



Annual Report

2011

A large, stylized globe is the central focus, rendered in a gradient of orange, red, and yellow. It is set against a background of a yellow-to-orange gradient with faint, thin grey lines representing latitude and longitude. The globe is partially obscured by the large text below it.

Expertise
Knowledge
Opportunity
Leadership

A Year of Great Expectations

2010-11 has been a milestone year for CBIE. We faced many challenges and enjoyed numerous successes. Curiously, challenges and advances alike have a way of instilling high hopes for the future, and this is exactly the mood both at home in CBIE members, Board and staff offices, and out in the world of international education: Great Expectations.

It's no coincidence that Great Expectations was the theme for CBIE's annual conference this year. After confronting one of the most complicated advocacy efforts we have ever had to take on following the crisis in Libya, and coming out the other side with a renewed hunger for strengthening our international partnerships, it seemed both timely and appropriate that our conference also played host to the Canada-Arab Education Forum. We are currently looking forward with pleasure to welcoming so many esteemed colleagues from the Arab world and many other regions to discuss ways to reinforce our ties and foster lasting partnerships between education sectors in Canada and abroad.

With hopes and expectations comes the inevitability of making enhancements, and we're also implementing some exciting changes at CBIE. In 2010 CBIE's Board of Directors appointed a Membership Task Force to revisit our vision, mission and values, to assess the needs of our membership, and to make recommendations for membership service upgrades. These new and updated services will be developed in 2012 pending membership review, and we look forward to offering our members and partners an enhanced value proposition in their relationship with us.

Finally, after an arduous process of thought, research and consultation by marketing experts, CBIE has developed a new brand, which is reflected in our corporate communications material and our newly redesigned website. Our colours of teal and gold, while similar to the blue and orange of the past are more modern, vibrant and distinctive. Our new logo reflects movement and mobility, while still echoing our Canadian identity in the world. And perhaps most importantly, our new slogan, which was developed by our Membership Task Force, is simple, clean, and encompasses what CBIE is as an organization and what we do as a team: Expertise. Knowledge. Opportunity. Leadership. This is what CBIE offers to the world and generates for members and partners alike.

CBIE has taken several important steps forward this year and there is still more to come. With the new year will come the implementation of an advanced Client Relationship Management System, which will allow our members to create and modify their own profiles, communicate with each other using social media in a business context and share archived, searchable documents. We will continue to develop our Membership, Operational and Communications strategies to provide high-quality services to our members and partners worldwide.



Chair's message

Change, often a necessary recourse to improve a personal or organizational weakness, is also a driving force aimed at improving an already strong entity. To attain previous expectations and then to set higher sights is the essence of great organizations. The Canadian Bureau for International Education has repeatedly shown its ability to go beyond the good and strive for the best. Developments in 2010-2011 offer undeniable proof of that.

As Chair of the Board of Directors, I have witnessed firsthand the excellent work accomplished by CBIE. This year, I was proud to engage directly in advocacy in support of the Libya North American Scholarship Program. CBIE's handling of this challenge and, in particular, its unflagging attention to students' needs and concerns, clearly demonstrate its ability to cope with extraordinary situations and to go above and beyond the usual management role. Scholarship management is not only a technical function for CBIE but a human enterprise designed to support individuals and countries. I was delighted both by the strenuous and intelligent efforts put forward by CBIE and its members, and by the positive result.

CBIE is Canada's leading advocate for international education. Yet CBIE is entirely committed to collective action in the pursuit of our goals. We believe the full engagement of the education sector is critical to achieving sustainable results in education marketing. That is why CBIE took a lead role in establishing the Canadian Consortium for International Education Marketing (CCIEEM). Our collaborative advocacy has led to the creation by the federal government of an advisory panel to develop Canada's international education strategy and an initial commitment of \$10M over two years to promoting Canadian education. Together we can guide this process to an outcome that will give our top quality education the prominence that it merits in the minds of students, institutions and governments around the world.

In its ongoing pursuit of excellence, the Board appointed a Membership Task Force with a far-reaching mandate. This included a review of our vision, mission, values and value proposition — fundamental elements of our organization. The Task Force reached out widely to members across the spectrum of education and sought the advice of stakeholders outside the membership to come up with a plan that is true to CBIE's spirit, ambitions and responsibilities. Our new vision statement properly conveys where we want to be: "Canada — a global leader in international education." And our new mission statement equally describes our role: "CBIE is the national voice promoting Canadian international education on behalf of members by mobilizing expertise, knowledge, opportunity and leadership." In fact, CBIE generates all of these qualities in our membership, and taps them to provide support to international partners seeking to build capacity. I believe that our new vision and mission position CBIE perfectly for excellence in all aspects of its endeavours.

The path to success requires determination and commitment. CBIE has travelled this path with admirable integrity and continuously pushes itself to reach higher and loftier goals. With CBIE's leadership, Canada's future as a central player in international education is assured.

On behalf of the Board of Directors, I thank our members, staff, partners and friends for their ongoing support and pledge our continued dedication to serve CBIE's ever-higher goals.

— Dr. Vianne Timmons, Chair of the Board

President's Message



As my CBIE journey enters its third year, it is my pleasure to offer you a brief overview of the past 12 months. During this time CBIE has achieved major successes in the realm of advocacy and project delivery, and has developed an exciting blueprint for enhanced membership engagement. All of this is made possible by the deep commitment of our members and our Board of Directors.

In October 2010, CBIE launched the inaugural Conference of the Americas on International Education (CAIE) held in cooperation with our own 44th Annual Conference. Attracting 650 participants, high profile speakers and support from across Canada, the Americas and the globe, and featuring a substantive, provocative agenda, the event achieved its objective to establish a space for discussion of education relations in the Americas. Our members in the host city of Calgary, Alberta gave a warm welcome to participants and arranged excellent events. We worked in close cooperation on this event with the Consortium for North American Higher Education Cooperation (CONAHEC) and the Inter-American Organization for Higher Education (IOHE), with strong support from Foreign Affairs and International Trade Canada.

Earlier in 2010 I had the privilege of representing CBIE at a meeting of the Standing Committee on Finance of the federal government. My presentation strongly urged enhanced support for education promotion. CBIE partnered with our fellow members of the Canadian Consortium for International Education Marketing (CCIEEM) on further advocacy efforts. Our individual and cooperative approaches resulted in a federal budget announcement of an initial two-year, \$10 million investment in international education marketing and the appointment of an expert committee to advise the government on deployment of the investment. This committee has just been appointed at the time of writing this report. It comprises people of stature in the field of education, including leaders with strong connections to CBIE. We will engage with the advisory committee to ensure that our membership's perspectives are fully conveyed and that our government's investments take Canada to the forefront of the highly competitive international education market.

In this regard, I am honoured to serve as Chair of CCIEM. CBIE strongly believes that cooperation and cohesion are essential underpinnings to successful promotion of Canadian education. In 2011 CCIEM commissioned research on pathways within Canadian education which we believe will yield benefits in terms of describing and promoting the Canadian education advantage to international students.

CBIE's Board of Directors struck a Membership Task Force in May 2010 with the mandate to review all aspects of membership. Stemming from this work, in May 2011 the Board adopted a new Membership Plan including a fresh vision and mission, a revised structure, and a program of enhanced member services. This Plan will focus us on making Canada a leader in the field of international education and will reenergize our member relations. To do so, CBIE has ramped up staff resources in our membership team and is embarking on implementation of a new membership relationship management platform to be launched in spring 2012.

CBIE's year 2011 saw the successful pursuit of ongoing programs engaging us with international partners. We managed scholarships for Kuwait, Libya and Saudi Arabia. We continued work with partners in Egypt and Ukraine.

On behalf of DFAIT, CBIE managed an array of international scholarship programs. CBIE supported DFAIT in developing a new bilateral program with Brazil, and overall, provided awards to 900 students and post-doctoral fellows undertaking study or research in Canada.

While 2011 was a year of important achievements, we confronted a major challenge that tested the commitment of all associated with CBIE and involved senior officials in Canada and abroad. The crisis in Libya and the ensuing United Nations Resolutions had a major impact on our management of the Libya North American Scholarship Program. When Libya's offshore bank accounts were frozen, CBIE had to act quickly in the interests of the 2,500 Libyan students and many family members whose welfare depended on their scholarships. We immediately established lines of communication with stakeholders across Canada and the United States. CBIE is deeply gratified at the support provided by our government and that of the United States in helping us to obtain clearances and so release funds for the program. We are also enormously grateful to our many member institutions that waived or deferred fee payments and offered direct support to the students in this program. As CBIE continues to forge ties with the National Transitional Council in Libya, we are optimistic that we will continue to play a role in developing Libya's future leaders.

As I reflect upon the successes and challenges of this past year, I am honoured to be serving our vast membership, gratified by your ability to mobilize rapidly and to accomplish goals, and committed to pursuing your interests over the coming year. With you, I remain steadfastly dedicated to Canada's strong participation — and to positioning Canada for leadership — in international education.

I offer my deep appreciation to the Board of Directors. Their guidance has been invaluable and has allowed me to accomplish my duties all the more effectively. I also strongly commend the dedication and enthusiasm of the CBIE staff.

The coming year holds great potential for progress in our international education endeavour. I look forward to working closely with our members and partners in achieving our ambitions.

— *Karen McBride, President and CEO*



Left: Dr. Musbah Talbi, Director of Student Affairs, Ministry of Education; Center: Ms. Karen McBride, President, CBIE; and right: Dr. Taher Bin Taher, Director of Scholarships Program

CBIE's Members

Alberta

- Alberta College of Art & Design
- Athabasca University
- Bow Valley College
- Calgary Board of Education
- Edmonton Public Schools
- Grant MacEwan University
- Lakeland College
- Lethbridge Community College
- Medicine Hat College
- Mount Royal University
- NorQuest College
- Northern Alberta Institute of Technology
- Red Deer College
- Southern Alberta Institute of Technology
- The Banff Centre
- University of Alberta
- University of Calgary
- University of Lethbridge

British Columbia / Colombie-Britannique

- British Columbia Institute of Technology
- Camosun College
- Capilano University
- College of New Caledonia
- College of the Rockies
- Douglas College
- Emily Carr University of Art and Design
- Kwantlen Polytechnic University
- Langara College
- North Island College
- Okanagan College
- Quest University Canada
- Royal Roads University
- School District No.42
(Maple Ridge/Pitt Meadows)
- Selkirk College
- Simon Fraser University
- Thompson Rivers University
- University of the Fraser Valley
- University of British Columbia
- University of Northern British Columbia
- University of Victoria
- Vancouver Island University

Manitoba

- Assiniboine Community College
- Brandon University
- Red River College of Applied Arts,
Science & Technology
- Université de Saint-Boniface
- University of Manitoba
- University of Winnipeg

New Brunswick / Nouveau-Brunswick

- Mount Allison University
- New Brunswick Community College /
Collège Communautaire du
Nouveau-Brunswick
- Université de Moncton
- University of New Brunswick

Newfoundland & Labrador / Terre-Neuve et Labrador

- College of the North Atlantic
- Memorial University of Newfoundland

Nova Scotia / Nouvelle-Écosse

- Acadia University
- Cape Breton University
- Dalhousie University
- Mount Saint Vincent University
- Nova Scotia Agricultural College
- Nova Scotia College of Art and
Design University
- Nova Scotia Community College
- Saint Mary's University
- St. Francis Xavier University

Ontario

- Algoma University
- Algonquin College of Applied Arts
and Technology
- Brock University
- Canadore College
- Carleton University
- Centennial College
- Conestoga College
- Confederation College
- Conseil des écoles catholiques
de langue française du centre-est
- Durham College
- Fanshawe College
- George Brown College
- Georgian College
- Humber Institute of Technology
and Advanced Learning
- La Cité collégiale
- Lakehead University
- Lambton College
- Laurentian University /
Université Laurentienne
- Loyalist College
- McMaster University
- Mohawk College of Applied Arts
and Technology
- Niagara College
- Nipissing University
- Ontario College of Art and Design
University
- Queen's University
- Ryerson University
- Saint Paul University
- Seneca College of Applied Arts
and Technology
- Sheridan Institute of Technology
and Advanced Learning
- St. Clair College
- St. Lawrence College
- The Michener Institute
- Toronto District School Boardhttp:
- Trent University
- Tyndale University College & Seminary
- University of Guelph
- University of Ontario Institute
of Technology

- University of Ottawa /
Université d'Ottawa
- University of Toronto
- University of Windsor
- University of Waterloo
- University of Western Ontario
- Wilfrid Laurier University
- York University

Prince Edward Island / île du Prince-Édouard

- University of Prince Edward Island

Québec

- Bishop's University
- Cégep de l'Outaouais
- Cégep de Saint-Hyacinthe
- Cégep Saint-Jean-sur-Richelieu
- Collège LaSalle College
- Collège Saint-Charles Garnier
- Concordia University
- École de technologie supérieure
- École Polytechnique de Montréal
- HEC Montréal
- Heritage College
- John Abbott College
- Lester B. Pearson School Board
- McGill University
- Université de Montréal
- Université de Sherbrooke
- Université du Québec à Montréal
- Université du Québec à Trois-Rivières
- Université du Québec en Outaouais
- Université Laval

Saskatchewan

- Saskatchewan Institute of Applied
Science and Technology
- University of Regina
- University of Saskatchewan

Yukon

- Yukon College

Associates

- Agence universitaire de la Francophonie
- AustraLearn, AsiaLearn and EuroLearn
- British Columbia Centre for
International Education
- Canadian Virtual University
- Cégep International
- CultureWorks
- EduNova Cooperative
- EF International Language School
- Government of Newfoundland and
Labrador — Department of Education
- International Language Institute
- International Language School of
Canada
- Manitoba International Education
Branch
- Ontario Principals Council
- Polytechnics Canada

Board of Directors 2010-2011

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Cégep International

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International Programs
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C.C., C.M.M., C.O.M., C.D

The **Canadian Bureau for International Education** (CBIE) is a national, bilingual, not-for-profit, membership organization dedicated to the promotion of Canada's international relations through international education: the free movement of ideas and learners across national boundaries. CBIE's membership comprises 150 colleges, universities, school boards and associates. It is based in Ottawa.

Financial Statements

REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of the Canadian Bureau for International Education

The accompanying summary financial statements of the Canadian Bureau for International Education, which comprise the summary statement of financial position as at March 31, 2011 and the summary statement of operations for the year then ended, and related notes, are derived from the audited financial statements, prepared in accordance with Canadian generally accepted accounting principles, of the Canadian Bureau for International Education as at and for the year ended March 31, 2011.

We expressed an unmodified audit opinion on those financial statements in our report dated May 5, 2011.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles applied in the preparation of the audited financial statements of the Canadian Bureau for International Education. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Canadian Bureau for International Education.

Management's Responsibility for the Summary Financial

Statements: Management is responsible for the preparation of a summary of the audited financial statements on the basis described in note 1.

Auditors' Responsibility: Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

Opinion: In our opinion, the summary financial statements derived from the audited financial statements of the Canadian Bureau for International Education as at and for the year ended March 31, 2011 are a fair summary of those financial statements, in accordance with the basis described in note 1.

Chartered Accountants, Licensed Public Accountants
May 5, 2011, Ottawa, Canada

NOTES TO SUMMARY FINANCIAL STATEMENTS

The Canadian Bureau for International Education's (the "Bureau") activities comprise advocacy, research and information services, training programs, scholarship management, professional development for international educators and a host of other services for members and learners. The Bureau engages in cooperative projects in capacity building, institutional strengthening and human resource development.

The Bureau promotes the transfer of knowledge across borders by providing technical assistance, information and support services.

The Bureau's membership is composed of colleges, universities, school boards, organizations and individuals.

The Bureau is incorporated without share capital under Part II of the Canada Corporations Act and, as a registered charity under subsection 149(1)(f) of the Income Tax Act, is exempt from income taxes.

1. Summary financial statements:

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian generally accepted accounting principles, as at and for the year ended March 31, 2011.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected in the summary financial statements so that they are consistent, in all material respects, with or represent a fair summary of the audited financial statements.

These summarized financial statements have been prepared by management using the following criteria:

- (a) whether information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and

- (b) whether, in all material respects, the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

Management determined that the statements of changes in net assets and cash flows do not provide additional useful information and as such has not included them as part of the summary financial statements.

The complete audited financial statements of the Canadian Bureau for International Education are available upon request by contacting the Bureau.

CANADIAN BUREAU FOR INTERNATIONAL EDUCATION

Summary Statement of Financial Position


March 31, 2011, with comparative figures for 2010

	2011	2010
Assets		
Current assets:		
Cash and cash equivalents	\$ 4,675,593	\$ 669,793
Restricted cash for projects	32,158,448	8,016,077
Accounts and contributions receivable	649,135	943,662
Prepaid expenses	37,483,176	9,697,819
Investments	1,654,904	1,204,102
Capital assets	85,141	184,433
	\$ 39,223,221	\$ 11,086,354
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 674,185	\$ 470,168
Deferred contributions	3,316,568	172,706
Deferred contributions relating to restricted cash for projects	32,158,448	8,016,077
	36,149,201	8,658,951
Net assets:		
Unrestricted	2,288,879	1,535,970
Invested in capital assets	85,141	184,433
Internally restricted	700,000	707,000
	3,074,020	2,427,403
	\$ 39,223,221	\$ 11,086,354

See accompanying notes to summary financial statements.

Approved by the Board of Directors:

 Director

 Director

CANADIAN BUREAU FOR INTERNATIONAL EDUCATION

Summary Statement of Operations

Year ended March 31, 2011, with comparative figures for 2010

	2011	2010
Revenue:		
Gross projects contributions	\$ 166,359,478	\$ 22,984,795
Less: direct project expenses	160,385,008	18,990,778
Net project contribution	5,973,470	3,994,017
Conference	575,371	468,161
Membership	163,534	154,193
Interest and investment	49,818	51,027
Miscellaneous	545,081	282,735
	7,310,274	4,948,133
Expenses:		
Books, subscriptions and memberships	8,701	10,299
Conference/workshop facilities	171,004	125,818
Equipment rental and maintenance	108,855	84,381
Grants, fees and awards - projects	36,500	124,881
Insurance	21,430	25,667
Postage and courier	25,554	17,181
Printing and photocopying	153,709	126,023
Professional fees:		
Contracts	1,245,272	900,493
Legal and audit	59,358	17,555
Promotion	22,861	3,131
Rent	293,744	194,523
Salaries and benefits	3,755,087	2,432,241
Supplies and sundry	103,457	88,195
Telephone	47,477	32,835
Translation	51,016	105,485
Travel	306,490	429,994
Amortization of capital assets and prepaid	195,902	47,656
	6,566,217	4,766,115
Excess of revenue over expenses before the undernoted	714,057	182,018
Special projects	67,000	114,178
Excess of revenue over expenses	\$ 647,057	\$ 67,840

See accompanying notes to summary financial statements.