

# **BC Council for International Education**

## **2023/24 – 2025/26 Service Plan**

**February 2023**



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## Board Chair's Accountability Statement



The 2023/24 – 2025/26 BC Council for International Education 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 January 2023 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Council for International Education'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 BC Council for International Education's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:  
Dr. Michel Tarko

A handwritten signature in black ink, appearing to read 'M. Tarko', written in a cursive style.

Board Chair, BC Council for International Education  
January 24, 2023

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## Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean, and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how the B.C. Council for International Education (BCCIE) will support the government’s priorities and selected action items identified in the most recent [BCCIE Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

B.C. Council for International Education (BCCIE) is a provincial Crown Agency, incorporated under the [Society Act](#), that supports the internationalization efforts of B.C.’s public and independent K-12 schools, public and private colleges and universities, and language schools. It promotes international education in and for B.C., to enhance B.C.’s international reputation for quality education, and to support the international education activities and initiatives of the provincial government. It builds and maintains global networks, creating platforms for B.C.’s global profile and success of local communities and the education sector.

**BCCIE’s Vision:** BCCIE advances and supports international education in and for British Columbia.

**BCCIE’s Mission:** BCCIE positions British Columbia as an education destination of choice and promotes two-way mobility.

As a Crown Agency, BCCIE’s recently approved 2022-2025 Strategic Plan is guided by the [Provincial Mandate Letter](#) and the B.C. International Education Framework (BCIEF). The BCIEF sets out a balanced approach to international education that is student-centred and sustainable, and that delivers positive education outcomes for international students and global opportunities for domestic students, underpinned by a commitment to quality education. The Province of British Columbia’s foundational principles of: attainable and affordable housing; safer communities; improved health care; and a sustainable, clean, secure, and fair economy, guide how BCCIE approaches its work.

To align with Provincial direction, BCCIE supports the implementation of international education policy shifts that address system pressures and align with government values, priorities, and interests. BCCIE works to enhance B.C.'s reputation through global partnerships and networks, diversifying markets for student recruitment, building capacity of Post-Secondary Institutions (PSIs) outside of the Lower Mainland, and supporting promotional strategies for PSIs and the K-12 sector outside the Lower Mainland. Supports are also provided for study abroad programs (including for underrepresented and Indigenous students), intercultural and internationalization training, supporting public PSI International Education strategic plans, and increasing information for students on rights, assistance, and supports.

## Operating Environment

As the province emerges from the pandemic and international travel resumes, BCCIE will focus on rebuilding the international education sector to support economic recovery through key areas identified in the BCIEF.

Canadian education jurisdictions face heightened inter-provincial and international competition to attract students and establish education partnerships, as international education sectors in other Canadian provinces, Australia, the US, the UK, and other countries aggressively campaign to recover market share and support economic recovery. BCCIE will pursue a strategic approach to secure B.C. as a quality international destination for education. Priorities will include targeted new market entry and existing market support to attract students to in-demand programs, supporting public PSIs with the development of international education strategic plans to help them manage growth and demands of international education programs within the Provincial framework, and supporting institutions to promote global citizenship and provide positive education outcomes for students.

Despite the impacts of the pandemic, India and China remain by far the largest source countries for international students, collectively representing over 50 per cent of all international students in both B.C. and Canada. Diversification of B.C.'s international education system—of both international student source countries and receiving B.C. regions—will be a key focus for BCCIE. This includes: developing new markets to support a balanced approach to international education; ensuring a more sustainable and diverse recruitment of international learners that is less susceptible to market shocks; and ongoing work to ensure the K-12 sector and PSIs across B.C. are building and developing the capabilities to attract, support, and retain international students in their communities. A strong and diverse international education sector supports local economies throughout the province and contributes to immediate and sustainable economic recovery for B.C.

During the COVID-19 pandemic, BCCIE developed and continues to implement new and innovative supports for B.C. institutions, through virtual fairs and online partnership development events with target markets. These activities not only create new partnerships and help sustain existing relationships, they also support government's foundational principle to fight climate change by reducing travel. These new activities and virtual models of

engagement will continue in BCCIE's work, and they contribute to the sustainability of both the international education sector and the environment.

BCCIE's new strategic plan for 2022-2025 now directly aligns with government's BCIEF. The new strategic plan, along with the BCIEF, has led to new priorities and direction, creating significant changes to the BCCIE Service Plan for 2023/24. The new goals, objectives, and strategies directly align with the language in the BCCIE strategic plan and will be evaluated and monitored by BCCIE's new evaluation framework.

## Performance Planning

### **Goal 1: B.C. has strong international partnerships contributing to market diversification in the international education sector.**

Strong international relationships contribute to strategic partnerships for the B.C. international education sector. BCCIE contributes to market diversity and global opportunities to ensure that B.C. regions and institutions are equipped to pursue balanced and sustainable enrolment. BCCIE has identified new and emerging markets for B.C.'s international education sector in addition to well established, mature markets. Supporting relationships in both emerging and mature markets will be an important part of BCCIE's work.

#### **Objective 1.1: Support development of new strategic international partnerships in key emerging markets.**

By supporting international engagement and partnership development in emerging markets, BCCIE supports further diversification of international education opportunities for the post-secondary and K-12 sectors.

#### **Key Strategies**

- Design and deliver virtual and in-person events in 2023/24 for international education professionals in B.C. to introduce opportunities and provide market intelligence for these emerging regions.
- Conduct virtual and in-person partnership development events for the sector in 2023/24 with partners from the emerging markets identified for the B.C. international education sector.
- Coordinate a B.C. international education partnership and awareness initiative in an emerging or mature market.
- Build and enhance relations with B.C. Consular Corps to support development of international education partnerships.

## **Discussion**

International partnerships between education institutions that create channels for the two-way flow of students, instructors, and ideas, and that support learners to obtain valuable global skills, are an essential part of a globally aware education system. BCCIE plays a critical role in facilitating new partnerships by identifying priority emerging-market opportunities, building relations with key partners in emerging markets, and supporting B.C. institutions to engage effectively with international partners. Facilitating new relationships between B.C. institutions and international partners in emerging markets broadens the reach of B.C.'s international education sector.

## **Objective 1.2: Maintain existing partnerships in key established markets.**

BCCIE supports the advancement of existing strategic international partnerships to support B.C.'s position as a strong international education destination for long-term partnerships and collaboration.

### **Key Strategies**

- Deliver virtual and in-person events in 2023/24 for international education professionals in B.C. to introduce opportunities and provide market intelligence about current partner regions.
- Offer virtual and in-person partnership development events for the sector in 2023/24 with partners from the mature markets identified for the B.C. international education sector.
- Advance key relationships with B.C. Consular Corps and international contacts through targeted meetings at select international events.

## **Discussion**

B.C.'s long experience with international education means BCCIE has enduring relationships with core partners in well established international education markets that continue to generate substantial and meaningful opportunities for international learners and B.C. students and education institutions. Nurturing and deepening relationships with core strategic partners in key established markets will continue to be an important part of BCCIE's work to support market diversification.

## **Objective 1.3: Expand opportunities for B.C. students, teachers, and faculty to study and work abroad.**

Helping B.C. students travel and study abroad is an important element of B.C.'s international education framework, to support student and faculty global citizenship, intercultural experience, and to connect the province to the global knowledge economy. B.C.'s international partners are also seeking to attract B.C. students to their campuses as a reciprocal partnership, to extend the benefits of international education to their institutions. BCCIE



supports the engagement of B.C. students and educators, including those from under-represented groups and Indigenous communities, and works to provide opportunities for applied and experiential learning opportunities abroad to help ensure all B.C. students can benefit from international diversity.

### Key Strategies

- Run virtual and in-person events in 2023/24 to develop study abroad partnerships and/or capacity.
- Profile and promote study abroad opportunities for B.C. students through the B.C. Study Abroad (BCSA) Consortium website.
- Distribute scholarships for B.C. students to support study abroad opportunities.

### Discussion

BCCIE supports and promotes opportunities for B.C. students, teachers, and faculty to engage in study- and work-abroad experiences with the aim of developing global competencies and international connections. There may be many barriers for students who consider study-abroad programs, and BCCIE’s work aims to reduce barriers for students through initiatives such as the BCSA Consortium and BCSA scholarships. The BCSA consortium promotes and publicizes short-term study abroad opportunities for B.C. students, and BCSA scholarships help to reduce financial barriers for students interested in participating in a program abroad. BCCIE communicates regularly with the sector to increase awareness of study abroad opportunities and share the benefits of studying and working abroad.

### Performance Measures

| Performance Measure   | 2022/23 Forecast     | 2023/24 Target                         | 2024/25 Target                         | 2025/26 Target                         |
|---|----------------------|--|--|--|
| 1a. Respondents who agree BCCIE services contribute to their organization’s diversification of markets and partnerships. <sup>1,2</sup> | Baseline TBD         | Maintain or increase                   | Maintain or increase                   | Maintain or increase                   |
| 1b. Proportion of B.C. international students from outside B.C.’s top-two markets. <sup>3</sup>   | Baseline: 48% (2021) | Maintain or increase in target markets | Maintain or increase in target markets | Maintain or increase in target markets |

Data source: BCCIE annual survey; IRCC: B.C. – Study Permit Holders with a Valid Permit by Province/Territory of Destination and Country of Citizenship.

<sup>1</sup>BCCIE sends out an annual survey to the entire international education sector in B.C., and the analysis is conducted by an external consultant.

<sup>2</sup>Number of respondents who agree or strongly agree that BCCIE’s services contribute to their organization’s ability to diversify their international partnerships, expressed as a percentage.

<sup>3</sup>BCCIE works with the Ministry to identify target emerging markets and delivers services that help institutions develop new educational partnerships.

## **Discussion**

BCCIE facilitates partnerships that diversify markets to increase opportunities for B.C. students to study and work abroad, and helps position B.C., including regions outside the Lower Mainland, as a destination of choice for international learners. While BCCIE has a key role to play in market diversification, it is the institutions, schools, and districts that ultimately form these international partnerships. As such, BCCIE will evaluate the perceptions of B.C. international education practitioners who have participated in the services offered by BCCIE to determine the success of this goal. BCCIE will work with the Ministry to assess the success of market engagement and partnership efforts, leading to more diverse enrolment levels in B.C.

The development and implementation of the BCIEF has guided significant changes to BCCIE's strategic plan. These changes have resulted in new performance measures for BCCIE. To better evaluate the outcomes of BCCIE's work, BCCIE will conduct a new annual survey of the international education sector. As a new performance measure for BCCIE, a baseline and related targets for measure 1a will be established with the results of the first survey in April 2023 and reflected in next year's service plan.

## **Goal 2: B.C. has the expertise and leadership to deliver excellence in international education programs.**

BCCIE supports the people working in international education at B.C. schools and education institutions by helping build their knowledge, expertise, and capabilities. BCCIE organizes and delivers workshops and events throughout B.C. and delivers focused capacity building projects with schools and institutions to support international education engagement. This work gives international education practitioners the information, skills, and best practices they need to enhance student experiences and success.

### **Objective 2.1: Support regional institutions to improve knowledge, skills, and expertise to provide quality international education programs.**

BCCIE develops and coordinates a suite of capacity-building sessions for the international education sector, with a focus on institutions outside the Lower Mainland region. BCCIE facilitates access to tools and resources and provides strategic mentorship opportunities to further build capacity in the regional institutions. Through this work, BCCIE helps build the capabilities of B.C. institutions to provide quality international education programs.

#### **Key Strategies**

- Develop capacity-building events for individual regions to support their unique leadership and development needs.
- Conduct workshops in 2023/24 at B.C. International Education Week (BCIEW) for regional and smaller institutions on how to build institutional strategic plans for international education.

- Support institutions outside the Lower Mainland to access events and deliver events regionally or online.

### **Discussion**

BCCIE provides effective and relevant capacity-building expertise and services targeted to the needs and priorities of education institutions outside the Lower Mainland and helps mitigate barriers to professional development that professionals at smaller institutions experience. BCCIE organizes and delivers activities and sessions throughout B.C. and undertakes focused mentorship projects with schools and institutions to support international education engagement. This work builds capacity by sharing information, knowledge, tools, and best practices to international education practitioners so they can better support international students in their classrooms, schools, institutions, and communities, in turn supporting a quality education experience.

### **Objective 2.2: Build intercultural competencies and support indigenization in the international education sector.**

BCCIE supports intercultural training and meaningful reconciliation in schools, districts, and institutions to help ensure faculty, staff, and administration are supported to educate international students on Indigenous peoples and history, including the legacy of residential schools, the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) implementation, Treaties and Aboriginal rights, and Indigenous-specific racism. These capacity building events organized by BCCIE are for international educators and practitioners across the province to both build their capacity to support international learners from a variety of cultures in their classrooms and on their campuses, enhancing their intercultural competencies, as well as teach and educate international students about Indigenous peoples and the history in B.C.

### **Key Strategies**

- Deliver workshops in 2023/24 to build intercultural competencies and support Indigenization in the international education sector.
- Include Indigenization and intercultural streams of content at BCIEW in 2023/24.
- Promote BCCIE's online intercultural certificate program in 2023/24.

### **Discussion**

Capacity building efforts, including BCCIE's annual 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 helping B.C. educators ensure international students understand the history of Indigenous peoples in B.C. and Canada. These events help BCCIE to achieve the priorities in the BCIEF, developing intercultural competencies at schools and institutions and supporting the sector's work on Indigenization, reconciliation, and implementation of the *Declaration on the Rights of Indigenous Peoples Act*.

### **Objective 2.3: Disseminate information, best practices, and standards to the international education sector in B.C.**

B.C. has earned a reputation as a safe, quality destination in which to study. BCCIE supports student safety and system integrity by communicating and engaging with stakeholders in the sector to share information about best practices and standards, as well as information on rights, assistance, and supports for students.

#### **Key Strategies**

- Share and disseminate best practices to support student success, student safety, and student rights on the [Study in B.C.](#) website and via social media to ensure international students are well supported.
- Promote the benefits of developing global citizenship competencies through international experiences by sharing student blogs highlighting their international experiences on the [B.C. Study Abroad website](#).
- Deliver virtual or in-person events in 2023/24 on a topic related to student health, safety, and/or rights.

#### **Discussion**

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. Through a variety of in-person, web, and digital communication methods, BCCIE shares information about opportunities and best practices and supports positive relationships and collaborations for the benefit of the entire education sector. In alignment with the BCIEF's goal to develop a balanced and student-centred approach to international education, BCCIE plays a key role communicating provincial international education priorities and strengthening the profile of the province's education sector.

## Performance Measures

| Performance Measure   | 2022/23 Forecast | 2023/24 Target       | 2024/25 Target       | 2025/26 Target       |
|---|------------------|----------------------|----------------------|----------------------|
| 2a. Respondents who agree BCCIE services contribute to their leadership and expertise in the international education sector. <sup>1,2</sup>   | Baseline TBD     | Maintain or increase | Maintain or increase | Maintain or increase |
| 2b. B.C. public post-secondary institutions have developed and implemented International Education Strategic plans that are effective and consistent with International Education Framework. <sup>3</sup> | Baseline TBD     | Maintain or increase | Maintain or increase | Maintain or increase |

Data source: BCCIE annual survey

<sup>1</sup>BCCIE sends out an annual survey to the entire international education sector in B.C., and the analysis is conducted by an external consultant.

<sup>2</sup>Number of respondents who agree or strongly agree that BCCIE's services contribute to their leadership and expertise in the international education sector, expressed as a percentage.

<sup>3</sup> Number of public post-secondary institutions that have international education strategic plans consistent with PSFS guidelines, assessed in consultation with PSFS.

## Discussion

Sector capacity-building sessions bring stakeholders together to share best practices, foster peer-to-peer learning, discuss new ideas, and collaborate on regional or sector challenges. BCCIE is working to ensure its services are particularly oriented to build the capacity of international education practitioners at institutions and school districts outside the Lower Mainland, and to ensure their teams are well supported. These performance measures will help BCCIE assess the reach of the capacity-building services offered and whether they are helping practitioners implement high-quality international education programs at their institutions with strategic plans that are effective and consistent with the Ministry's International Education Framework.

The development and implementation of the BCIEF has guided significant changes to BCCIE's strategic plan. These changes have resulted in new performance measures for BCCIE. To better evaluate the outcomes of BCCIE's work, BCCIE will conduct a new annual survey of the international education sector. As a new performance measure for BCCIE, a baseline for measure 2a and related targets will be established with the results of the first survey in April 2023 and reflected in next year's service plan.

# Financial Plan

## Financial Summary

|  | 2022/23<br>Forecast | 2023/24<br>Budget | 2024/25<br>Plan  | 2025/26<br>Plan  |
|--|---------------------|-------------------|------------------|------------------|
| <b>Revenue</b>   |                     |                   |                  |                  |
| Provincial Grant - General Operations                                | 1,500,000           | 1,500,000         | 1,500,000        | 1,500,000        |
| PSFS - One-time Funding <sup>1</sup>                                 | 50,000              | 175,000           | -                | -                |
| BC International Education Week <sup>2</sup>                         | 466,378             | 621,675           | 621,675          | 480,369          |
| Professional Development <sup>3</sup>                                | 4,000               | 3,000             | 3,000            | 3,000            |
| Other Government Contracts <sup>4</sup>                              | 50,000              | -                 | -                | -                |
| Bank Interest <sup>5</sup>   | 9,250               | 8,000             | 8,000            | 8,000            |
| <b>Total Revenue</b>   | <b>2,079,628</b>    | <b>2,307,675</b>  | <b>2,132,675</b> | <b>1,991,369</b> |
| <b>Expenses</b>  |                     |                   |                  |                  |
| Program Areas <sup>6</sup>   | 662,865             | 849,692           | 636,085          | 453,469          |
| General Operations (IT, Board Meetings, Supplies, etc.) <sup>7</sup> | 1,416,763           | 1,457,983         | 1,496,590        | 1,537,900        |
| <b>Total Expenses</b>  | <b>2,079,628</b>    | <b>2,307,675</b>  | <b>2,132,675</b> | <b>1,991,369</b> |
| <b>Annual Surplus (Deficit)</b>                                      | <b>-</b>            | <b>-</b>          | <b>-</b>         | <b>-</b>         |
| <b>Total Debt</b>  | <b>-</b>            | <b>-</b>          | <b>-</b>         | <b>-</b>         |
| <b>Accumulated Surplus (Deficit)</b>                                 | <b>773,790</b>      | <b>773,790</b>    | <b>773,790</b>   | <b>773,790</b>   |
| <b>Capital Expenditures</b>  | <b>-</b>            | <b>-</b>          | <b>-</b>         | <b>-</b>         |

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

1. Once the B.C. International Framework (BCIEF) was finalized and BCCIE's strategic plan approved, BCCIE was only able to spend \$50,000 in the one-time funding from Post-Secondary Education and Future Skills (PSFS) in 2022/23. \$175,000 will be deferred to 2023/24 to continue to support the implementation of the BCIEF.

2. BCCIE anticipates additional revenue for B.C. International Education Week (BCIEW) due to more participants in 2023/24 and 2024/25. BCCIE plans to deliver BCIEW in a smaller region in 2025/26 and therefore anticipates a smaller event with less revenue.

3. BCCIE anticipates modest revenue each fiscal from professional development events offered for the sector.

4. BCCIE received funding from the Ministry of Education and Child Care in 2022/23 to administer a small scholarship program for the K-12 sector. Funding for future years is unknown.

5. Bank interest is from term deposits.

6. Program area expenses are higher for 2023/24 due to one-time programs that support implementation of the BCIEF. Program area expenses decrease in 2025/26 due to anticipated smaller size of the BC International Education Week event.

7. Operational expenses will increase modestly year over year due to rising operating costs such as salaries, rent, and insurance.

## Key Forecast Assumptions, Risks and Sensitivities

The BCCIE forecast is based on the following key assumptions:

- operating funds from the Ministry of Post-Secondary Education and Future Skills (PSFS) will continue at current levels for jointly agreed activities;
- a final carry-over to 2023/24 of \$175,000 from a total of \$500,000 of one-time funding from PSFS to support Government's implementation of the B.C. International Education Framework (BCIEF);
- no additional contract revenue from the Ministry of Education and Child Care;
- B.C. International Education Week (BCIEW) will continue to focus on the priorities listed in the BCIEF and will be a revenue generating event for BCCIE; and
- revenue from BCIEW in 2023/24 and 2024/25 is based on a higher number of participants compared to 2022/23 due to the location of the events.

## Management's Perspective on Financial Outlook

On March 30, 2020, BCCIE received one-time, restricted funding from the Ministry of Post-Secondary Education and Future Skills of \$500,000, to further BCCIE's role in implementing the BCIEF. With continuing travel restrictions, less international activity in the education sector due to COVID-19, and the finalization in 2022/23 of the BCIEF, BCCIE has not yet fully completed the intended work for the one-time funds during the 2022/23 fiscal year. BCCIE has requested Ministry approval to carry-over the remaining \$175,000 of the one-time funds from 2020 into the 2023/24 fiscal year to continue to support the implementation of the B.C. International Education Framework.

Over the years, operating costs have increased significantly due to inflation increases to rent, insurance, and other general operating expenses. BCCIE continues to operate with fewer staff compared to the pre-Covid period, to help offset budget pressures. General operating expenses are consuming a rising share of BCCIE's base funding and are projected to exceed the provincial grant in the third year of the fiscal plan. In response, BCCIE will work to generate greater own-source revenues from sector stakeholders, (post-secondary institutions, school districts, and others) through BCIEW, capacity-building events, and other workshops, to ensure BCCIE can continue delivering services that support and build international education in B.C.

As both international and domestic travel resume, costs associated with international events will continue to increase. BCCIE will closely monitor resources and expenditures to deliver services in an efficient and cost-effective manner. BCCIE will work collaboratively with the Ministry of Post-Secondary Education and Future Skills, Ministry of Education and Child Care, and Ministry of Jobs, Economic Development, and Innovation to develop strategies to manage expenditures, leverage partnerships, and ensure alignment with Government priorities.

# Appendix A: Mandate Letter from the Minister Responsible



Our Ref. 121564

Date: May 27, 2021

Ms. Sherri Bell, Board Chair  
British Columbia Council for International Education  
Suite 603, 409 Granville St.  
Vancouver, B.C., V6C 1T2

Dear Ms. Bell:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skill with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for British Columbia Council for International Education (BCCIE), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BCCIE about priorities and expectations for the coming fiscal year.

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I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.



- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government’s unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Calls to Action of the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province’s history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for BCCIE, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Support Government's mandate review of BCCIE, and implementation of recommendations from the review.
- Support Government's implementation of the provincial international education framework, with a focus on:
  - o Supporting school districts and post-secondary institutions to further diversify their sources of international students, and work to identify new opportunities for BC Offshore Schools; and,
  - o Supporting school districts and post-secondary institutions in regions outside the Lower Mainland to build their capacity to engage in international education, and work to promote these regions as study destinations.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your board colleagues to build a better B.C.

Sincerely,



Honourable Anne Kang  
Minister

Attachment:     Signature page template

cc:     Honourable John Horgan, Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Shannon Baskerville  
Deputy Minister  
Ministry of Advanced Education and Skills Training

Feroz Ali  
Selena Basi  
Shawn Chisholm  
Patricia Gartland  
Keith Godin  
Nicola Lemmer  
Blair Littler

Neil Mort  
Michel Tarko  
Jay Yule  
Board Members  
British Columbia Council for International Education

Randall Martin  
Executive Director  
British Columbia Council for International Education

