



Our Ref. 100579

February 22, 2016

Mr. Jim Hamilton, Chair
British Columbia Council for International Education
c/o Okanagan College
1000 KLO Rd
Kelowna BC V1Y 4X8

Dear Mr. Hamilton:

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

On behalf of the Province of British Columbia, thank you for your leadership and the contributions made by the British Columbia Council for International Education (BCCIE) over the past year and congratulations on the efforts made towards the following achievements:

- Undertaking activities in support of Provincial priorities for international education and the International Education Strategy, including organizing and implementing government missions to China and China/Japan and sector missions abroad, coordinating and supporting incoming delegations, and working to grow the British Columbia brand; and,
- Working collaboratively with the Ministry of Advanced Education to complete the development of an initial inventory of partnership agreements between British Columbia and international institutions, and a baseline of study and work abroad activities.

In 2014, government established a common set of principles for the British Columbia public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by government on behalf of the citizens of British Columbia. All public sector organizations are expected to understand the responsibility they have to the citizens of British Columbia and how it is complementary to the fiduciary duty to their organizations.

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One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

BCCIE is directed to take the following strategic actions for 2016/17:

- Consult with the Ministry of Advanced Education to develop and implement an Operational Plan for 2016/17 based on activities that:
 - Support and align with sector and provincial priorities for international education and the International Education Strategy; and,
 - Focus on the following three areas:
 - Increase international participation throughout the British Columbia education system;
 - 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 Seminar 2016.
- Work with the Ministry of Advanced Education and partner ministries to inform a refresh of the International Education Strategy.

To achieve this, several actions as detailed in the 2014 TAP Transition Letter are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, [PSO Accountability Summary](#).

Government is committed to continuing to revitalize the relationship between government and public sector organizations. This strong focus on increased two-way communication supports and ensures a common understanding of government's expectations. Timely communication of any issues which may affect the business of BCCIE and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the TAP, key results and working together to protect the public interest at all times.

Sincerely,



Andrew Wilkinson
Minister

For Signature by all BCCIE Board Members:

Board Member	Signature
Jim Hamilton (Board Chair)	
Claire Avison	
Robin Ciceri	
Peter Froese	
Neil Mort	
Clark Roberts	
Ian Rongve	
Jordan Tinney	
Chris van der Mark	
Ruth Wittenberg	

Attachment: Taxpayer Accountability Principles

pc: Distribution List Follows

cc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Ms. Kim Henderson
Deputy Minister of Finance
Ministry of Finance

Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Claire Avison
Ms. Robin Ciceri
Dr. Peter Froese
Mr. Neil Mort
Mr. Clark Roberts
Dr. Ian Rongve
Dr. Jordan Tinney
Mr. Chris van der Mark
Ms. Ruth Wittenberg
Board Members
British Columbia Council for International Education

Dr. Randall Martin
Executive Director
British Columbia Council for International Education

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| 1 Cost Consciousness (Efficiency) | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come. |
| 2 Accountability | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| 3 Appropriate Compensation | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer. |
| 4 Service | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs. |
| 5 Respect | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies. |
| 6 Integrity | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles. |