



Our Ref. 103868

January 24, 2017

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 2017/18 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:

- Coordinating and undertaking activities that support and align with sector and provincial priorities for international education and the International Education Strategy, including organizing and implementing government and sector missions to China, Southeast Asia, Japan and Korea; hosting professional development events such as the Summer Conference with the largest number of attendees to date; facilitating study abroad opportunities; and
- Working with the Ministry of Advanced Education and partner ministries to inform a refresh of the International Education Strategy.

B.C.'s Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of British Columbia.

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. This is critical to government's commitment to control spending and balance the budget.

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Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

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:

1. 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 communications and professional development for the international education sector in British Columbia, including Summer Conference 2017.
2. 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.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of emerging 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. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

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](#).

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.

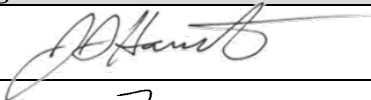










I look forward to our regular meetings focusing on strategic priorities, performance against TAP, and working together to protect the public interest at all times.

Sincerely,



Andrew Wilkinson
Minister

For Signature by all BCCIE Board Members:

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

Attachment: Taxpayer Accountability Principles

pc: Distribution List Follows

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cc: Honourable Christy Clark
Premier

Ms. Kim Henderson
Deputy Minister to the Premier and Cabinet Secretary

Ms. Athana Mentzelopoulos
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

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

Mr. Feroz Ali
Ms. Claire Avison
Ms. Robin Ciceri
Dr. Peter Froese
Mr. Neil Mort
Mr. Clark Roberts
Ms. Ramona Soares
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>

- 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.

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.