

British Columbia Council for International Education

2017/18 - 2019/20 SERVICE PLAN

February 2017



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Accountability Statement

The 2017/18 - 2019/20 British Columbia Council for International Education (BCCIE) service plan was prepared under the direction of the Board in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with the strategic priorities and fiscal plan of government. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 30, 2017 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles, the mandate and goals of BCCIE, and focus on aspects critical to the performance of the organization. The targets in this plan have been determined based on an assessment of the operating environment, forecast conditions, risk assessment and past performance of BCCIE.



Jim Hamilton
Board Chair

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Strategic Direction and Context

Strategic Direction

In 2012, under *Canada Starts Here: The BC Jobs Plan*, government identified International Education as a key priority sector and released [British Columbia's International Education Strategy](#). As a key partner, the purpose of BCCIE is to promote International Education in and for the Province of British Columbia, to promote and enhance British Columbia's international reputation for education and to support the Strategy.

In its 2017/18 Mandate Letter, BCCIE is directed to work collaboratively and in a coordinated way with partner Ministries, including Advanced Education, Education, International Trade and Jobs, Tourism and Skills Training, and key educational organizations to take the following strategic actions for 2017/18:

- Undertake initiatives that support sector and provincial priorities for International Education, focusing on the following three areas:
 - Increase international participation throughout the British Columbia 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 2017 (formerly Summer Seminar).
- Inform a refresh of the International Education Strategy. International education continues to be a key driver in growth of the provincial economy and is a priority sector under the BC Jobs Plan. International education activities contribute social, cultural and economic opportunities that benefit all British Columbians.

BCCIE will continue to work with the Ministry of Advanced Education to ensure activities and internal practices are in alignment with the Taxpayer Accountability Principles (TAP). Respect, accountability and cost consciousness are priorities for all aspects of services BCCIE provides to the International Education sector.

Operating Environment

The International Education sector in British Columbia continues to experience growth. The number of international students studying in BC increased by 44 percent between 2010 and 2015 (from 90,037 in 2010 to 130,053 in 2015). In 2015, international students spent approximately \$3.5 billion on tuition, accommodation and other living expenses and supported over 29,300 jobs. International Education represents a significant amount of the trade of the Province in some key markets, highlighting the importance of this sector.

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 targeted and intentional initiatives to support provincial priorities for International Education.

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.

Driven by necessity, institutions and schools in British Columbia continue to further 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. In response to this trend, BCCIE will continue to support the sector to ensure all BC schools and institutions are well positioned to attract, host and retain international students from new markets, but will focus on specific and targeted activities of capacity building, sharing best practices and coordinating education missions that fall within operational capability.

BCCIE has been working closely with the Ministries of Advanced Education, Education, International Trade and Jobs, Tourism and Skills Training on the development of a refreshed International Education Strategy. This work is ongoing and the release of a refreshed Strategy may provide further opportunities for BCCIE to support provincial priorities for International Education.

Performance Plan

Goals, Strategies, Performance Measures and Targets

As outlined in the Mandate Letter, BCCIE is a key partner in supporting sector and provincial priorities for International Education. BCCIE has three Strategic Goals that directly underpin provincial priorities:

1. Increase International Participation throughout our Education System;
2. Provide Market Support for the International Education sector in BC; and,
3. Provide Communication and Professional Development for the International Education sector.

BCCIE facilitates the growth of International Education in BC, promotes the two-way global flow of students and ideas, and encourages increased international outlook of the BC 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 BC, and works to grow the BC brand and online presence.

BCCIE continues to work with the Ministry of Advanced Education on elements related to TAP, including the implementation of the Strategic Engagement Plan which facilitates close collaboration between the Ministry and the Crown. The organization remains focused on improving cost consciousness (efficiency) 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 and integrity.

Goal 1: Increase International Participation throughout our Education System

Objective: to create a globally oriented education system in British Columbia – a system that embraces diversity and positions all students for success.

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 BC post-secondary institutions, K-12 school districts and independent schools; and,
- Work collaboratively with the Ministry of Education to support incoming students from established International Education markets through the administration of a scholarship program.

Performance Measure 1: Satisfaction with the International Education Mentorship Program

Performance Measure	2015/16 Actual	2016/17 Forecast	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 ¹	89%	90%	90%	90%	90%

Data Source: BCCIE

¹ 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).

Discussion

The BCCIE International Education Mentorship Program is a key initiative that reflects the mandate of the organization to support 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 growth of the sector and increasing the competitive advantage of BC. 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 BC to increase the international outlook of their institutions, which strongly supports the BCCIE goal to increase international participation throughout the BC 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 in BC 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 BC

Objective: to assist in positioning British Columbia as the preferred destination in Canada for learners from around the world.

Strategies

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

Performance Measure 2: Satisfaction with Coordination of Missions

Performance Measure	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
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 ¹	82%	95%	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).

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 BC as a leading destination for international students. They support BC 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 BC 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 BC 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 BC internationally, thereby maximizing the economic benefits of International Education, and supporting a key provincial priority for International Education. BCCIE strives for continued high performance under this measure, a key service to the sector.

In 2015/16, BCCIE did not meet the target of 95%, due to a number of contributing factors including low in-market response rates to surveys and challenges presented by being the inaugural year of a Team BC mission to Southeast Asia; however preliminary results for 2016/17 suggest the target for this measure may be achieved. Year on year comparison of data will determine if targets for future years should be adjusted.

Performance Measure 3: Number of International Students studying in BC

Performance Measure ^{1,2}	Baseline	2015 Actual	2016 Target ⁵	2017 Target	2018 Target
International students studying in British Columbia ^{3,4}	90,037	130,053	135,056	TBD	TBD

Data Source: Immigration, Refugees and Citizenship Canada (IRCC), Research DataMart (RDM) as of March 2016.

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

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 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.

⁵ The 2016 data will be presented in the BCCIE service plan report to be published later in 2017. The release of 2016 data will complete reporting on the International Education Strategy. Future targets will be determined under a refreshed International Education Strategy.

Discussion

Significant economic, social and cultural benefits accompany the increased global orientation of the BC education system. International students drive economic growth, create jobs, foster research and innovation and help meet provincial labour market needs. In addition, international students enrich classrooms, campuses and communities.

BCCIE is one of many partners working towards achieving an increased number of international students in the province. 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 BC as a study destination. The organization is also responsible for the promotion of BC 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.

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

Objective: to provide effective professional development offerings, research, services and strategic communications to all International Education stakeholders in British Columbia.

Strategies

- Plan, organize and host an annual Summer Conference (formerly Summer Seminar); 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	2015/16 Actual	2016/17 Forecast	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 ¹	95%	92%	93%	94%	95%

Data Source: BCCIE

¹ 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).

Discussion

Professional development events and the BCCIE Summer Conference are services that incorporate specific issues aligned with deliverables under the International Education Strategy and support provincial priorities for International Education. These events 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.

Although BCCIE exceeded the target of 91% in 2015/16, targets for 2017/18 – 2019/20 remain the same. Year on year comparison of data will determine if targets for future years should change.

Financial Plan

Summary Financial Outlook

	2015/16 (Actual)	2016/17 (Forecast)	2017/18 (Budget)	2018/19 (Budget)	2019/20 (Budget)
REVENUE					
Provincial Grant - General Operations	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Provincial Grant - EQA ¹	-	20,000	-	-	-
EQA (Reapplication and New App Fees) ²	267,625	19,500	-	-	-
BCCIE Summer Conference ³	201,043	215,480	267,585	275,613	283,881
Professional Development ⁴	22,214	2,955	26,220	4,440	4,440
Familiarization Tours (Institutional Support)	-	-	-	-	-
Other Government Contracts ⁵	314,877	588,765	186,875	-	-
Bank Interest ⁶	10,333	17,000	17,000	17,000	17,000
TOTAL REVENUE	2,316,092	2,363,700	1,997,680	1,797,053	1,805,321
EXPENSES					
General Operations (IT, Board Meetings, Supplies, etc.)	1,324,074	1,404,292	1,391,422	1,417,238	1,432,417
<i>Operations</i>	<i>151,704</i>	<i>143,500</i>	<i>130,884</i>	<i>118,884</i>	<i>118,885</i>
<i>Salaries</i>	<i>1,069,308</i>	<i>1,156,092</i>	<i>1,154,033</i>	<i>1,188,654</i>	<i>1,200,541</i>
<i>Lease</i>	<i>103,062</i>	<i>104,700</i>	<i>106,505</i>	<i>109,700</i>	<i>112,991</i>
EQA ⁷	32,140	22,500	-	-	-
Goal 1 – International Participation ⁸	334,689	511,040	189,850	25,475	26,541
Goal 2 - Market Support	356,353	200,753	186,711	137,100	127,100
Goal 3 - Communications & Professional Development	266,499	225,115	229,697	217,240	219,263
TOTAL EXPENSES	2,313,755	2,363,700	1,997,680	1,797,053	1,805,321
NET INCOME (LOSS)	2,337	-	-	-	-
TOTAL DEBT	-	-	-	-	-
ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR	753,281	755,618	755,618	755,618	755,618
ACCUMULATED SURPLUS AT END OF THE YEAR	755,618	755,618	755,618	755,618	755,618

Notes:

- In 2016/17, BCCIE continued to be responsible for the collection and processing of some Education Quality Assurance (EQA) payments, vendor management and database hosting. Although EQA administration has transitioned into the Ministry, BCCIE received a government grant to support these functions in 2016/17.
- BCCIE received EQA reapplication revenue in 2016/17 for a small subset of EQA institutions required to remit application fees. There is no EQA reapplication or new application revenue beginning in 2017/18.
- In 2017/18, revenue from the BCCIE Summer Conference (previously known as Summer Seminar) is expected to increase due to an increase in number of conference delegates.
- Professional Development revenue is expected to increase for 2017/18 as BCCIE plans to host a large 2-day workshop on evaluating International credentials. Subsequent years are reduced to be more reflective of typical ongoing Professional Development revenue.
- Revenue from Government contracts varies year to year and may involve multiple Government contracts from different ministries. Forecast for 2017/18 includes revenue from the Ministry of Education contract. The contract includes funding for scholarships and an administration fee. Forecasts for future years do not include other governments contracts.
- Bank interest is from term deposits.
- BCCIE continued to provide vendor management and database hosting and had some expenses for these functions in 2016/17. Beginning 2017/18, BCCIE will no longer have expenses allocated to EQA.
- In 2017/18, the expenses for Goal 1 include funding for scholarships to be administered as a part of the Ministry of Education contract.

Key Forecast Assumptions

The BCCIE forecast is based on the following key assumptions:

- operating funds from the Ministry of Advanced Education 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 concluding in 2016/17.

Management Perspective on Future Financial Outlook

The economic, cultural, and social significance of International Education to BC 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.

There is ongoing work on the development of a refreshed International Education Strategy. BCCIE will work closely with the partner ministries to assess the potential impact on the capacity and operations of BCCIE, including opportunities provided by the release of a refreshed Strategy that may be in addition to those identified in the BCCIE 2017/18 Operational Plan.

Consistent with the direction under TAP, 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, Ministry of Education and Ministry of International Trade to develop strategies to manage expenditures, leverage partnerships and ensure alignment with the mandate to support key government priorities.

Appendix A: Hyperlinks to Additional Information

Additional information including an organizational overview and further details about the corporate governance structure at BCCIE can be found at www.bccie.bc.ca.

Organizational Overview:

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

Partner Organizations: <http://www.bccie.bc.ca/about/partners>

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

Corporate Governance:

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

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

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