

# **British Columbia Council for International Education**

## **2017/18 – 2019/20 SERVICE PLAN**

**September 2017**



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](mailto:bccie@bccie.bc.ca)**

or visit our website at [www.bccie.bc.ca](http://www.bccie.bc.ca)

## Board Chair Accountability Statement



The 2017/18 - 2019/20 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 the 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 August 30, 2017 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 blue ink, which appears to read "J. Hamilton". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jim Hamilton  
Board Chair

## **Table of Contents**

Board Chair Accountability Statement .....	3
Strategic Direction and Operating Environment.....	5
Strategic Direction .....	5
Operating Environment.....	5
Performance Plan .....	7
Financial Plan.....	12
Summary Financial Outlook.....	12
Key Forecast Assumptions, Risks and Sensitivities .....	13
Management’s Perspective on the Financial Outlook .....	13
Appendix A: Hyperlinks to Additional Information.....	14
Corporate Governance .....	14
Organizational Overview .....	14

## **Strategic Direction and Operating Environment**

### **Strategic Direction**

In British Columbia, international education requires a balanced province-wide approach that meets the needs of domestic students while encouraging the presence of international students. This approach supports the global two-way flow of students, educators and ideas between countries to contribute to diversity, innovation and global awareness. A strategic and managed approach will also provide opportunities for all regions of the province to benefit from international education. As a key partner supporting government engagement in international education activities, the purpose of BCCIE is to promote international education in and for the Province of British Columbia, and to promote and enhance British Columbia's international reputation for education.

In its 2017/18 Mandate Letter, BCCIE is directed to take into consideration the overall strategic direction of Government when developing its service plan to help deliver on priorities and provide effective programs and services to all British Columbians. This includes the following three key commitments:

- make life more affordable;
- deliver the services that people count on; and,
- build a strong, sustainable, innovative economy that works for everyone.

This direction is reflective of and aligned with Minister of Advanced Education, Skills and Training Mandate Letter directives.

To implement this mandate, BCCIE works collaboratively and in a coordinated way with partner Ministries, including Advanced Education, Skills and Training; Education; and Jobs, Trade and Technology, and key educational organizations to undertake initiatives that support sector and provincial priorities for international education. Through these activities BCCIE delivers key services expected by the education sector in B.C., and contributes to the development of a robust and innovative economy. Activities focus on the following three areas:

- Increase international participation throughout the British Columbia public and private education system, including post-secondary institutions, K-12 schools and language schools;
- Provide market support for the international education sector in British Columbia, including government and sector missions abroad; and
- Provide communication and professional development for the international education sector in British Columbia, including Summer Conference.

### **Operating Environment**

International education activities provide social and cultural opportunities that benefit all British Columbians and contribute to the growth of communities and the provincial economy. BCCIE supports the planned and strategic internationalization efforts of B.C.'s public and independent K-12 schools, public and private post-secondary institutions and language schools. These efforts include opportunities for all domestic students to have more global educational experiences as well as the attraction and retention of international students. Study abroad provides British Columbians with

skills and knowledge to help them succeed in today's global economy and the presence of international students in schools, campuses and communities promotes diversity and enhances intercultural awareness. BCCIE is well placed to assist schools and institutions to enhance study abroad opportunities, promote diversity, intercultural awareness and inclusiveness, and augment their student services to ensure supports are in place to help all students achieve their educational goals in British Columbia.

The international education sector in British Columbia continues to experience growth. The number of international students studying in B.C. increased by 52 per cent between 2010 and 2016 (from 90,037 in 2010 to 136,905 in 2016). In 2015, international students spent approximately \$3.5 billion on tuition, accommodation and other living expenses and supported over 29,300 jobs. While the number of international students has increased throughout the province, approximately 80 per cent are studying in the Lower Mainland. There is opportunity for BCCIE to focus on enhancing internationalization efforts, and sharing the social, cultural and economic benefits of international education to all communities throughout the province as a way of addressing concerns about regional concentration of students and capacity to sustain growth.

The global landscape of international education is changing. Competition for internationally mobile students is increasing, most notably from Australia and New Zealand. These countries have grown their international student enrolment rates considerably in recent years. Student mobility patterns are also shifting. Countries such as China and South Korea, which typically have been large senders of international students, are now increasing investment in their education systems in an effort to educate their students "at home". As well, demographic shifts expected over the next few years are impacting the sector, including the continued and marked decline of 20-24 year olds in China and other leading source markets. To mitigate and respond to these challenges, British Columbia and BCCIE will develop strategic, targeted and intentional initiatives to support provincial priorities for international education.

Institutions and schools in British Columbia continue to diversify the international student population through the expansion of programs of study and seeking new and emerging source countries. This further expansion presents sustainability considerations to BCCIE as an organization, challenging its ability to meet education sector needs for all markets. BCCIE will continue to support the sector to ensure all B.C. schools and institutions are well positioned to attract, host and retain international students from new markets, as well as increase opportunities for B.C. students to study abroad, but will focus on specific and targeted activities, including capacity building, sharing best practices and coordinating education missions that fall within operational capability.

Attracting the best and brightest students from around the world provides an important potential source of global talent that is necessary for British Columbia's long-term prosperity and sustainable, innovative economy. New developments in Federal immigration policies that support international students studying in Canada present opportunities for British Columbia and BCCIE. Recent changes to the Express Entry program are expected to benefit international student graduates, better supporting their pathway to permanent residency. British Columbia and Canada are well positioned to leverage these changes and larger global trends as international students seek to complete their studies in a welcoming, safe and stable environment.

BCCIE will continue to work closely with partner Ministries to develop a strategic approach to address the future of international education in British Columbia.

## **Performance Plan**

### **Goals, Objectives, Strategies and Performance Measures**

BCCIE facilitates the growth of international education in B.C., promotes the two-way global flow of students and ideas, and encourages an increased international outlook of the B.C. education system. Specifically, BCCIE provides opportunities for the sector to learn from experts in the international education field, coordinates and supports incoming delegations and familiarization tours, organizes and implements government and sector missions abroad, reports on the economic impact of international education in B.C., and works to grow the B.C. brand and online presence.

BCCIE works closely with the Ministry of Advanced Education, Skills and Training to develop an annual Operational Plan to ensure close collaboration, ensuring activities are aligned with government priorities. The organization remains focused on improving cost consciousness and accountability across its activities. BCCIE strives to provide a high level of service to stakeholders, and continues to monitor client satisfaction as a form of accountability.

#### **Goal 1: Increase International Participation throughout our Education System**

The purpose of this goal is to create a globally oriented education system in British Columbia – a system that embraces diversity and positions all students for success. This goal reflects the BCCIE Mandate Letter direction to support Government’s commitment to build a strong, sustainable and innovative economy.

#### **Strategies**

- Expand the number of pairings (from seven to eight pairs) for the BCCIE International Education Mentorship Program through an annual call for applications;
- Increase institutional participation (from 24 to 25 institutions) in the BC Study Abroad (BCSA) Consortium and increase student participation in study abroad opportunities through active outreach to B.C. post-secondary institutions, K-12 school districts and independent schools; and,
- Work collaboratively with the Ministry of Education to support student and teacher mobility to/from established international education markets through the administration of the international education scholarship program.
- Work with schools and institutions in all regions of the province to increase their internationalization efforts.

**Performance Measure 1: Satisfaction with the International Education Mentorship Program**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of BCCIE International Education Mentorship Program participants who were either satisfied (4.0) or very satisfied (5.0) with the program <sup>1</sup>	100%	90%	90%	90%

**Data Source:** BCCIE

<sup>1</sup> BCCIE surveys existing mentors and mentees on an annual basis, using a standard five-point Likert scale to measure program satisfaction (1.0 = very dissatisfied; 2.0 = dissatisfied; 3.0 = neither dissatisfied nor satisfied; 4.0 = satisfied; 5.0 = very satisfied). In 2016/17, BCCIE surveyed 11 of the 12 participants in the program.

**Discussion**

The BCCIE International Education Mentorship Program is a key initiative that supports the growth and development of the international education sector in the Province. The program facilitates the transfer of knowledge and expertise from experienced international education professionals to new practitioners, enabling a stronger sector and increasing the competitive advantage of B.C. The program supports and encourages succession planning and maintains the recognized professionalism of practitioners in this sector.

This measure demonstrates success in building the capacity of international education practitioners in B.C. to increase the international outlook of their institutions, which strongly supports the BCCIE goal to increase international participation throughout the B.C. education system. BCCIE also facilitates increased international participation in the system through administration of a Ministry of Education scholarship program, which leads to enhanced diversity and an enriched learning environment in B.C. schools, institutions and communities with the presence of additional international students.

Performance has been high for this measure over the last few years, and BCCIE strives to maintain this consistently high level of service for the sector. BCCIE will continue to monitor progress against targets and may adjust them in the future.

**Goal 2: Provide Market Support for the International Education Sector in B.C.**

The purpose of this goal is to assist in positioning British Columbia as the preferred destination in Canada for learners from around the world. This goal reflects the BCCIE Mandate Letter direction to support Government’s commitment to build a strong, sustainable and innovative economy.

## Strategies

- Organize and implement government and education sector missions and major events, host incoming delegations and familiarization tours, and grow the B.C. brand; and,
- Participate in and coordinate a strong B.C. presence at the Department of Global Affairs Canada signature events to maximize the competitive advantage of B.C.

### Performance Measure 2: Satisfaction with Coordination of Missions

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of B.C. participants who were either satisfied (4.0) or very satisfied (5.0) with the coordination and organization of the Team BC mission <sup>1</sup>	100%	95%	95%	95%

**Data Source:** BCCIE

1 BCCIE surveys participants, using a standard five-point Likert scale to measure their satisfaction with the coordination and organization of the mission (1.0 = very dissatisfied; 2.0 = dissatisfied; 3.0 = neither dissatisfied nor satisfied; 4.0 = satisfied; 5.0 = very satisfied). The missions to Brazil, the Philippines, Southeast Asia, and Japan were surveyed. 75 people participated in the program with 43 responding to the surveys (57 per cent response rate), primarily consisting of school/institution staff. All respondents were satisfied or very satisfied.

## Discussion

Team BC missions to new and emerging markets of Brazil and Southeast Asia and more established markets of China and Japan in 2016/17 help to position B.C. as a leading destination for international students. They support B.C. institutions, schools and school districts to develop partnerships and enhance their profiles. Team BC missions refer to senior government missions and other missions abroad that are coordinated and organized by BCCIE, and may include a delegation of B.C. K-12 school districts and independent schools, public and private post-secondary institutions and language schools. These missions also include a series of value added events hosted and organized by BCCIE, such as networking receptions and in-market institutional visits that are designed to facilitate broader, coordinated market engagement for B.C. institutions. They do not include feasibility missions to explore market opportunities.

This measure is an indicator of success in promoting the world class education system in B.C. internationally, thereby maximizing the benefits of international education for all campuses and communities throughout the province. BCCIE strives for continued high performance under this measure, a key service to the sector.

**Performance Measure 3: Number of International Students studying in B.C.**

Performance Measure <sup>1,2</sup>	Baseline <sup>1</sup>	2016 Actual	2017 Target	2018 Target	2019 Target
International students studying in British Columbia <sup>3,4</sup>	90,037	136,905	TBD	TBD	TBD

**Data Source:** Immigration, Refugees and Citizenship Canada (IRCC), Research DataMart (RDM) as of March 2016 (baseline – 2015), January 2017 (2016 actual).

1 Baseline and targets established in the International Education Strategy, launched in May 2012, were restated to reflect new IRCC reporting methodology. The Baseline year is 2010.

2 Includes students enrolled in kindergarten to grade 12 schools, public and private post-secondary institutions and private language schools.

3 Reports the number of permit holders with valid study permit(s) in the calendar year. This is a unique count of all persons who held one or more valid permits on one or more dates between January 1st and December 31st. Data as of March 2016 and January 2017 are subject to change and may differ from those reported in the annual IRCC Facts and Figures report.

4 Defined by the intended destination as specified on the permit and, when the intended destination is not specified for permits signed on or after January 1st, 2012, the last known address of the permit holder as of December 31st of the given year is used.

**Discussion**

Engaging in international education activities increases the global orientation of the B.C. education system and helps all students develop important intercultural competencies. International students enrich classrooms, campuses and communities throughout B.C. The presence of international students in the province also creates jobs, fosters research and innovation, supports economic growth and helps meet provincial labour market needs.

BCCIE is one of many partners in B.C. working together to increase the two-way flow of students between countries, including the number of B.C. students that study abroad and the number of international students that choose B.C. as a study destination. Although BCCIE is not directly responsible for recruiting students, an expected outcome of government-led and coordinated sector Team BC missions, and hosting international delegations, is an increase in the number of international students who choose B.C. as a study destination. The organization is also responsible for the promotion of B.C. as a world class education destination. The contribution of BCCIE is important and therefore the target is included as a measure in the service plan.

The 2016 actuals exceeded the overall target of 135,056. Future targets will be determined in coordination with work to develop a strategic and planned approach to address the future of international education in British Columbia.

**Goal 3: Provide Communication and Professional Development for the International Education Sector**

The purpose of this goal is to provide effective professional development offerings, research, services and strategic communications to all international education stakeholders in British Columbia. This goal reflects the BCCIE Mandate Letter direction to support Government’s commitment to deliver the services that people count on.

## Strategies

- Plan, organize and host an annual Summer Conference; and,
- Develop and coordinate a series of professional development offerings relevant to all participants in the international education sector.

### Performance Measure 4: Satisfaction with Professional Development Events and the Annual Summer Conference

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of participants who were either satisfied (4.0) or very satisfied (5.0) with the professional development offerings organized by BCCIE including the annual Summer Conference <sup>1</sup>	95%	93%	94%	95%

**Data Source:** BCCIE

<sup>1</sup> BCCIE surveys participants, using a standard five-point Likert scale to measure their satisfaction with events (1.0 = very dissatisfied; 2.0 = dissatisfied; 3.0 = neither dissatisfied nor satisfied; 4.0 = satisfied; 5.0 = very satisfied). There were 272 participants in the Professional Development events and 430 attendees at the Summer Conference, primarily comprised of school/institution staff. The response rate for Professional Development events was 56 per cent and for the Summer Conference, 34 per cent.

## Discussion

Professional development events and the BCCIE Summer Conference bring stakeholders together to share best practices, discuss new ideas and collaborate on a variety of topics such as marketing and recruitment, study abroad, intercultural competencies and student services.

BCCIE hosts a minimum of nine professional development events per year in addition to the Summer Conference; topics are determined in collaboration with partner ministries. Satisfaction with professional development events is an indicator of success in building the capacity to create a globally oriented education system.

In 2016/17, BCCIE achieved a 95 per cent satisfaction rate, therefore targets for 2017/18 – 2019/20 remain unchanged. Year on year comparison of data will determine if targets for future years should change.

## Financial Plan

### Summary Financial Outlook

	2016/17 (Actual)	2017/18 (Budget)	2018/19 (Budget)	2019/20 (Budget)
<b>REVENUE</b>				
Provincial Grant - General Operations	1,500,000	1,500,000	1,500,000	1,500,000
Provincial Grant – Education Quality Assurance <sup>1</sup>	25,000	20,000	-	-
EQA (Reapplication and New App Fees) <sup>2</sup>	17,325	18,000	-	-
BCCIE Summer Conference <sup>3</sup>	300,407	267,585	275,613	283,881
Professional Development <sup>4</sup>	1,440	28,470	4,440	4,440
Familiarization Tours (Institutional Support)	11,700	-	-	-
Mission	59,200	-	-	-
Other Government Contracts <sup>5</sup>	710,512	456,305	-	-
Bank Interest <sup>6</sup>	10,288	17,000	17,000	17,000
<b>TOTAL REVENUE</b>	<b>2,635,872</b>	<b>2,307,360</b>	<b>1,797,053</b>	<b>1,805,321</b>
<b>EXPENSES</b>				
General Operations (Information Technology, Board Meetings, Supplies, etc.)	1,344,324	1,433,562	1,417,238	1,432,417
<i>Operations</i>	<i>129,340</i>	<i>135,984</i>	<i>119,934</i>	<i>119,935</i>
<i>Salaries</i>	<i>1,109,922</i>	<i>1,191,073</i>	<i>1,187,604</i>	<i>1,199,491</i>
<i>Lease</i>	<i>105,062</i>	<i>106,505</i>	<i>109,700</i>	<i>112,991</i>
EQA <sup>7</sup>	22,169	13,450	-	-
Goal 1 - Internationalization <sup>8</sup>	645,936	438,666	25,475	26,541
Goal 2 - Market Support	354,868	191,985	137,100	127,100
Goal 3 - Communications & Professional Development	256,587	229,697	217,240	219,263
<b>TOTAL EXPENSES</b>	<b>2,623,884</b>	<b>2,307,360</b>	<b>1,797,053</b>	<b>1,805,321</b>
<b>NET INCOME (LOSS)</b>	11,988	-	-	-
<b>TOTAL DEBT</b>	-	-	-	-
<b>ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR</b>	755,618	767,606	767,606	767,606
<b>ACCUMULATED SURPLUS AT END OF THE YEAR</b>	767,606	767,606	767,606	767,606

Notes:

1. In 2016/17, BCCIE continued to be responsible for the collection and processing of some EQA payments, vendor management and database hosting. BCCIE also received a government grant in 2017/18 to support these functions as the EQA administration transition to the Ministry of Advanced Education, Skills and Training concludes.
2. BCCIE received EQA reapplication revenue in 2016/17 for a small subset of EQA institutions and also received revenue for the same in 2017/18.
3. In 2017/18, revenue from BCCIE's Summer Conference (previously known as Summer Seminar) is expected to increase due to an increase in number of conference delegates.
4. Professional Development revenue increased for 2017/18 as BCCIE plans to host a large 2-day workshop. Subsequent years are reduced to be more reflective of regular ongoing Professional Development revenue.
5. Forecast for 2017/18 includes a contract from the Ministry of Education for mobility initiatives; funding from the Ministry of Advanced Education, Skills and Training for the Northern Marketing Initiative; and a contract from the Ministry of Jobs, Trade and Technology for Vietnam Market Development. Forecasts for future years do not include other government contracts.
6. Bank interest is from term deposits.
7. BCCIE continued to provide vendor management and database hosting and had some expenses for these functions in 2016/17 and is expected to have the same for 2017/18.
8. In 2017/18, the budget for Goal 1 includes scholarships to be administered as a part of the Ministry of Education contract.

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

The BCCIE forecast is based on the following key assumptions:

- operating funds from the Ministry of Advanced Education, Skills and Training for jointly agreed activities;
- additional contract revenue from the Ministry of Education for 2017/18; and,
- the transition of EQA administration to the Ministry of Advanced Education, Skills and Training concluding in 2017/18.

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

The development of a strategic approach to address the future of international education in British Columbia is underway. BCCIE will work closely with partner ministries to assess the potential impact on the capacity and operations of BCCIE in particular to assess new opportunities that may be in addition to those identified in the BCCIE 2017/18 Operational Plan.

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. This may result in a requirement for BCCIE to support additional government missions or other activities beyond those identified in the Operational Plan. The current budget does not include contingencies for additional government missions.

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

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

### **Corporate Governance**

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

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

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

### **Organizational Overview**

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

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

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

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