

International Student Programs Planning - DRAFT

ISP Plan

Updated: October 18, 2017

District Mission	We nurture each student's learning and well-being in a safe, responsive, and inclusive learning community
District Vision	Each student within our world-class learning community has the opportunity to fulfill their potential and pursue their aspirations

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Executive Summary

This International Student Program plan outlines a roadmap for work started in April 2016 which will conclude by June 2020.

Mission	Vision
The International Student Program creates opportunities for students to develop long-lasting friendships with individuals and groups from cultural origins different from their own.	The International Student Program encourages the development of a global perspective. This supports the development of global networks and more peaceful and harmonious relations between countries and cultural groups.

Summary of Goals and Main Strategies	
Goal #1	<p>To explore new initiatives that will benefit learners in our school district.</p> <p>Strategies</p> <ul style="list-style-type: none"> 1.1 Change organizational culture at ISP 1.2 Improve communication with ISP partners 1.3 Introduce the Global and Intercultural Skills Program (GISP) 1.4 Introduce outbound student mobility program 1.5 Explore dormitory options for international students 1.6 Explore International Baccalaureate options for the district 1.7 Provide additional support for the emotional needs of students 1.8 Offer after-school activities, and university preparation options at Uplands Campus
Goal #2	To refine and improve existing programs and practices as a means to align

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	<p>with the changing context in our school district and the international education sector.</p> <p>Strategies</p> <ul style="list-style-type: none"> 2.1 Review homestay program 2.2 Expand summer program options 2.3 Refine short-term programs 2.4 Expand Academic Transition Program (ATP) 2.5 Review, evaluate, and document internal administrative processes 2.6 Implement new ISP database 2.7 Review ISP forms and documents for risk mitigation
Goal #3	<p>To refine ISP marketing and recruitment initiatives to align with the changing context in the international education sector.</p> <p>Strategies</p> <ul style="list-style-type: none"> 3.1 Focus on South East Asia, Africa, and Europe (diversification) 3.2 Review marketing and recruitment strategy and expand joint marketing-recruitment and pathways with UVic, Camosun, and Royal Roads 3.3 Update branding, logo, and website

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Goal #1

To explore new initiatives that will benefit learners in our school district.

Summary of Strategies and Associated Action Plan

Strategies

- 1.1 Change organizational culture at ISP
- 1.2 Improve communication with ISP partners
- 1.3 Introduce the Global and Intercultural Skills Program (GISP)
- 1.4 Introduce outbound student mobility program
- 1.5 Explore dormitory options for international students
- 1.6 Explore International Baccalaureate options for the district
- 1.7 Provide additional support for emotional needs of students
- 1.8 Enhance student experience via after-school activities, and university preparation options at Uplands Campus

Strategy 1.1

Changing organizational culture at the international student program

Timeline	(what amount of time is required for the strategy)
2016-2018	

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Resources (What is required to fulfill the strategy?)
International Student Program Staff

Reporting: (What information is collected and how will it be collected?)	
Data Collected	How?
Generative dialogue with ISP leadership team	Collected monthly
In-depth interviews with ISP staff	Twice annually

Evidence and Targets (what can be measured to validate success of the strategy?)
Thematic analysis of data collected

Outcomes (What outcomes can be expected as a result of the strategy?)
The organizational culture of the international student program aligns with the overarching school district's organizational culture and strategic plan.

Strategy 1.2
Improve ISP communication with stakeholders (schools, hosts, natural parents, agents, students, and between staff)

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Timeline	(what amount of time is required for the strategy)
2016-2019	

Resources	(What is required to fulfill the strategy?)
International Student Program Staff	

Reporting: (What information is collected and how will it be collected?)	
Data Collected	How?
a. Schools	a. Weekly check-ins from the ISP student support team; ISP advisor admin contact meetings
b. Homestay families	b. Homestay appreciation events; Homestay service levels survey; standardized check-in procedures
c. Natural Parents	c. Annual parent survey
d. Agents	d. Annual agent survey
e. Students	e. Increased numbers of activities offered via Uplands Campus; International student council; Program exit survey

Evidence and Targets	(what can be measured to validate success of the strategy?)
During consultation with each key group it would be expected that survey results would	

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indicate that communication between ISP and each group improves over the three year period.

Outcomes (What outcomes can be expected as a result of the strategy)?

A greater understanding of the roles and responsibilities of each ISP department
Enhanced communication between ISP and key stakeholders
Improved service levels to students

Strategy 1.3

Implement Global and Intercultural Skills Program (GISP)

Timeline (what amount of time is required for the strategy)

July 2016 to July 2019

Resources (What is required to fulfill the strategy?)

International Program Staff Specifically GISP Administrator
Consultation with BC Ministry of Education
Consultation with School Districts across Canada

Reporting: (What information is collected and how will it be collected?)

Data Collected

How?

a. Determine number of Students enrolled on an annual basis

a. MyED data collection

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b. GISP BAA courses	b. ISP website
c. Survey for MOE	c. Contact MOE

Evidence and Targets (what can be measured to validate success of the strategy?)
<ol style="list-style-type: none"> 1. Provincial implementation by 2020 2. District-wide implementation (secondary schools) by 2019 3. 200 GISP participants by 2019

Outcomes (What outcomes can be expected as a result of the strategy?)
<p>GISP provides local Victoria students with a structured learning opportunity to develop global competence - the capacity to analyse global and intercultural issues critically and from multiple perspectives, to understand how differences affect perceptions, judgments, and ideas of self and others, and to engage in open, appropriate and effective interactions with others from different backgrounds on the basis of a shared respect for human dignity. (OECD, 2016, p. 4)</p>

Strategy 1.4
Student Mobility Options (Field Study outside of Canada)

Timeline (what amount of time is required for the strategy?)
September 2016 - 2019

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Resources	(What is required to fulfill the strategy?)
International Program Staff Specifically GISP Administrator Consultation with BC Ministry of Education Consultation with School Districts across Canada Student Mobility Handbook BC Ministry of Education outbound group scholarships	

Reporting:	(What information is collected and how will it be collected?)
Data Collected	How?
a. Number of out of country field studies offered by ISP	a. GISP administrator
b. Student Mobility Handbook	b. Developed by ISP

Evidence and Targets	(what can be measured to validate success of the strategy?)
Student feedback on trips anecdotally or via survey Increased numbers of students accessing these opportunities	

Outcomes	(What outcomes can be expected as a result of the strategy?)
1. Enhanced opportunities for students to engage in field studies outside of Canada in various length and duration. 2. The opportunities for students to develop global networks and people to people connections. 3. Enhanced post-secondary and employment opportunities outside of Canada. 4. The development of Intercultural Competence	

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Strategy 1.5

1.5 Explore dormitory options for international students

Timeline (what amount of time is required for the strategy)

2017-2019

Resources (What is required to fulfill the strategy?)

Research completed by ISP Director

Reporting: (What information is collected and how will it be collected?)

Data Collected

How?

Consultation with Golden Hills School Division; Consultation with Education Victoria group; Consultation with private providers

Director ISP

Review of potential sites in the Greater Victoria School District

Director ISP

Evidence and Targets (what can be measured to validate success of the strategy?)

The creation of a report by the Director of ISP which presents dormitory options.

Outcomes (What outcomes can be expected as a result of the strategy?)

A concise report outlining the pros and cons of starting a dormitory for international

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students.

Strategy 1.6

Explore International Baccalaureate options for the school district.

Timeline (what amount of time is required for the strategy)

2017-2019

Resources (What is required to fulfill the strategy?)

ISP Director and team

Reporting: (What information is collected and how will it be collected?)

Data Collected

How?

Review of IB offerings in British Columbia

ISP management team

Review pros cons of IB programs

ISP management team

Evidence and Targets (what can be measured to validate success of the strategy?)

The development of a report by the Director of ISP

Outcomes (What outcomes can be expected as a result of the strategy?)

A plan which presents options for our school district around the implementation of an IB program.

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Strategy 1.7

Provide additional support for emotional needs of students

Timeline (what amount of time is required for the strategy)

2016-2019

Resources (What is required to fulfill the strategy?)

International Student Program Staff

Reporting: (What information is collected and how will it be collected?)

Data Collected

How?

2016-2017 school year: number of ISP students requiring support for mental health concerns.

ISP student support team

2016-2017: the number of students that are required to return home due to a mental health issue.

ISP student support team

Evidence and Targets (what can be measured to validate success of the strategy?)

ISP's aim is to ensure that all students receive access to timely support for their mental health.

Outcomes (What outcomes can be expected as a result of the strategy?)

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Development of ISP mental health strategy (2015-2016)
 Hired student support manger (January 2016)
 Developed ISP student support team (2015-2016)
 Created networks for counseling services in Japanese, Thai and Mandarin (2015-2016)

Strategy 1.8

Enhance student experience via after-school activities, and university preparation options at Uplands Campus

Timeline	(what amount of time is required for the strategy)
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2016-2019

Resources	(What is required to fulfill the strategy?)
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ISP staff, specifically manager(s) of student support and marketing

Reporting:	(What information is collected and how will it be collected?)
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Data Collected	How?
Numbers of students participating in activities on a yearly basis	Registration data
Nationalities of students participating	Registration data

Evidence and Targets	(what can be measured to validate success of the strategy?)
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Each year, it is expected that the number of students participating in ISP activities and events will increase.

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Outcomes	(What outcomes can be expected as a result of the strategy)?
Offered Homework club at Uplands Campus since May 2016 Delivered University Fair for international students March 2017 and November 2017 Increase the number of activities offered by ISP (2016 -)	

Goal #2: To refine and evaluate exiting programs as a means adapt to the changing context in our school district and the international education sector.

Summary of Strategies and Associated Action Plan
<p>Strategies</p> <p>2.1 Refine Homestay Program a) Meet MOE Guidelines b) Recruit additional homestay families</p> <p>2.2 Expand summer programs; enrolment and program options</p> <p>2.3 Refine Short-term programs</p> <p>2.4 Refine Academic Transition Program (ATP)</p> <p>2.5 Review, evaluation and documentation of internal administrative processes</p> <p>2.6 Implement new ISP database</p> <p>2.7 Review ISP forms and documents for risk mitigation</p>

Strategy 2.1

Refine Homestay Program a) Meet MOE Guidelines b) Recruit additional homestay families c) Improve service levels in homestay program

Timeline	(what amount of time is required for the strategy)
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2016-2019

Resources (What is required to fulfill the strategy?)

ISP Homestay Staff
New Homestay families
BC Ministry of Education homestay guidelines (available upon request)

Reporting: (What information is collected and how will it be collected?)

Data Collected	How?
Homestay Program information	ISP database
Homestay Program Annual report	Homestay Manager

Evidence and Targets (what can be measured to validate success of the strategy?)

Meeting guidelines presented by Ministry of Education
Recruiting between 150-200 new hosts each year
Review annual survey on homestay service levels

Outcomes (What outcomes can be expected as a result of the strategy?)

2016-2017 - recruited 198 additional homestay families
2016-2017 - In Compliance with Ministry of Education
2016-2017 - Improvement in service levels as indicated by survey (available upon request)

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Strategy 2.2

Expand summer programs; enrolment and program options

Timeline (what amount of time is required for the strategy)

2017-2019

Resources (What is required to fulfill the strategy?)

ISP Staff

Reporting: (What information is collected and how will it be collected?)

Data Collected	How?
Data on Summer school programs for international students in Canada	Canadian Association of Public Schools International (CAPS-I)
Data on enrolment trends in ISP summer programs. Data from Agents on Summer school programs.	ISP database Agent surveys

Evidence and Targets (what can be measured to validate success of the strategy?)

More program options available for international students
Increased enrolment

Outcomes (What outcomes can be expected as a result of the strategy?)

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The international student programs' summer school options are enhanced and more students come to Victoria during July and August to study.

Strategy 2.3

Refine Short-term programs

Timeline (what amount of time is required for the strategy)

2016-2019

Resources (What is required to fulfill the strategy?)

ISP Staff

Reporting: (What information is collected and how will it be collected?)

Data Collected	How?
Data on Short-term programs in BC	Research by ISP staff
Data on Short term programs in our school district	Research by ISP staff

Evidence and Targets (what can be measured to validate success of the strategy?)

Fee change
Modification of program options

Outcomes (What outcomes can be expected as a result of the strategy?)

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Reduce the number of short-term programs due to challenges at the school level
Maintain legacy groups with long-standing school district connections

Strategy 2.4

Refine Academic Transition Program (ATP)

Timeline (what amount of time is required for the strategy)

2017-2019

Resources (What is required to fulfill the strategy?)

ISP staff

Reporting: (What information is collected and how will it be collected?)

Data Collected	How?
ATP enrolment trends	ISP database
Review of similar programs across Canada	CAPS-I

Evidence and Targets (what can be measured to validate success of the strategy?)

Increased enrolment

Outcomes (What outcomes can be expected as a result of the strategy?)

ATP will again be a year-round program hosted at Uplands Campus with two or three

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cohorts dependent on demand.

Strategy 2.5

Review, evaluation, and documentation of internal administrative processes

Timeline (what amount of time is required for the strategy?)

2017-2020

Resources (What is required to fulfill the strategy?)

ISP staff

Reporting: (What information is collected and how will it be collected?)

Data Collected

How?

Current administrative processes

As documented with ISP

Evidence and Targets (what can be measured to validate success of the strategy?)

Survey of the individuals and groups we serve (students, parents, homestay families, agents, and school communities.

Outcomes (What outcomes can be expected as a result of the strategy?)

Enhanced processing time for student applications

Enhanced response time for communications

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Strategy 2.6

Implement new ISP database

Timeline (what amount of time is required for the strategy)

2016-2018

Resources (What is required to fulfill the strategy?)

True North Database

Reporting: (What information is collected and how will it be collected?)

Data Collected

How?

A review of database options

Program and promotions coordinator

A review of True North database

Program and promotions coordinator

Evidence and Targets (what can be measured to validate success of the strategy?)

Enhanced ability of ISP staff to complete daily work

Outcomes (What outcomes can be expected as a result of the strategy?)

New database implemented and staff trained on use of database

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Strategy 2.7

Review ISP forms and documents for risk mitigation

Timeline (what amount of time is required for the strategy)

2016-2018

Resources (What is required to fulfill the strategy?)

International Public School Education Association (IPSEA) Templates completed by Harris and Company
ISP Staff

Reporting: (What information is collected and how will it be collected?)

Data Collected	How?
Templates for various ISP forms	IPSEA

Evidence and Targets (what can be measured to validate success of the strategy?)

New and Improved ISP forms that have been vetted by Harris and Company

Outcomes (What outcomes can be expected as a result of the strategy?)

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New ISP forms that have focused on the principle of risk management

Goal #3

To refine our marketing and recruitment initiatives which adapt to the changing context in our school district and the international education sector.

Summary of Strategies and Associated Action Plan

Strategies

- 3.1 Growth in South East Asia, Africa, and Europe (diversification)
- 3.2 Review marketing and recruitment strategy and expand joint marketing-recruitment and pathways with UVic, Camosun, and Royal Roads
- 3.3 Update branding, logo, and website

Strategy 3.1

Growth in South East Asia, Africa, and Europe (diversification)

Timeline	(what amount of time is required for the strategy)
2017-2020	

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Resources	(What is required to fulfill the strategy?)
ISP staff	

Reporting:	(What information is collected and how will it be collected?)
Data Collected	How?
K to 12 International education sector enrolment trends	CAPS-I and a variety of sources

Evidence and Targets	(what can be measured to validate success of the strategy?)
Increased enrolment in the target regions	

Outcomes	(What outcomes can be expected as a result of the strategy?)
Increased enrolment in the specified regions Enhanced diversity for the international student program	

Strategy 3.2
Review of marketing and recruitment strategy and expansion joint marketing-recruitment and pathways with UVic, Camosun, and Royal Roads.

Timeline	(what amount of time is required for the strategy)
2017-2020	

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Resources	(What is required to fulfill the strategy?)
ISP staff Consultation with Education Victoria Group (Uvic, Camosun, and Royal Roads University)	

Reporting:	(What information is collected and how will it be collected?)
Data Collected	How?
K to 12 International education sector enrolment trends	CAPS-I Global Affairs Canada
Research on efficacy of pathways in international education	Various sources

Evidence and Targets	(what can be measured to validate success of the strategy?)
The completion of a marketing and recruitment strategy with post-secondary partners validates the success of the strategy Enhanced cooperation with local post-secondary partners	

Outcomes	(What outcomes can be expected as a result of the strategy?)
The completion of a marketing and recruitment strategy with the Education Victoria Group. An MOU with Education Victoria Group. Increased number of students transitioning from K-12 to post-secondary in Victoria.	

Strategy 3.3

3.3 Update branding, logo, and website

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Timeline	(what amount of time is required for the strategy)
2016-2018	

Resources	(What is required to fulfill the strategy?)
ISP staff	

Reporting:	(What information is collected and how will it be collected?)
Data Collected	How?
Review of international program websites in Canada	World wide web

Evidence and Targets	(what can be measured to validate success of the strategy?)
Completion of updates to branding, logo, and website by end of 2018	

Outcomes	(What outcomes can be expected as a result of the strategy)?
Updates to branding, logo, and website	

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ISP Plan Timelines

Please note; ISP began work on this plan in April 2016. Therefore, many of the strategies were initiated in 2016.

July 2017 Year One	Strategies for Goal #1: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8
	Strategies for Goal #2: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7
	Strategies for Goal #3 : 3.1, 3.2, 3.3
July 2018 Year Two	On-going Strategies for Goal #1: 1.1, 1.3, 1.4, 1.5, 1.6
	On-going Strategies for Goal #2: 2.1, 2.2, 2.4, 2.5, 2.6
	On-going Strategies for Goal #3: 3.1, 3.2
July 2019 Year Three	On-going Strategies for Goal #1: 1.5, 1.7
	On-going Strategies for Goal #2: 2.1, 2.5
	On-going Strategies for Goal #3: 3.1, 3.2