



CANADIAN BUREAU FOR INTERNATIONAL EDUCATION

# STRATEGIC PLAN 2020-2025



Canadian Bureau for  
International Education

*learning beyond borders*



# FOREWARD

CBIE is continuing to work hard to make Canada a world leader in international education—both to ensure Canada’s future prosperity and to give expression to Canadians’ enduring commitment to global citizenship.

In today’s highly competitive, knowledge-based global economy, and against a backdrop of increasingly complex networks of human mobility, the imperative has never been higher for Canada to successfully leverage its many advantages in international education and scholarship.

The three *Priorities for Action* enumerated in CBIE’s new five-year strategic plan underscore the urgency for decisive action.

They recognize the importance of making headway in bridging knowledge gaps that limit Canada’s international education sector’s ability to stay ahead of the curve and make timely and informed policy and program decisions.

They acknowledge the requirement for new platforms, mechanisms and approaches that make it easier for the international education sector to work together, engage a wider circle of interlocutors and speak with one voice on issues of mutual concern.

They build on the growing consensus across all sectors of the economy as to the benefits for Canada of increasing international education opportunities for Canada’s youth, scholars, researchers and learning institutions and for innovative programs to support their wider global engagement.

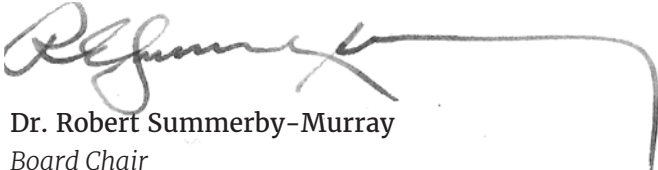
They also reflect the need for a more cohesive, pan-Canadian approach to maintaining Canada’s reputation as a partner of choice for global education— both in terms of the quality of our institutions and their capacity to support global scholarship and partnerships, and the attention given to the well-being and security of international students presently enrolled in Canada’s institutions.

Making progress on all of these fronts will not happen overnight. It will require a more assertive, innovative, resilient and financially stable CBIE that can continue to attract and retain high quality talent. This will require a sustained effort and commitment by CBIE members, partners and staff.

Taken together, our *Priorities for Action* provide a clear roadmap for CBIE’s activities over the next five years.



Larissa Bezo  
President and Chief Executive Officer



Dr. Robert Summerby-Murray  
Board Chair

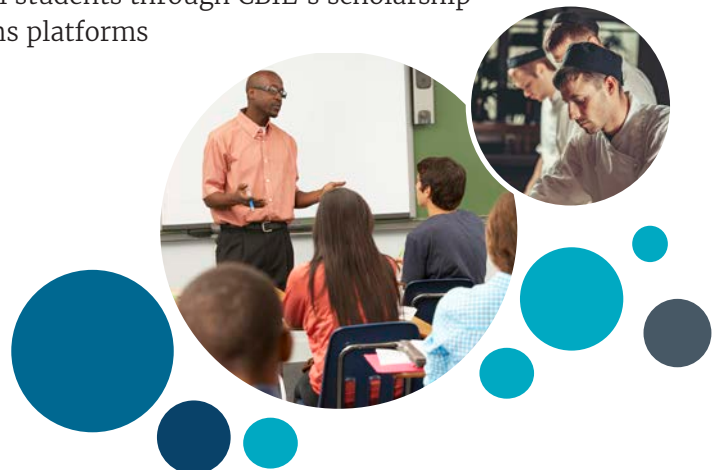
## OUR MISSION

CBIE is the national voice advancing Canadian international education by creating and mobilizing expertise, knowledge, opportunity and leadership.



# CBIE'S ADVANTAGES

- ✓ Only national organization solely dedicated to international education at all levels from K-12 to vocational training to post-secondary education
- ✓ 50+ years' experience working with the international education community in Canada
- ✓ Already providing leadership to an inclusive, pan-Canadian network of 150+ member organizations
- ✓ Name-brand recognition and convening power
- ✓ Charitable status, allowing CBIE to develop new approaches and partnerships to support the internationalization of education in Canada and globally
- ✓ Proven research, publications and knowledge transfer and exchange capacity
- ✓ Established multidisciplinary advisory committees on key issues (e.g. immigration, advocacy, outbound mobility, etc.)
- ✓ Strong business lines and a track record of success in scholarship design, delivery and administration, technical assistance for internationalization and institutional capacity-building
- ✓ Experience in the design/delivery of pan-Canadian surveys of international students
- ✓ Access to government decision-makers and growing connections with the corporate sector, in particular at the level of national associations
- ✓ Multiple communications platforms to reach clients and stakeholders, deliver training and foster institutional partnerships
- ✓ Already facilitating 'single window' access into Canada's international education sector for global partners
- ✓ Connected with Canadian and international students through CBIE's scholarship management activities and communications platforms





# CONTEXT FOR PLANNING/ CURRENT ENVIRONMENT

## Canada enjoys a solid reputation as partner and destination of choice for international education

Since the launch of CBIE's last five-year strategic plan in 2015, the number of international study permit holders in Canada has grown from 330,170 to 572,000 as of December 31, 2018, an increase of 73% (or roughly 225,000). We need to take stock of this extraordinary increase in international enrolments to ensure we are able to maintain the high standards and level of service, quality and support that has made Canada the destination and partner of choice for international students.

## Growing awareness of the link between international education and Canada's prosperity

There is growing recognition across Canada's public and private sectors that effective international education policies and programs are key to our future prosperity. The benefits of international education extend beyond grooming Canada's future global leaders, helping project Canadian values to the world and contributing to economic growth (the sector currently generates \$21.6 billion annually in economic activity and accounts for 170,000 jobs). International education also supports the global exchange of intellectual capital, state-of-the-art knowledge, best practices, innovation and advances in technology.

## The Canadian international education landscape is changing

The overall number and the diversity of Edu-Canada certified institutions has increased sharply. As the national voice for international education in Canada, CBIE needs new opportunities to formally engage these potential new partners and interlocutors on issues of mutual interest.

## A new approach to supporting outward mobility of students, teachers, and faculties

Despite new federal investments in international education and growing recognition of the sector's strategic importance, outbound mobility from Canada has remained largely static. With the promise of new investments on the horizon, the sector needs to play a stronger role in influencing the direction of this programming.

## Assembling the evidence to sustain and grow Canada's international education advantage

Numerous studies and reports have decried the continued absence of comprehensive and timely pan-Canadian data to inform policy and program decisions in this vital sector of the economy. Better information is needed on the numbers, location, areas of study, needs and experiences of inbound and outbound students, teachers, staff and faculty. As Canada's only national, non-profit organization solely dedicated to international education across all levels and sectors, CBIE is well-positioned to work across jurisdictions and with key stakeholders to bridge these gaps.

## Speaking with one voice on international education

The ad hoc approach that has to-date characterized the sector's response to emerging issues and events is increasingly untenable. Given the growing complexity and interconnectedness of the issues both affecting and affected by the success of our internationalization efforts, there is an imperative for new vehicles and platforms to make it easier for the sector to work together and speak with one voice.

## International education is a key enabler for United Nations Sustainable Development Goals

The UN Sustainable Development Goals reference education as a key enabler for building healthier, stronger, happier and more sustainable societies. Successful internationalization of education can accelerate progress toward these Goals. The growing number of formal and informal global networks, partnerships and associations focused on international education underscores the sector's growing importance. CBIE can advance Canada's international education agenda by raising awareness of our sector's global contributions, by assembling innovative partnerships from across Canada to deliver complementary technical assistance and by connecting international counterparts to Canadian expertise and know-how.



## Engaging a wider circle of stakeholders at home

With the number of international students in Canada (572,000 as of December 31, 2018) now roughly equivalent in number to Canada's tenth largest city—larger than Halifax, London or Victoria—planners need to better understand how to take into account the needs of this population for housing, social, health and community services.

## Focusing on non-academic issues affecting international students

To maintain Canada's reputation as a partner and destination of choice for international students, we need better insights on what makes a successful international education experience—both before and after students have completed their studies. CBIE can provide a focal point for engaging international students and their representative organizations on non-academic issues affecting the quality of their educational experience in Canada.

## Planning for both increases or decreases in international student enrolment

While the growth in the number of international students and partnerships is widely (and rightly) celebrated, the sustainability of these trends is less than certain. Global recruitment for international students remains fiercely competitive. Post-secondary institutions within emerging economies are growing in capacity and prominence and are offering internationally-mobile students more regional learning options. At the same time, diplomatic conflicts have also served to highlight the reliance of certain key sectors of our economy on a steady stream of highly-skilled international students. With recent polling data suggesting a shift in Canadian attitudes on immigration, international education's proponents need to be more effective in articulating the business case for strong inbound and outbound enrolment.





# CBIE'S STRATEGIC PLAN 2020-2025

## PRIORITIES FOR ACTION

- 1. A MORE INCLUSIVE, ENGAGED AND SUSTAINABLE CBIE**
- 2. STRENGTHENED CAPACITY FOR LEADERSHIP AND INFORMED ADVOCACY**
- 3. AN EXPANDED ROLE ADVANCING THE INTERNATIONALIZATION OF EDUCATION IN CANADA AND AROUND THE WORLD**





## PRIORITY FOR ACTION 1: A MORE INCLUSIVE, ENGAGED AND SUSTAINABLE CBIE

- Develop new options for national and pan-Canadian organizations with a stake in the successful internationalization of education to formally engage and partner with CBIE
- Extend CBIE membership to all *Edu-Canada*-brand eligible learning institutions
- Establish new CBIE membership requirements in regard to participating in annual and biennial surveys on Canada's international education sector, data sharing and membership meetings
- Create new and increased opportunities to engage with member institutions to support the successful internationalization of education for faculty, staff and institutions
- Create a Diversity and Inclusion Advisory Committee to provide guidance to CBIE on advancing progress in the area of equity, diversity and inclusion in all facets of international education
- Convene a new professional learning community that supports constructive dialogue, information exchange, and the sharing of best practices within CBIE and among its members on issues related to equity, diversity and inclusion in international education

### Goals:

1. *CBIE's membership will expand to become inclusive and reflective of Canada's international education sector*
2. *CBIE will leverage its impact by formally and systematically engaging with non-traditional partners and stakeholders to advance the internationalization of Canada's educational sector*
3. *CBIE members will be actively engaged as a community and better able to detect trends affecting the internationalization of education and its impact on students, faculty and staff sooner and develop collective responses to emerging issues*
4. *CBIE will advance progress in the area of equity, diversity and inclusion within CBIE at all levels and across the international education sector*



## PRIORITY FOR ACTION 2: STRENGTHENED CAPACITY FOR LEADERSHIP AND INFORMED ADVOCACY

- Play a more assertive leadership role in advancing the diverse interests of Canada’s multifaceted international education community at home and around the world
- Use CBIE’s convening role and influence to expand the scope, quality and availability of timely and complete information on Canada’s international education sector, including data on international enrolments, graduation rates and post-educational experience
- Support CBIE’s communities of practices to assist educational institutions to identify and remove barriers to international mobility, institutional partnerships and collaborative research and programming
- Establish a new CBIE platform to facilitate dialogue among international students (and international student societies) on non-academic issues important to preserving Canada’s reputation as a destination of choice
- Deliver an annual *National Conversations on International Education* webinar series:
  - addressing dependencies/vulnerabilities of key sectors in Canada that rely on international students (2020)
  - intercultural training for staff, faculty and institutions: what is needed? (2021)
  - protecting the safety of international students in Canada: extra-territoriality and discrimination (2022)
  - international student access to non-insured community social services (2023)
  - gender issues and international education: students, planners and providers (2024)
- Institutionalize the delivery of:
  - Biannual *CBIE Leader Summits* to support the sector to speak with one voice to the Government of Canada (i.e. federal Budget hearings) and to Provincial and Territorial Ministries of Education (i.e. annual Council of Ministers of Education Conference)
  - An annual *Report on the State on International Education in Canada (Issues & Trends)*
  - Biennial pan-Canadian surveys (alternating years):
    - *A Faculty and Institutional Perspective on Global Education and Partnerships in Canada*
    - *Making International Education Work for All: A Survey of Inbound/Outbound Students, Faculty and Staff*

### Goals:

5. *CBIE will be recognized as the national voice for Canada’s international education sector on policy and programming issues*
6. *CBIE will play a leadership role in ensuring the advocacy efforts of Canada’s international education sector are timely, evidence-informed and effective*
7. *CBIE will play a more proactive convening role in supporting its members to engage with a wider circle of stakeholders to advance cross-cutting issues of mutual concern*
8. *CBIE will establish a solid reputation as the ‘go-to’ source for curated information on the state of international education in Canada*
9. *CBIE will deliver a regular series of highly anticipated and influential reports, submissions and meetings on the internationalization of education in Canada*
10. *CBIE will become an important focal point for facilitating dialogue and exchange among international students (and international student societies in Canada) on non-academic issues affecting their well-being, safety and security*

### PRIORITY FOR ACTION 3: AN EXPANDED ROLE ADVANCING THE INTERNATIONALIZATION OF EDUCATION IN CANADA AND AROUND THE WORLD

- Expand the current suite of CBIE professional development offerings that support the successful internationalization of education for staff, faculty, and institutions
- Enhance CBIE's reputation in Canada and throughout the global international education community as a trusted partner able to mobilize multi-disciplinary expertise to deliver innovative solutions to complex challenges involving the internationalization of education
- Conceptualize and design human and institutional capacity-building interventions, and raise awareness of how successful international education programming and partnerships can contribute to making United Nations Sustainable Development Goals a reality
- Promote cross-border dialogue, collaboration and partnerships and provide new tools and templates to make it easier for CBIE members to establish new partnerships, networks and consortia to achieve their internationalization priorities
- Play a more active role within networks that bring together leaders from international education associations from around the world to share insights on global trends and raise awareness of the breadth, diversity and expertise of Canada's international education sector
- Actively promote to international partners CBIE's expertise in scholarship design, delivery and administration, technical assistance for internationalization, institutional capacity-building, and, 'single window' access into Canada's international education sector

#### Goals:

11. *CBIE will create new platforms, frameworks and professional development offerings to enable its members to play a catalytic role in supporting the internationalization of education*
12. *CBIE will use its status and influence in networks at home and abroad to advance United Nations Sustainable Development Goals through enhanced international education programming and partnerships*
13. *CBIE will market to foreign partners its core business lines and ability to serve as a 'single-window' into Canada's international education sector*
14. *CBIE will facilitate member institutions' partnership development in priority countries and regions and host a global summit of senior leaders of international education associations*

#### **INTERNATIONALIZATION:**

*the process of integrating an international, intercultural, or global dimension into the purpose, functions or delivery of teaching and learning.*

Adapted from Jane Knight, 2015

# CBIE FIVE YEARS FROM NOW...

- CBIE's membership will have increased to become more inclusive and reflective of Canada's international education sector
- CBIE will have established a solid reputation as the 'go-to' source for curated information on the state of international education in Canada
- CBIE will be playing a more proactive leadership role mobilizing Canada's international education sector by assisting proponents to speak with one voice on cross-cutting issues of mutual concern and to engage with a wider circle of stakeholders
- CBIE will have developed an enhanced suite of programs and professional development offerings for staff, faculty and institutions to build, manage and grow their capacity for effective internationalization
- CBIE will be identifying trends affecting internationalization sooner to better support its members in developing collective responses to them
- CBIE will have become an important focal point for facilitating dialogue and exchange among international students in Canada on non-academic issues affecting their well-being, safety and security
- CBIE will have enhanced its global presence and will be making a larger contribution to the internationalization of education and to advancing United Nations Sustainable Development Goals by working more closely with its international counterpart organizations, enhancing international education programming and partnerships, and expanding its international technical assistance programming
- CBIE will be producing highly anticipated and influential annual watching briefs and submissions that support informed policy dialogue on international education within and across the public, private and voluntary sectors



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