad Consortium (BCSAC) to increase access to information on post-secondary study abroad opportunities and benefits | Number of schools engaging with and participating in the BCSAC program | Refresh content and maintain 18 participating schools / institutions | Maintain 20 participating schools / institutions | Maintain 22 participating schools / institutions |
| Develop and coordinate a series of professional development offerings that are relevant to all participants in BC's IE sector (Summer Seminar, Roundtables, Webinars, Seminars and Workshops) | Number of offerings | 9 | 10 | 10 |

CONTACT INFORMATION

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