

# Collaboration and the Future of International Education

Languages Canada Conference  
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# BC Council for International Education (BCCIE)

## Who Are We?

**Non-Government Society** funded by province of British Columbia under the Society Act

**Senior Level Board** including 3 Deputy Ministers, university and college presidents, public school superintendents, representatives from private sector

**Take provincial lead on marketing** and internationalization initiatives, collaborating with Ministries

# BC Council for International Education (BCCIE)

## Strategic Goals

**Coordinated leadership** for BC's IE sector

**Market BC** as destination of choice

**Training and service** to stakeholders

**Cultivate Excellence** in internationalization

# BC Council for International Education (BCCIE)

## Key Activities

Advance international education interests of British Columbia

Administer provincial Education Quality Assurance (EQA) designation

Market BC as an education destination

# BC Council for International Education (BCCIE)

## Our Stakeholders

- ✓ Public K-12 school districts
- ✓ Independent K-12 schools
- ✓ EQA-designated language schools
- ✓ Public post-secondary institutions
- ✓ EQA-designated private post-secondary institutions
- ✓ EQA-designated private career colleges

# BC Council for International Education (BCCIE)

## Our Partners

- ✓ Ministry of Education
- ✓ Ministry of Regional Economic & Skills Development
- ✓ Ministry of Science and Universities
- ✓ Ministry of Tourism, Trade and Investment
- ✓ Federal Government (Edu-Canada)
- ✓ Provincial Organizations (IPSEA, BCCA, PCTIA, FISABC)
- ✓ National Organizations (Languages Canada, CBIE, CAPSI)
- ✓ BC Regions & Communities
- ✓ Third-Party Providers

# What IS Collaboration?

Collaboration is in the  
eye of the **collaborator**

# The Tough Guy



# 'Friendly Competition'



# We Are the World



# Models of Collaboration

## Collaboration

**Collaboration** is a [recursive](#)<sup>[1]</sup> process where two or more people or [organizations](#) work together to realize shared goals, (this is more than the intersection of common goals seen in co-operative ventures, but a deep, collective, determination to reach an identical objective) — for example, an intriguing endeavor<sup>[2][3]</sup> that is creative in nature<sup>[4]</sup>—by sharing knowledge, learning and building consensus. Most collaboration requires [leadership](#), although the form of leadership can be social within a [decentralized](#) and [egalitarian](#) group.<sup>[5]</sup> In particular, teams that work collaboratively can obtain greater resources, recognition and reward when facing competition for finite resources.<sup>[6]</sup> Collaboration is also present in opposing goals exhibiting the notion of [adversarial collaboration](#), though this is not a common case for using the word.

*Source: Wikipedia*

# The Coles Notes

**Working Together** for shared goals

**Deep, Collective Determination** to reach identical objective

Collaboration requires **Leadership**

# Why Is it Important?

**Consumer** demands it

**Highly globalized world** demands it

Our industry is built on **symbiotic dependencies**

# So What Are The Obstacles?

If we agree that collaboration is **healthy and good**, why is it so difficult to work together?

# The Great Debates (i): Myth of the Blood-Thirsty Private



# Private Participation in BC's IE

Private providers = **49%** students to the BC international education sector (2010)

Private providers = **75% of language sector** in BC (2009)

11 175 jobs, \$900 million (2010)

BCCAT, EQA recognize private providers as key, quality players in system

*Source: RKA Associates, 2011*

# The Great Debates (ii): Pathways to Heaven



# Everyone Wants a Package Deal

Pathways respond to consumer demand

Increase relationships, trust, innovation

Make 'collaboration' a brand value

Understanding transitions critical to marketing success (see Daniel Guhr)

# The Great Debates (iii): Ottawa's Ungrateful Step-Children



# Reality of the Federation

Inherent collaborative nature of system fosters compromise, quality

Diversity is healthy

Leverage provincial collaboration mechanisms (CMEC, WestCanPIE, FPCCIERA)

'CANADA' first brand for everyone

# The Great Debates (iv): 'I'm the Best'



# Apples to Oranges?

Arguing over 'bigger, best' a losing battle –  
one-upmanship is dead

Best products find proper niche and adapt to  
changing conditions

Responsiveness and flexibility key

Increase the pie, not just the slice

# The Great Debates (v): Brand Clutter



# ‘Harmonious Co-Identities’

Brand cohesion ‘leverages pathway opportunities’

Canada the ‘hardware’; province and/or institution the ‘software’?

Big Tent appeal

Choice, ‘choose your own path’

# Summary of Conversations

**Private-Public Partnerships**

**Pathway/Cross-Sector Relationships**

**Competing Quality Claims**

**Federal-Provincial Relationships**

**Co-Branding Issues**

# The View from Lotus Land

## On the horizon

- ✓ Increased pathway development
- ✓ Increased range of student options
- ✓ Deepen co-branding opportunities
- ✓ Raise the bar for quality
- ✓ Collaborative pilot projects
- ✓ Research and benchmarking

# Case Studies (i): The Pilot Pathway

Responding to sector needs

BCCIE, Languages Canada observers

5 private language providers

2 PSE institutions

2 year pilot

Metrics, co-branding

# Case Study (ii): BCCAT

Non-profit, public agency

Operates by promoting collaboration among BC post-secondary institutions

Both public and degree-granting privates

ESL Articulation Committee; ESL research

Source: [www.bccat.com](http://www.bccat.com)

# Case Study (ii): BCCAT

Provides coordination and support for transfer and articulation in the BC system

Promotes student mobility through system-wide collaboration and extensive research

Develops and manages online resources to assist students in their education planning

Source: [www.bccat.com](http://www.bccat.com)

# Case Studies (iii): Education Quality Assurance (EQA)

**Canada's first and only provincial brand of quality** for post-secondary education



**International leader as quality assurance seal** with equal eligibility for both private and public institutions

Brand identifies institutions that have met provincial government quality assurance standards and offer consumer protection

**Only province with a consolidated list and interactive map promoting public and private PSE institutions** branded with a provincial government assurance of quality

Currently 25 public and 43 private BC post-secondary institutions have been approved for the EQA Designation

# Case Studies (iii): Education Quality Assurance (EQA)

## Timeline:



- 2005-07** Closure of a number of private institutions in BC and around the world results in concerns of confidence by international market in post-secondary education system
- 2008** EQA presented in provincial government's 2008 Throne Speech
- 2009** Official launch of EQA and Designation
- 2010** Languages Canada members in BC become eligible
- 2011** EQA marketed worldwide as symbol of BC quality

# Case Studies (iii): Education Quality Assurance (EQA)

## The EQA Designation



**Reduces Confusion** for students around provincial quality assurance processes

**Communicates Quality and Assurance** of services offered by the designated institution

**Supports Decision Making** by international learners, parents, international institutions, education agents, and government agencies in making informed choices when choosing an overseas education destination

**EQA has been extremely well received** by our partners worldwide

# What We've Learned

- ✓ Dialogue builds trust
- ✓ Need to identify common goal
- ✓ Need for clean data/metrics
- ✓ Landscape changes quickly
- ✓ Type of collaboration must suit particular, local conditions: flexibility key

# BC: General Trends

- Increase in private providers
- Increase in private-public collaboration
- Increase in cross-sector collaboration
- Desire for federal-provincial co-branding
- More integrated focus on quality issues (ie. quality of the 'pathway')

# Future Opportunities

- ✓ Deeper connections between student recruitment, immigration, labour market
- ✓ Stronger, more flexible brand identities
- ✓ Greater emphasis on clean data, metrics, long-term modelling
- ✓ Offshore delivery, distributed learning

# Dark Road...



# Or Happy Times Ahead?



# Let The Dialogue Continue.



# For Discussion...

What types of collaboration do you engage in at your institution?

How do you leverage/use/synthesize various brand identities?

How do you currently work across sectors?

What challenges do you face working with partners (post-secondary, government)?

# Thanks

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