

BC Council for International Education

2019/20 – 2021/22 SERVICE PLAN

February 2019



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

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

Phone: 604-637-6766

Email: bccie@bccie.bc.ca

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

Board Chair Accountability Statement



The 2019/20 – 2021/22 British Columbia Council for International Education (BCCIE) Service Plan was prepared under the Board’s direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government’s strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BCCIE’s mandate and goals, and focus on aspects critical to the organization’s performance. The targets in this plan have been determined based on an assessment of BCCIE’s operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink that reads "Sherri Bell". The signature is written in a cursive, flowing style.

Sherri Bell
Board Chair

Table of Contents

Board Chair Accountability Statement	3
Strategic Direction and Alignment with Government Priorities.....	5
Operating Environment.....	6
Performance Plan.....	6
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 Alignment with Government Priorities

BCCIE is aligned with the Province of British Columbia’s key priorities of delivering services people can count on, building a strong, sustainable economy, making life more affordable and supporting lasting reconciliation with Indigenous peoples.

BCCIE is a key partner supporting government and facilitating engagement in international education activities. The purpose of BCCIE is to promote international education for the Province of British Columbia, and to enhance British Columbia’s international reputation for excellence in education. BCCIE works collaboratively with the Ministry of Advanced Education, Skills and Training, partner ministries including the Ministry of Education and the Ministry of Jobs, Trade and Technology, and with schools, districts and institutions to deliver on the international education priorities of the Province.

In the 2019/20 Mandate Letter from the Minister of Advanced Education, Skills and Training, BCCIE is directed to make substantive progress on government priorities such as Indigenization of the international education sector, supporting the development of the provincial framework for international education and building the capacity of the sector in areas such as study abroad, partnership development and interculturalization. BCCIE delivers on this direction through activities that focus on the following core service areas:

- **Partnerships and Market Development** – developing and maintaining strategic partnerships and networks in new and existing international markets to help schools and institutions diversify their sources of international students. BCCIE works to position B.C. as the destination of choice for international learners and to create opportunities for domestic students to develop global competencies through education experiences abroad.
- **Capacity Building and Leadership** – promoting a culture of quality and excellence in international education and increasing the knowledge, expertise, and capacity of B.C.’s international education sector.
- **Communications and Global Engagement** – communicating and engaging with stakeholders in the sector to share information about opportunities and best practices and to foster positive relationships and collaboration.

BCCIE is aligned with the Government’s key priorities:

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

Operating Environment

British Columbia's international education sector supports student achievement by enriching the intellectual, human, social and career development of international and domestic students in British Columbia. It helps to facilitate the two-way flow of students, researchers, and faculty in support of the development of global competencies; and it helps contribute to a strong, sustainable, and diversified provincial economy by developing a trained and educated workforce.

Canada is known for its safety, quality education programs and pathways to immigration and is a popular education destination for international students from around the globe. While B.C. has benefitted from several years of growth in international student enrolment, particularly concentrated in public post-secondary institutions, British Columbia faces growing competition for international students, both internationally and among other provinces and territories.

The Canadian federal government announced plans in fall 2018 that it would develop a new International Education Strategy for Canada. The federal strategy is expected to be developed at the same time as the B.C. government is developing a framework for international education in the province. This work will provide direction to BCCIE in its ongoing support for the international education sector in B.C.

A key focus for BCCIE in 2019/20 will be to work closely with the Ministry of Advanced Education, Skills and Training, partner ministries and the provincial international education sector to support the development of a provincial framework for international education.

As an additional opportunity in the coming year, BCCIE, in conjunction with Simon Fraser University, will act as the secretariat and host of the Asia Pacific Association for International Education (APAIE) conference in Vancouver in March 2020 – the first time this landmark partnership development conference has been hosted outside of Asia. APAIE supports B.C.'s high international profile – particularly in the Asia Pacific – and contributes to diversification through new partnership development, enhances the BCCIE brand and earns revenue to support B.C. initiatives, programs and international education scholarships in B.C. BCCIE is planning appropriate measures to mitigate the risks associated with hosting APAIE, such as increased demands on BCCIE's human resources and operating capacity.

Supporting reconciliation with Indigenous peoples is a key commitment of the Province of British Columbia, including moving forward on the Truth and Reconciliation Commission (TRC) Calls to Action and consideration of the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). As part of its work to promote diversity and strengthen intercultural awareness and inclusiveness, BCCIE aims to support school districts and post-secondary institutions in their Indigenization responsibilities through education, training and capacity building. BCCIE continues to help institutions identify opportunities to better involve Indigenous students in international education and promote connections between Indigenous and international students.

Performance Plan

BCCIE supports the successful development, promotion and advancement of international education in B.C. Through consultation and direction from the Province and the Board, BCCIE aims to achieve the following goals and objectives. The three overarching goals are interconnected, and the key strategies outlined in each may advance or support one or more goals.

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

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

Objective 1.1: Facilitate international partnership development in education.

International partnerships are an essential part of a globally aware education system. They provide for the two-way flow of students, instructors and ideas between British Columbia and international partners, support learners to attain valuable global skills and are a foundation for future business relationships.

Key Strategies:

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

Performance Measure(s)	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.1a Number of strategic agreements BCCIE signs annually in targeted countries to support further diversification of international education markets ¹	N/A	3	2	2	2
1.1b Number of opportunities for international partnership development between B.C. schools, districts and institutions and international counterparts ²	N/A	New measure	10	11	12

¹ Data Source: BCCIE

² Data Source: BCCIE

Linking Performance Measures to Objectives:

1.1a This measure demonstrates BCCIE’s important role in establishing and maintaining strategic partnerships and Memorandums of Understanding (MOUs) with related organizations in countries and regions determined to be a priority for B.C. These agreements solidify relationships with a range of international partners, including schools and institutions, education organizations and governments, and facilitate global engagement in the education sector that might not have otherwise occurred. Priority partnerships will be selected to support further diversification of international education markets and students in B.C. The measure was introduced in 2018/19 and therefore there is no previous data.

1.1b This is a new measure that demonstrates BCCIE's ability to facilitate strategic relationships and support partnership development between B.C. schools, districts and institutions and key international partners, schools and institutions. For this measure, an opportunity will be defined as an event locally or internationally hosted or organized by BCCIE where B.C. schools and institutions will have the opportunity to meet potential international partners. Examples include events offered as a part of Team BC missions, local familiarization tours and events or business to business (B2B) meetings with international delegations as a part of the annual summer conference.

Discussion:

In the 2018/19 service plan, BCCIE introduced a new measure regarding the number of strategic agreements signed. As this measure is about ensuring that agreements entered into by BCCIE are strategic and promote quality outcomes, it was determined that the targets set would be specific to BCCIE's agreements and would remain constant over time.

A second measure has been added in the 2019/20 service plan to capture how BCCIE's work can support partnership development at the institutional and school level. Targets are based on historical data and include the number of partnership development opportunities, both internationally and locally, facilitated through BCCIE networks and relationships. These opportunities for partnership development may lead to school and institutional level agreements which further support international market diversification. As this is a new measure, targets will be monitored and adjusted in future years, if necessary. Together, the two measures create a more comprehensive picture of how BCCIE's work facilitates opportunities to build international partnerships.

A planned familiarization tour with the Association of College Counselors in Independent Schools (ACCIS) and Team BC missions to Mexico and Southeast Asia in 2019, coordinated by BCCIE, will provide many opportunities for partnership development. In addition, hosting the APAIE Conference in March 2020 and participating in other premier education partnership events will support B.C. institutions, schools and districts to develop connections for student mobility, academic cooperation, partnership development and the attraction of international students.

Goal 2: Provide and develop leadership and expertise in international education.

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

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

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

Key Strategies:

- Expand capacity building opportunities across B.C., particularly in regions outside the Lower Mainland.
- Support the province’s goals for K-12 and post-secondary institutions in the Indigenization of the international education sector to foster greater awareness of B.C.’s and Canada’s Indigenous history among international students.
- Support intercultural training in schools, districts and institutions – particularly for those outside the Lower Mainland – to help ensure faculty, staff, and administration are supported to work with international students.

Performance Measure(s)	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.1a # of capacity building sessions ¹	14	13	12	12	12
2.1b # of participants at capacity building sessions ²	791	1000	750	450	775
2.1c Satisfaction with capacity building sessions and annual Summer Conference ³	93%	94%	95%	95%	95%

¹ Data Source: BCCIE.

² Data Source: BCCIE.

³ Data Source: BCCIE surveys participants, using a standard five-point Likert scale to measure their satisfaction with the coordination and organization of the session.

Linking Performance Measures to Objectives:

2.1.a This measure is an indicator of the extent of capacity building sessions organized and delivered by BCCIE. These events are an effective way to build knowledge, capability and agility within the education sector in B.C. to engage internationally.

2.1.b This measure is an indicator of BCCIE’s success in providing capacity building sessions that are of interest and relevant to the sector. Number of participants indicates the reach and effectiveness of the organization in targeting education sector needs. This metric includes attendees at the annual Summer Conference, comprising the bulk of the participants in this measure. To that end, the measure is greatly influenced by the location of Summer Conference, which changes on a yearly basis. The 2018/19 forecast is high due to a record number of attendees at the Summer Conference in Vancouver and is expected to decrease in 2019/20 when the conference moves back to Whistler. The 2020/21 target is much lower, as BCCIE will not hold the Summer Conference due to hosting APAIE only a few months prior in March of 2020.

2.1.c This measure is an indicator of the stakeholder perspective of the effectiveness of the capacity-building sessions BCCIE organizes, leads and delivers in the province, including the annual Summer Conference. As this is a continuing measure, the forecast and target figures are drawn from previous years’ Service Plans.

Discussion:

Sector capacity building sessions and the BCCIE Summer Conference bring stakeholders together to share best practices, discuss new ideas and collaborate on a variety of topics such as regional or topical challenges, marketing and recruitment, study abroad, intercultural competencies and

student services. In 2019/20, BCCIE will focus on capacity building session outcomes that build indigenization and intercultural competencies and ensure greater accessibility to institutions and practitioners outside the Lower Mainland.

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

BCCIE plays a leadership role in communicating and engaging with stakeholders in the sector, including B.C. students, schools and institutions, international institutions and government partners, to share information about opportunities, best practices and foster positive relationships.

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

Strategic communications with internal and external partners expands and strengthens the provincial education sector profile. Through a variety of in person and digital communication methods, BCCIE shares information about opportunities and best practices and fosters positive relationships and collaborations for the benefit of the entire education sector. As the Province works to develop a balanced and strategic approach to international education, BCCIE will play a critical role in communicating provincial international education priorities.

Key Strategies:

- Share best practices and data by creating and distributing news stories, market intelligence and other communications to profile the positive impact of international education at schools, districts, and institutions in B.C.
- Profile the impact of international education by sharing success stories on the benefits and economic impact of international education in B.C. communities.
- Promote the opportunities and benefits of study abroad experiences for B.C. students and educators.

Performance Measure		2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
3.1a	Total number of annual pageviews for BCCIE website ¹	110,660	135,702	149,272	164,199	180,619

¹ Data Source: BCCIE Google Analytics

Linking Performance Measures to Objectives:

3.1.a Through a variety of initiatives and programs, BCCIE works to support the international education sector in B.C. This measure is an indicator of the effectiveness of BCCIE’s communication strategies which includes messages shared via social media, newsletters, articles and news releases. These communication channels drive traffic back to the BCCIE website and are captured by total pageviews. Google analytics defines pageviews as a view of a page on the site that is being tracked by the analytics tracking code. Pageviews is a metric defined as the total number of pages viewed. Increasing total pageviews annually demonstrates the value and effectiveness of BCCIE’s communication efforts.

Discussion:

The previous measure for this goal – growth of followers on social media channels – has been retired. Changes to the StudyinBC social media strategy were made in 2018/19, including closing some social media platforms that were no longer reaching the intended audience, greatly affecting the overall number of followers and intended outcomes on social media.

A new metric, total pageviews for the BCCIE website, has been added to demonstrate the effectiveness of BCCIE’s communication activities to promote and support provincial international education priorities. BCCIE works hard to ensure all communications, whether through social media channels, the newsletter, feature articles or reports generated, drive traffic back to one central place, the BCCIE website. While there are limitations with this measure as it is not a complete representation of all BCCIE’s communication and engagement strategies, it provides a more comprehensive assessment than the previous performance measure.

In 2018/19, BCCIE has strategically worked to increase the number of articles and content generated on the BCCIE website to increase engagement with stakeholders in the sector. As such, a corresponding increase in total pageviews has resulted. While this is a new measure, future targets are estimated based on historical data. The targets for this measure will be monitored and adjusted in future years, if necessary.

Financial Plan

Summary Financial Outlook

For Service Plan 2019-2020

	2017/18 (Actual)	2018/19 (Forecast)	2019/20 (Budget)	2020/21 (Budget)	2021/22 (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	20,000	-	-	-
EQA (Reapplication and New App Fees) ¹	19,500	18,000	-	-	-
BCCIE Summer Conference ²	293,460	291,085	327,500	-	347,445
APAIE 2020 ³	-	-	102,718	-	-
Professional Development ⁴	39,966	21,700	41,000	15,000	41,000
Familiarization Tours (Institutional Support)	8,792	-	23,000	-	-
Mission	-	-	-	-	-
Other Government Contracts ⁵	1,245,866	264,500	-	-	-
Other Contract Fees	11,621	9,000	-	-	-
Bank Interest	8,867	17,200	16,950	16,950	16,950
TOTAL REVENUE	3,148,072	2,141,485	2,011,168	1,531,950	1,905,395
EXPENSES					
General Operations (IT, Board Meetings, Supplies, etc.)	1,416,714	1,506,380	1,422,910	1,462,051	1,502,366
<i>Operations</i>	<i>119,094</i>	<i>111,600</i>	<i>118,213</i>	<i>118,213</i>	<i>118,213</i>
<i>Salaries</i>	<i>1,191,040</i>	<i>1,286,369</i>	<i>1,194,827</i>	<i>1,230,672</i>	<i>1,267,592</i>
<i>Lease</i>	<i>106,580</i>	<i>108,411</i>	<i>109,870</i>	<i>113,166</i>	<i>116,561</i>
EQA ⁶	12,429	8,000	-	-	-
Program Areas ⁷	1,716,197	627,105	588,258	69,899	403,029
TOTAL EXPENSES	3,145,340	2,141,485	2,011,168	1,531,950	1,905,395
NET INCOME (LOSS)	2,732	-	-	-	-
TOTAL DEBT	-	-	-	-	-
ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR	767,606	770,338	770,338	770,338	770,338
ACCUMULATED SURPLUS AT END OF THE YEAR	770,338	770,338	770,338	770,338	770,338

Notes:

1. In 2019/20, BCCIE will not receive a government grant or EQA reapplication revenue as the EQA transition into the Ministry was completed in 2018/19.
2. BCCIE will host APAIE in March of 2020 so will not host the annual Summer Conference in June 2020. No revenue or expenses will occur for Summer Conference in the 2020/21 fiscal year.
3. BCCIE will host APAIE in Vancouver in March 2020. All APAIE expenses were outlined in the 2019/20 budget in the previous service plan. In 2018/19, it was determined that all the event conference fees and expenses would be managed by the Professional Conference Organizer (PCO) and this change is now reflected in this service plan. The new amount of revenue of \$102,718 in this budget is an estimate of BCCIE's portion of the profits from acting as the APAIE secretariat. There are some expenses leading up to APAIE that are accounted for in the budget for Program Areas and the APAIE revenue will be used to offset those expenses.
4. Revenue for professional development (PD) varies year to year. A large two-day workshop is planned for 2019/20 and 2021/22 so revenue in those years is anticipated to be higher.
5. Forecast for 2018/19 includes a contract from the Ministry of Education for student and teacher mobility initiatives. Forecasts for future years do not include other governments contracts.
6. The transition of EQA into the Ministry was completed in 2018/19 so no expenses are expected beginning in 2019/20.
7. In 2019/20, additional revenue from APAIE 2020 and the Summer Conference increased the budget for Program Area spending. In 2020/21, Program Area budgets decreased due to reduced revenue generated to offset these activities.

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;
- No additional contract revenue from the Ministry of Education beyond 2018/19; and
- Additional activities in 2019/20 related to APAIE 2020 will be offset by the revenue BCCIE will receive as the APAIE secretariat.

Management's Perspective on the Financial Outlook

The development of a provincial framework for international education in British Columbia is underway. BCCIE will work closely with partner ministries within its financial and operational capacity as the framework is launched and implemented. This work will provide direction to BCCIE in its ongoing support for the international education sector in B.C.

The Ministry of Education's international education scholarships, administered by BCCIE, are currently under review. While the absence of Ministry of Education contract funding will be offset by APAIE in 2020, the lack of funding will have potential financial impacts on operations and staffing in 2020/21 and 2021/22.

The cultural, social and economic significance of international education to B.C. necessitates building new relationships with key partner countries in addition to maintaining existing important global linkages. From time to time this may require BCCIE to support Government missions or other activities not identified in the Operational Plan. The current budget does not include contingencies for Government missions.

BCCIE will continue to closely monitor resources and expenditures to deliver services in an efficient and cost-effective manner. BCCIE will work collaboratively with the Ministry of Advanced Education, Skills and Training; Ministry of Education; and Ministry of Jobs, 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.