



LANGUAGES CANADA

2017 PLAN AND DIRECTION

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I. INTRODUCTION

The 2017 Languages Canada Plan and Direction is based on collaboration and input from all the Languages Canada committees, the Board of Directors, and the Executive Committee. Management ensures that all aspects of the association have input, provides research and support, and creates the final document for board and member approval. Note that this is not a detailed plan for each area of activity of the association, but rather an overview of 2017 objectives, with key points highlighted. To best understand the specific and more detailed plans on Advocacy, International Affairs, Membership, and Quality Assurance, please join the appropriate committee or working group where members contribute to creating and to executing plans. This year's plan differs from previous years. Section II, 2017 Repositioning, addresses fundamental questions brought about by changes within and outside the association. These questions point to the role of the association within the sector, specifically in the realm of sector oversight, and propose a process to review governance and membership to better align our values and mission to our new context. The second fundamental difference this year lies in the presentation of activities for French programs. In the past French program activities were presented separately. This format for presentation had led to confusion, and members commented that presenting the two segments separately actually supported potential fragmentation. In order to simplify the 2017 Plan and Direction presentation and in support of this year's conference theme, *Two Languages, One Strong Voice*, French program activities have been integrated into the overall plan.

II. REPOSITIONING FOR 2017

This section explains the new proposed positioning of the association:

- Background and history
- Deliberation process
- Proposed positioning
- Transition plan to embrace the new positioning

A. BACKGROUND AND HISTORY

Since being established in 2008, Languages Canada has striven to be inclusive and to be the voice of the whole Canadian language education sector. Without conducting a single membership drive, membership has almost doubled. In the past, even when non-member programs closed, Languages Canada stepped in to safeguard Canada's reputation and to support vulnerable students. As the sector and the association grew and government stepped into an oversight role, the association's workload increased substantially, and the complexity of files grew, as did the association's liability.

Until 2008 federal and provincial governments took little interest in Canada's international language education sector. But the adoption of a concept proposed by our predecessor, CAPLS, to create a national brand for international education marked the beginning of government involvement in oversight and, for the first time, provinces became involved. However, even then Canada's language education sector operated in a context that was void of legislative, regulatory, and government oversight specific to the sector. In that void, Languages Canada created and provided a voluntary framework for quality assurance, student protection, and ethical behaviour. The second wave of government involvement in oversight was due to *Citizenship and Immigration Canada's* regulatory changes to the *International Student Program* in 2014, and provinces moved to comply with their new responsibilities of oversight. Each province has reacted differently, with some introducing oversight measures at the legislative level, others at the regulatory level, and one not responding at all. The CIC (now IRCC) changes have affected all our members. Some of the provincial changes have included public and private sector programs and some only private. In short, while it is not a simple national approach to oversight, there is no doubt that **government has moved into the sector oversight role**. One fundamental question for Languages Canada, then, is what is our new role in sector oversight and responsibility now that government has stepped into that position?

One of the successes the association can claim is recognition of our *Quality Assurance Framework* and of our sector data and knowledge – in short, our subject matter expertise. This knowledge supported many of our advocacy efforts and has resulted in a deeper understanding of language education by provincial governments, as well as favourable positioning for our members within the provincial contexts. Non-member programs have also recognized the association, and since 2008 the association grew from 125 members to 229 in 2014, always maintaining a 60/40 proportion of private and public sector programs. French programs have maintained a ratio of 10% of membership. A larger membership has resulted in greater revenues for the association and, in some ways, added more weight to our advocacy efforts. A caveat, however, is that since the vast majority of the largest and most established programs in the country were already members the number of students Languages Canada members welcome has grown very little.

Growth has also introduced challenges apart from management and representation of a broader constituency. In times of regulatory uncertainty, student enrolment declined and the financial uncertainty of some member programs has increased risk for Languages Canada, as we remain committed to protecting student investment and to managing complaints. In a few cases, membership has been revoked, once due to unethical behaviour. Members that have posed problems for the association have cost us considerably. An inordinate amount of resources, both financial and human, have been devoted to dealing with the problems a handful of members have posed, but it can be argued that perhaps the biggest cost is to the reputation of the association.

Questions now arise, given our new context, whether the role that Languages Canada has played in whole of sector oversight is the most beneficial for the association and its members in the future. Additionally, it is clear that although the laws, policies, and processes of the association were appropriate for a smaller membership existing in the regulatory context of 2008, our expanded membership and new regulatory environment demand new rules and processes to safeguard our promise of quality, protection, and right action.

B. DELIBERATION PROCESS

As is the custom for the association, the process used to arrive at important decisions is deliberate and inclusive. The Executive Committee met in the fall of 2016 to examine the situation and explore possibilities. The executive was convinced that Languages Canada needed to change and adapt if it is to respect the original intent of the association: to support and enhance quality; to protect students; and, to be an effective advocate for the sector and members. The resulting ideas were presented to the Board of Directors, who agreed to the principles of the proposal and requested that members be consulted. Management conducted consultations with members through an online survey, face-to-face meetings, and teleconferences. The purpose of the consultations was not only to present the proposed repositioning, but also to gauge member support and to obtain input. The survey results pointed to a desire to continue being an association that is inclusive and supportive of members, but stepping away from the role of representing all programs in Canada and to focus on representing programs that demonstrate a commitment to quality assurance, student protection, and ethical practices. More detailed results from the survey on the role of Languages Canada can be found in Appendix II. The resulting objectives and proposed steps are a result of the deliberation process.

C. PROPOSED POSITIONING

An association with members devoted to quality, student protection, and ethical practices.

Since currently many governments in Canada (and some abroad) favour Languages Canada membership and rely on it to support their oversight and selection processes, it is natural for many programs to desire being Languages Canada members. The question is: do Languages Canada members desire an association interested in capturing as many members as possible or an association that represents a segment that demonstrates a real and concrete commitment to higher quality, student protection, and ethical

behaviour? Consultations and deliberations provided a clear indication that the majority of members prefer the latter.

Concretely, what does the repositioning mean?

1. Concentrating on oversight of members, not the sector.
2. Remaining committed to maintaining the Languages Canada Standards.
3. Leaving oversight of the whole sector to government, always encouraging government to adopt appropriate and progressive policies.
4. Improving oversight of members to support their growth and ensure adherence to the values and standards of Languages Canada.
5. Distinguishing Languages Canada members from non-members, creating a distinct value proposition that will result in increased recruitment and partnership opportunities, providing members with less costly and easier access to government oversight schemes, provide high-quality professional development and research opportunities, and represent member interests to government and their own institutions.
6. Updating membership criteria, governance, policies, and processes to reflect new conditions.
7. Ensuring a clear separation from government and Orion Assessment Canada oversight schemes in order to provide a clear distinction between member and non-member programs and strengthen our position as the Canadian language education premier representative body.

D. EMBRACING THE NEW POSITION – TRANSITION PLAN

While the association is returning to and reinforcing its roots, there is no doubt that the proposed changes will require a careful and deliberate approach to considering and implementing new rules. First of all, how can we ensure that the realities of all members are respected? Will a proposed change impact a large international school differently than a small program? How could a new bylaw impact public/private, French/English, major city/remote region programs? Could a proposed new membership condition adversely affect a long-standing member that operates a respected program?

It is proposed that over the next twelve months, the association work towards:

1. Updating the bylaws
2. Updating the Code of Ethics
3. Create new conditions of membership (to be included in the bylaws)
4. Study and propose financial conditions of membership

The work will be:

1. Led by the Executive Committee
2. Overseen by the Board of Directors
3. Involving members through appropriate committees or working groups
4. Carried out by management
5. Approved by members at the 10th Languages Canada celebration in 2018

III. ADVOCACY

OVERVIEW

In line with the new proposed position of Languages Canada, the advocacy plan outlines the advocacy efforts and objectives for 2017.

Guiding Principles

- Position Languages Canada as the association that represents Canadian language programs committed to offering the highest-quality services;
- Position Languages Canada as Canada's unavoidable and indispensable reference organization for English and French language education;
- Influence government to adoption laws, regulations and policies that protect international students and enable innovation and growth;
- Promote member programs within their institutions and regions.

Objectives

1. Increase the reputation and credibility of the association beyond member programs;
2. Obtain recognition of language education as an intrinsic component of education;
3. Support public-sector programs for better recognition within their institutions;
4. Generate and support all initiatives promoting growth and innovation in the sector - denounce and oppose those detrimental to member programs (acts, regulations, policies or actions).

A. INCREASE THE REPUTATION AND CREDIBILITY OF THE ASSOCIATION BEYOND MEMBER PROGRAMS

- Gain recognition for LC in order to exert more influence – Throughout the year
- Coordinate advocacy efforts with CCIE -- Throughout the year
- Share and coordinate advocacy efforts with international associations -- Throughout the year
- Strengthen ties with CMEC – January-June
- Establish solid ties with *Federal Provincial Consultative Committee on Education Related International Activities* FPCCERIA – April-June
- Educate the public -- Throughout the year (especially in July with WSD and Canada's 150th)
- Federal Representations -- Throughout the year
- Contact and influence provincial ministers holding key portfolios
- Identify and influence champions (5 federal MPs)
- Continue with Languages Canada's Ambassador Program (20 ambassadors)

B. OBTAIN RECOGNITION OF LANGUAGE EDUCATION AS AN INTRINSIC COMPONENT OF EDUCATION

- **Intelligence** and analysis of each province
- **Identify** the best models in terms of industry support (public and private)
- **Influence key education ministers**
- **Collaborate on joint international education initiatives**
- **Promote pathway programs**

C. SUPPORT PUBLIC PROGRAMS FOR GREATER RECOGNITION WITHIN THEIR INSTITUTIONS

- Conduct research on university and college programs and their context
- Create a plan to showcase/support language programs within university and college sector
- Execute identified activities

D. CREATE A FAVOURABLE POLITICAL ENVIRONMENT

1. FEDERAL ADVOCACY

Supporting Growth and Quality

- Request measures guaranteeing the quality of the Canadian offer
- Request that a *pathway* student permit be established

Access to Work for Students Attending LC Member Programs

- Meet with Minister Husen (IRCC)
- Obtain the right to work for international language students

Reverse Double Visa Policy

- Advocate for reversal on double visa policy
- Propose a Pathway Study Visa

Influence Canada's International Education Strategy

- Develop and deliver key messages
- Increase representation
- Ensure LC members are listed on IRCC website

2. PROVINCIAL ADVOCACY

All Provinces

- Drive positive legislation, regulations and policy changes
- Recognition of member programs
- Build relationships with provincial education agencies and public servants

British Columbia

- Prepare for and participate in 2017 May elections

Ontario

- Obtain legislation specific to sector

Quebec

- Ensure that private sector members are able to access designation
- Request that the language education sector be recognized under Quebec law

IV. COMMUNICATIONS

Communications is at the service of the association's core activities: advocacy; international affairs; and, membership services.

OVERVIEW

- Have successful media impact, raising the profile of the sector and the association beyond the limited world of international education in Canada
- Communications streamlining
- Launch new tools to support international affairs, advocacy, and membership services
- Launch tools for data management

1. SOCIAL MEDIA

LC will continue to expand its social media presence and use it to support the association's advocacy, promotion, and membership objectives.

2. CRM Project

In April 2017, LC will launch a Client Management System (CRM) to support membership services, international affairs, research, and advocacy. The platform will provide more data and information on members, partners, and trends, which in turn will allow LC to better serve members.

3. MEDIA RELATIONS & PR

- Engage in proactive media relations to build and nurture relationships with journalists and bloggers
- Attend networking events and luncheons to support relationship building
- Work with external consultancy to support our media and public affairs strategy
- Build and maintain a robust media and government contact list
- Invite journalists and government stakeholders to key events
- Engage with journalists and bloggers through targeted pitch letters and social media
- Promote LC's marketing activities in local/national/international markets
- Use Canada Newswire or similar service to distribute press releases, social media releases and stories when appropriate

4. WORLD STUDENT DAY 2017

As in 2016, this year's media strategy will centre on following students along their journey from immigration to the workforce, highlighting the importance of language education.

V. INTERNATIONAL AFFAIRS

The *Languages Canada International Affairs Plan* is divided into two sections that address the core areas of international activity for the association: *Marketing and Promotion* and *International Relations*. Marketing and Promotion is devoted to recruitment and promotion activities to enhance the export potential of the sector and our members. International relations is devoted to activities that support the standing of the sector, allow for cooperation and exchange, and provide framework agreements between Languages Canada and foreign partners.

PRINCIPLES

- Gain visibility for the sector and the association for business and advocacy objectives
- Function at 75% cost recovery
- Support member programs
- Occupy space that only Languages Canada can occupy

STRATEGY AND GOALS FOR MARKETING AND PROMOTION

1. Open opportunities for members in developing markets where they may not have the time and resources to do on their own.
2. Create affordable member participation opportunities through creative marketing and GOA funding. Allow members to participate at a lower cost at LC events.
3. Assist members in ICEF events in Berlin, Toronto and Miami.
4. Use marketing and promotion events and opportunities to be a venue for other LC priorities like advocacy, partnerships, and branding.
5. Target industry sectors (ex. tourism, automotive, business, etc.) for corporate training opportunities with the help of the commercial offices of *Global Affairs Canada* (GAC, formerly DFATD) through Trade Commissioners
6. Brand LC to agents more effectively, allowing them to see the value in working only with LC members in Canada.

A. MARKETING AND PROMOTION

1. AGENCY ACTIVITIES

- Trade Commissioners, members and partners see an increase in language education opportunities in other sectors.
- Explore and inform agents how they can help LC members contact with industry, create an information package on how LC members can take advantage of these opportunities, conduct seminars on industry training.

Create an LC recognized agent system.

Develop a profile and a recognition system, identify agents, promote registrations.

2. RESEARCH INITIATIVES

Visa and immigration data

Improve knowledge of existing data sources on immigration issues, request increased data from CIC on study permits issued to individuals by source country AND type of course.

Visa issues

Increase member involvement in submitting visa rejection letters, better tracking of visa rejections for trends and research purposes, improve ties with visa offices overseas and in Canada.

Market Research for French Programs

Following the first research on the market for French programs conducted by StudentMarketing, a biannual follow-up presentation will be put forward. The research will focus on four francophone countries: France, Canada, Switzerland and Belgium. Our members will meet up before the second research to add certain elements to the survey. This research will be presented to our members at the 2018 Languages Canada annual conference.

3. TRADE MISSIONS

Create unique opportunities for our members, enhance our association's visibility, and provide accurate market intelligence to our members.

- Trade Mission to Italy
- Trade Mission to Mexico
- Trade Mission to Kazakhstan

4. FAM TOURS

FAM Tour for French programs

A familiarization tour for French programs is planned for September. The aim is to make French programs known to agencies from the countries identified in a recent research conducted by StudentMarketing. Unfortunately, in 2016, due to a lack of member interest, the FAM tour was cancelled.

FAM Tour for Alberta and the Canadian Prairies

The International Affairs Committee has identified opportunities to bring agents to the main cities in Alberta and the Prairies to enhance LC members' visibility among top agencies that have participated in our trade missions.

Objectives

- Promote and enhance advantages that our members can offer as study destinations in the Prairies
- Bring agents mostly from LATAM countries who are of great interest for our members

5. WORKSHOPS, FAIRS AND CONFERENCES

ICEF Workshops

- Vancouver: April 23 to 25
- Berlin: October 29 to 31
- Miami: December 11 to 13

Working with Trade Commissioners

- Develop a system and process to work with LC members and Trade Commissioners.
- Inform Trade Commissioners about how to work better with LC members.
- Conduct webinars organized by regions.
- Dates proposed: June, July and August.
- Webinar for LC members to brief them about opportunities with TCs.
- Brief LC members about opportunities that International Affairs can address for them.

ACTFL: American Council on the Teaching of Foreign Languages

- ACTFL will take place from November 17 to 19, 2017, in Nashville, Tennessee (USA). ACTFL is dedicated to the improvement and expansion of language learning at all levels of instruction. ACTFL brings more than 12,500 language educators and administrators together.

AATF: American Association of Teachers of French

- The 89th annual reunion of the American Association of Teachers of French will take place from July 16 to 19, 2017 in Saint-Louis, Missouri (USA). The AATF is the only professional organization dedicated exclusively to the needs of French teachers at all levels.

6. DIGITAL PRESENCE

Align International Affairs plan with Languages Canada Communications Management on the following tools: Apps, Social media, Referrals.

B. INTERNATIONAL RELATIONS

1. MAINTAIN ACTIVITIES UNDER MOU WITH THE MINISTRY OF EDUCATION IN BRAZIL AND EXPLORE AGREEMENTS WITH OTHER COUNTRIES

- Explore possibilities of agreements with Mexico and Colombia
- Insert Canadian language education into internationalization efforts

2. COLLABORATION WITH AGENCY ASSOCIATIONS

- Go through existing agreements and fill in specifics
- Explore what other associations can/should we target, with which objectives, and how they tie in with our other objectives
- Participate in agent associations AGMs
- Infiltrate Languages Canada positioning through guest speakers if possible

HÉRACLÈS : Hautes Études et Recherches pour les Apprentissages dans les Centres de Langues de l'Enseignement Supérieur

The Forum Mondial HÉRACLÈS will take place in Prague, from May 17 to 20, 2017. The theme will be "Promouvoir la langue française et son enseignement en milieu universitaire par le renforcement de la relation formation/emploi". All the French university member programs of Languages Canada are eligible to participate in this forum.

VI. QUALITY ASSURANCE

- Explore and propose financial requirements for standards
- Support the creation and implementation of compliance checks
- Review and update teacher qualifications in the standards

VII. MEMBERSHIP

- Prepare for 10th anniversary of the association, including a 10th anniversary year celebration and conference.
- Create a value proposition document for colleges, universities, and private sector members.
- Update membership criteria, bylaws, and code of ethics to reflect new context for the association and the shift in role and direction.
- Explore how financial proof of solvency can be implemented to ensure members' financial stability and ethical financial behaviour and reduce risk to the association.

Activities in Canada

Languages Canada 10th Annual Conference – February 26 – March 1, 2017

The conference's program will offer exciting and innovative workshops for all participants and an opportunity to network with representatives of the sector. Given that the conference will be taking place in Quebec City this year, the French language education sector will be well represented at the event.

World Student Day, July 7, 2017

Languages Canada's World Student Day is an annual event celebrating international language students in Canada and recognizing their valuable contribution to our education, culture and economy. Events are planned in cities and towns on July 7th across Canada and aim to attract approximately 7, 000 students.

Exchange Forum on French as a Second and Foreign Language – October 2017

The French forum draws private - and public-sector stakeholders involved in teaching French as a second language, Languages Canada members and non-members, as well representatives from the *Ministère de l'Éducation et de l'Enseignement supérieur*, the *Ministère des Relations internationales et de la Francophonie* and Francophone representatives from Canada and abroad.

Webinars

Languages Canada will introduce webinars to support professional development, promotion of member programs, and advocacy initiatives. Suggested topics include: Research and reports presentation, "How to work with trade commissioners", Marketing opportunities, and Advocacy for Languages Canada members.

Languages Canada participation and involvement in events promoting la francophonie – Semaine de la francophonie

Languages Canada will be participating at this year's *Semaine de la francophonie* from March 18 to 26, 2017.

VIII. APPENDIX I - 2017 BUDGET

ITEM	2017 BUDGET		2016 BUDGET AND RESULTS			
			ESTIMATED RESULTS		BUDGET 2016	
Membership Fees		665,160		665,160		681,950
Conference Fees – 2017	89,250		86,318		79,000	
Conference Sponsorships – 2017	40,000		61,150		62,250	
Conference Expenses – 2017	-110,000		-115,702		-110,000	
Conference Net Profit / Loss		19,250		31,766		31,250
Grants – DFAIT / PCH						0
International Affairs						
Advertising Revenue	0				10,000	
Agency and Industry Activities	0				3,000	
FAM Tour Revenue	113,500					
Trade Mission Revenue	127,185		146,894		186,470	
Trade Shows	10,000		5,000		0	
Research Revenue	3,000		450		0	
Forums and other events	0		14,000		74,455	
French Program Activity	21,480		17,306		11,290	
Total International Affairs		275,165		183,650		285,215
World Student Day Revenue		52,750		41,910		44,000
Sponsorship Revenue		30,500		29,000		29,000
Partnership		10,000		14,770		17,500
Interest Income		2,000		1,589		4,500
DFATD GOA (2017/18)		35,000		16,113		12,651
DFATD GOA (2016/17)		76,179		27,884		78,863
Misc. Revenue		5,000		0		9,125
TOTAL REVENUE		1,171,004		1,011,682		1,194,054

EXPENSES						
ITEM	2017 BUDGET		2016 BUDGET AND RESULTS			
			ESTIMATED RESULTS		BUDGET 2016	
Payroll Expense, including benefits		582,553		590,682		636,940
Administrative Expenses						
Advocacy						
Federal	9,928				13,301	
Provincial	15,845				18,680	
World Student Day	48,000		35,638		39,450	
Ambassador Program	288				317	
Programmes français	3,356				3,592	
Consultants					0	
Representation Travel			25,842		0	
Advocacy Research	5,680		5,579		0	
Advocacy Expenses	3,524		5,471			
Total Advocacy		86,621		72,529		75,340

International Affairs					
Agency and Industry Activities				2,500	
Advertising				0	
Promotional Material				0	
Outreach Activities	3,000		2,721	0	
Trade Shows	14,180		10,588	13,000	
FAM Tours	96,386			0	
Trade Missions and Events	91,405		95,042	141,806	
Exploratory Missions	0		3,174	0	
Forums and Other Events	0		20,456	74,779	
French Program Activity	26,245		22,318	10,620	
Total International Affairs		231,216		154,298	242,705
Communications					
CRM and Website	90,000		17,040	20,000	
Translation	20,000		23,205	20,000	
Communication Expenses	1,800		6,246	4,950	
Advertising and Social Media	3,500		472	26,000	
Public Relations and Media	33,500		20,172	28,600	
Total Communications		153,800		67,136	109,550
Accounting, Audit and Legal		40,000		43,094	20,000
Bank and Credit Card Charges		5,000		4,886	4,500
Insurance		3,600		3,473	3,600
Memberships and Governance		700		550	600
Courier and Postage		1,800		1,350	2,000
Office and General					
Office Supplies and Equipment	2,500		2,257	3,000	
Miscellaneous	3,000		1,360	4,300	
Printing and Copying	0			0	
Total Office and General		5,500		3,617	7,300
Professional Development Fund		0		6,459	8,500
Recruitment Expenses		0			0
Staff Development		2,999		3,870	0
Telecom		18,000		16,707	18,000
Travel		28,000		31,702	30,000
Contingency Fund		10,000		0	10,000
Total Administrative Expenses		587,235		409,762	532,095
Total Administrative Expenses, including Payroll		1,169,788		1,000,444	1,169,035
EXCESS REVENUE OVER EXPENSES		1,216		11,238	25,019

IX. APPENDIX II - LANGUAGES CANADA ROLE, MEMBER SURVEY RESULTS

QUESTION 1

The association should attempt to include all (or as many as possible) language education programs in Canada, using quantity of programs as its primary pillar of strength. However, all programs would have to be accredited under the Orion scheme, which uses the Languages Canada standards.

	Yes	No	Total
Public	3	14	17
Private	20	4	24
Total	24	18	41

QUESTION 2

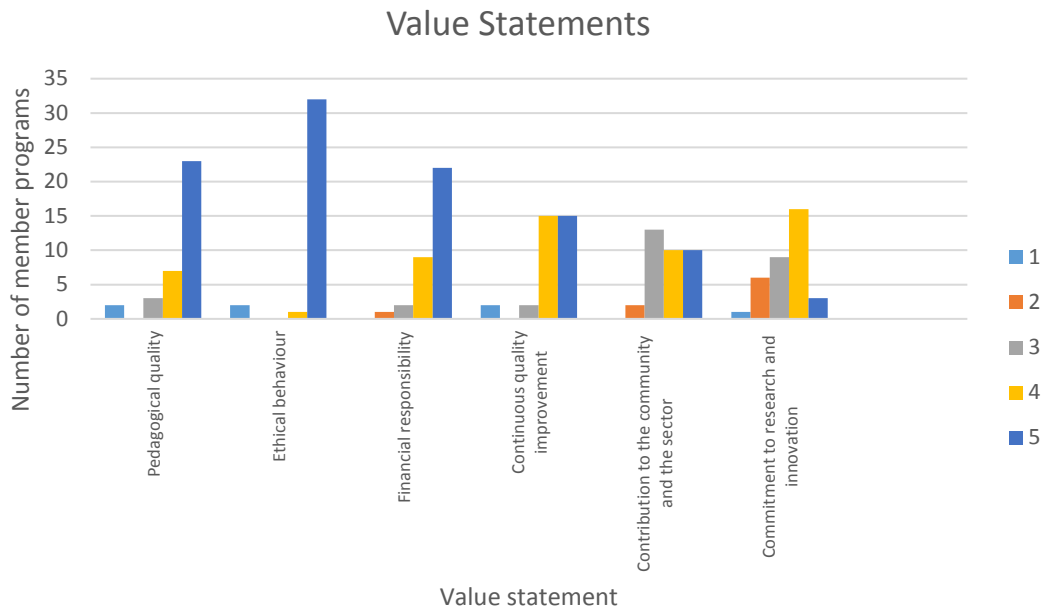
The association should focus for the moment on representing primarily language programs dedicated to international education that demonstrate a commitment and capacity for higher quality in all aspects related to the delivery of language programs. This stance would use quality and student protection as its primary pillars of strength. Accreditation under the Orion scheme, using the Languages Canada standards, would be a minimum requirement.

	Yes	No	Total
Public	15	3	18
Private	20	4	24
Total	35	7	42

Many members answered “Yes” to both questions. Comments provided by members sheds some light on this. Many members did not see options 1 and 2 as mutually exclusive. In fact, members seemed to view the best course of action as increasing the quantity of high quality members. Members cited strength in numbers as a reason for increasing quantity. Those who responded “no” to the second question felt that quality was already assured by LC standards, or did not agree with Orion necessarily being the accreditation scheme.

A. VALUE STATEMENTS

Those who answered “yes” to Question 2 were asked to rate each of the following values on a scale of 1 (not important) to 5 (very important).



In addition to the following value statements, members also mentioned: Research and innovation may not be possible for all institutions based on capacity (2 members); Measuring quality as outcome and competence (1 member); Paying responsible agent fees (1 member); Increase LC awareness (1 member); Respect of government regulations (1 member); and Student experience (1 member).

B. COMMENTS

Members were offered the chance to provide further comments at the end of the survey. Some members used the opportunity to comment that the value proposition for Languages Canada membership is not always well spelled out, and efforts are not always focused on what is important to them as members. For example, more than one public sector member mentioned that advocacy focuses of LC seem to be more directed to private sector needs, like work rights. Others commented that LC should focus more on overseas recruitment and promotion of the sector. Some members expressed concern that fewer members could mean higher fees, thus blocking good (but small) programs from joining the association. Others mentioned a desire for more professional development.

C. CONCLUSION

The general sentiment was that Languages Canada should focus on quality, on ensuring members abide by membership criteria, and on implementing measures to appropriately and swiftly address any breaches of criteria. At the same time, requirements should not be so harsh as to discourage programs from applying for membership in the first place, nor disenfranchise portions of the membership. The regulations should be clear and transparent, as should any case where a member has breached them – come members expressed surprise that they had not heard of the recent suspensions.