

ATLANTIC EDUCATION INTERNATIONAL

2022 - 2025

STRATEGIC PLAN



Message from the Board Chair and President /CEO

Atlantic Education International (AEI) is an authorized recruitment and sales agent of the Government of New Brunswick pursuant to subsection 8.2 and 8.3 of the Education Act (New Brunswick). Created in 1995, AEI is led by a Board of Directors comprised of senior government officials whose professional responsibilities are linked to the organization's mission, vision, and values. For over 25 years, AEI has been providing learners from around the globe with access to New Brunswick's quality education system.

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AEI is an action-oriented organization that seeks and responds to opportunities in the international education marketplace, and through its two main business lines, services clients in many countries around the world. It serves as an entry point and sustained partner for individuals and organizations worldwide who wish to avail themselves of New Brunswick's high-quality Anglophone curriculum and high school diploma.

The overarching and long-term aspirations of AEI are to:



George Daley, Board Chair

- position New Brunswick as an active and highly respected participant in the international education arena
- uphold the integrity of New Brunswick's curriculum, high school diploma and reputation
- generate revenues from sources external to New Brunswick in order to re-invest in the province's public education system, while fully sustaining its business operations
- enhance cultural diversity and respect throughout New Brunswick's schools and communities
- grow the organization's footprint, in a strategic and sustainable manner, in new markets throughout the world
- enhance provincial prosperity by bringing New Brunswick to the world, and the world to New Brunswick

The two main business lines of AEI continue to be:



John McLaughlin, President /CEO

- ***New Brunswick Offshore Schools Program (NBOSP)***, in which private schools around the world teach the New Brunswick curriculum and award the New Brunswick high school diploma.
- ***New Brunswick International Student Program (NBISP)***, in which young people from around the world come to this province to study in our middle and high schools for periods of several months up to multiple years.

Atlantic Education International

As the world emerges from the grip of the COVID-19 pandemic, AEI has already re-established much of its previous successes, and is looking to the future with a growth mindset. Unlike many other jurisdictions, New Brunswick kept its entire operations running throughout the pandemic, and while both programs suffered significant revenue reductions, the past year has been one of successful rebuilding. Now it is time to refocus our energies towards growth in new markets.

Changes in the overall education ecosystem, some brought on by COVID related adaptations, have caused AEI to rethink its strategy. Given its current position of strength through diversity, AEI is poised to grow its two business lines in a strategic and sustainable manner, and this has prompted us to establish a new, more focused strategic plan to replace the one currently in existence.

The AEI Strategic Plan 2022-2025 presents priorities, strategies, actions, and measures in a laser focused manner. It was arrived at through engagement with all members of the AEI team, who collectively envisioned a desired future state, and generated specific actions to realize that vision. AEI's team is small considering the significance of its achievements. It is important, therefore, that only the most important initiatives are deployed, so as to ensure dedicated focus by the members of our professional, knowledgeable and energetic team, all of whom have roles in the regular and ongoing business as it now exists

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AEI is a true success story, with annual revenues approaching \$13 Million, which is entirely generated from outside the province. We thrive on providing the highest quality service to our clients, which has secured New Brunswick's stellar reputation in this space, and we are equally proud of the millions of dollars in annual investments we make in schools and communities around the province. We take pride in having weathered the pandemic with strength and class, and we look forward to driving further benefits for international partners and for the people of New Brunswick.

George Daley, Board Chair

John McLaughlin, President /CEO



What We Envision What We Strive For Who We Are

VISION

AEI provides a rich international New Brunswick educational experience, with a focus on quality, integrity, and strong partnerships at home and abroad.

MISSION

AEI's mission is to provide learners from around the globe with access to New Brunswick's quality education system, in the province and abroad, and to maximize the resulting educational, economic, and social benefits.

VALUES, COMPETENCIES AND BEHAVIOURS



At AEI we believe in integrity, quality and putting people first.

Our professional team is passionate about what we do and motivated to produce results that are in line with AEI's priorities. We have an attitude of ownership that allows us to build relationships, communicate effectively and solve problems to benefit the organization and the province.

The world looks to New Brunswick with respect for its quality, inclusive education system.

We strive every day to speak with honesty, to be accountable for our actions and results, to make good decisions, and to help each other succeed so we can effectively meet the needs of our clients.



New Brunswick's Solid Reputation

The world looks to New Brunswick with respect for its quality, inclusive education system. We are admired for our commitment to equity, where students are treated as individuals and taught in a personalized manner. Each student is seen as being on their own personal journey to self actualization, and it is the job of the teacher to pitch the "just right" level of instruction to help each be a bit stronger in their learning tomorrow than they are today. This is why schools around

the world have shown an interest in teaching our curriculum, and why parents from over 30 countries trust our province to host their children and attend our schools.

Here are a few of the strengths that have shaped New Brunswick's reputation as a destination and partner of choice:



- ***A world class curriculum leading to a highly regarded high school diploma:***

Over the years, thousands of students from around the world have worked hard to successfully complete our programs so they can gain entry into top notch post-secondary institutions in North America and abroad.

- ***New Brunswick's commitment to ensuring students achieve important global competencies:***

Our provincial curriculum, which embraces a personalized and engaging educational experience for students, strives to nurture important skills and attitudes which will prepare future-ready graduates for success in the 21st century. Built on a strong foundation of literacy and numeracy, these competencies include:

- Critical thinking and problem solving
- Innovation, creativity, and entrepreneurship
- Collaboration
- Communication
- Sustainability and global citizenship

- ***Canada's consistent scoring in the highest achievement brackets in international testing:***

As an education system itself, New Brunswick routinely outperforms the average of all OECD countries. Around the world, Canada and New Brunswick are seen as places where a high-quality education can be accessed.

Over the past several years, our province has developed a wide array of online learning opportunities for our students.

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- ***New Brunswick's commitment to digital learning:***

Over the past several years, our province has developed a wide array of online learning opportunities for our students. At this point, all Grade 11 and 12 courses are available online in a high quality, accessible and engaging manner. Further, New Brunswick's teachers quickly adapted to online learning expectations brought on by the COVID-19 crisis. The world is quickly evolving to a virtual learning environment, and international education clients are seeking partnerships with jurisdictions that can provide a flexible, dynamic, engaging, and rigorous online experience for their students. New Brunswick is positioned better than many other jurisdictions to respond to this demand.

AEI'S Ability to Deliver:

Over the past 26 years, AEI has established itself as a Canadian leader in the field of international education. What started as one partnership between New Brunswick and overseas school, has grown to become an extended community of 28 schools, currently in seven countries around the world, offering our curriculum and diploma. New Brunswick's education brand is highly regarded through our partnerships in China, Bangladesh, Brazil, St. Lucia, Turkey, Nigeria, and

the Province of Quebec, with more schools in negotiations with AEI at the writing of this document. Similarly, what began as a small project that allowed a handful of students to study in New Brunswick's high schools, has now grown to annually include several hundred young people from around the world who live, play and study in our province.



Our reputation was put to the test when the COVID-19 pandemic descended on the world, and we are emerging from this challenging period as a successful and active participant in the international education marketplace. Our dedicated team made every effort to find ways to serve our

valued clients who struggled in various ways to remain viable and successful in their own business interests. Not every Canadian jurisdiction can say this, and it is a point of pride that AEI surmounted tremendous challenges to continue to welcome students to New Brunswick, to sustain its education programs around the world, and to maintain a solid financial position.

Atlantic Education International

AEI has certain key strengths upon which to build at this pivotal time in the evolution of international education, including:

AEI is known worldwide for ensuring international students have a safe, fulfilling, enjoyable and quality experience when they come to live and study in New Brunswick.

- AEI is led by a strong board of directors, made up of senior government officials, all committed to the success of our organization
- AEI's history of dependable, client-oriented service makes us a desirable entity with which to conduct business
- As a reflection of New Brunswick's reputation for its strong education system and AEI's commitment to high standards, our Offshore Schools Program continually receives inquiries from schools around the world looking to partner with us.
- AEI is known worldwide for ensuring international students have a safe, fulfilling, enjoyable and quality experience when they come to live and study in New Brunswick. Our homestay program is second to none for providing caring and engaging experiences with families who open their hearts and their doors to visiting students. Relationships that are built have been known to last a lifetime.
- AEI's fees are competitive with other Canadian jurisdictions, and our service level is considered among the best.



- AEI generates millions of dollars every year, all of which stays in New Brunswick at the school, school district, community, and provincial levels. AEI's audited financial position is solid, despite the impact of the COVID-19 pandemic on our overall operations.
- AEI's staff puts student and client care first, ensuring individual needs are addressed in a prompt and solution-oriented manner. Our team works hard and are on-deck whenever and wherever they are needed.

Three Strategic Priorities

AEI has established three strategic priorities which we will focus on from 2022-2025. In pursuit of these priorities, decisions about our organizational structure and our operations will be guided by our commitment to our vision, mission, and values.



The Director of each operational unit (NBOSP, NBISP and Corporate) shall be accountable to the Vice-President for actions and measurables in pursuit of the following 3-year goals.

- Grow the New Brunswick Offshore Schools Program in a strategic and sustainable manner.

Smart Goal:

By September 2025, NBOSP will partner with schools in at least four new priority markets and will have overall revenue growth of at least \$1.5 Million.

- Grow the New Brunswick International Student Program in a strategic and sustainable manner.

Smart Goal:

By September 2025, NBISP will welcome 750 FTE international students to the province, an increase of more than 200 from current levels.

- Strengthen the corporate services foundation to better enable the company to achieve its mission and vision.

Smart Goal:

By September 2025, renewed financial, marketing and data management systems will be in place and operational.

Individual team member work plans will be generated to support the achievement of these goals, and these will include timelines and measures of success.

The plan will be renewed every year with appropriate actions added in order to reflect changing organizational and market dynamics, however the long-term goals will remain the same.

Atlantic Education International has established three strategic priorities which we will focus on from 2022-2025.

STRATEGIC PRIORITY 1:
Grow the New Brunswick Offshore Schools Program in a Strategic and Sustainable Manner

YEAR ONE ACTIVITIES

| FOCUS AREA | ACTIONS | MEASURES OF SUCCESS |
|--|---|---|
| Growth Plan | Develop strategic growth plan for next three years | Multi-year strategic growth plan designed by December 2022 |
| | In keeping with new strategic growth plan, establish team, assign roles and responsibilities | Team fully in place, with growth-oriented work plans established for each member, by April 2023 |
| Market Diversification | Develop marketing strategy to support diversification into priority markets | Marketing strategy development and ready for implementation by September 2023 |
| | Identify priority countries with which to seek business partnerships | Two new countries will be identified, with specific plans to reach out to potential partners there by September 2023 |
| Business Development & Client Support | Ensure existing clients receive appropriate support on an ongoing basis | By June 2023, each school will have received monthly outreach, and appropriate supports will be put in place |
| | | By June 2023, selected schools in Turkey and Brazil will receive one high level visit intended to strengthen relationships and promote growth of the NB program |
| | | By June 2023, quarterly Offshore Schools newsletters will celebrate a different school in the NBOSP family |
| | | Two new online professional learning modules will be completed and piloted in at least one overseas school by June 2023 |
| | | At least one collaborative project at the high school level will be established with New Brunswick schools and various offshore schools by June 2023 |
| | Ensure potential and new clients have appropriate support to thrive as an NB affiliated school | A process will be documented for aligning offshore school courses with New Brunswick curriculum requirements by March 2023 |
| | A compendium of resources to support curriculum implementation in offshore schools will be created by June 2023 | |

STRATEGIC PRIORITY 2:
Grow the New Brunswick International Student Program in a Strategic and Sustainable Manner

YEAR ONE ACTIVITIES

| FOCUS AREA | ACTIONS | MEASURES OF SUCCESS |
|---|---|--|
| Homestay Recruitment and Retention | Create and implement a growth and retention strategy for homestays to meet maximum predicted need | Maximum student capacity by school and by District for 2023-24 school year will be confirmed by November 2022 |
| | | Consultant with expertise will have assisted in strategic planning for community marketing for homestay growth by December 2022 |
| | | Elements of strategy will be implemented to engage and retain requisite numbers of homestays to match 2023-24 student capacity, including respite and emergency placements, by February 2023 |
| | Train and engage Homestay Coordinators to ensure students' experiences are safe and activity oriented | Homestay Coordinators will have had a minimum of two training sessions to ensure quality homestay and activity standards by June 2023 |
| | | A provincial conference will be organized for late October – early November 2022 |
| | | A comprehensive Homestay Manual will be available in print and digital formats by September 2022 |
| | Create homestay marketing materials for central and local use | Social media and print materials that can be used flexibly, both provincially and locally, will be centrally created by October 2022 |
| | | Budgets allocated to Regional Managers to target local recruitment efforts to supplement central marketing materials and strategies will be activated by October 2022 |
| | | Success of each marketing initiative will be tracked and measured by numbers of added homestays, reported quarterly |

| | | |
|--|---|---|
| Agent and Student Recruitment | Establish and meet “Optimal 800” goal for balanced portfolio of student diversity by region and language | Looking at current enrolment, the desired number of students from each of three regions - Asia, Europe and South America – will be determined by September 2022 |
| | | Recruitment numbers from established agents in target countries will be analysed by September to ensure they meet a determined threshold for agent productivity |
| | | New agents will be recruited, and existing ones maximized, by November 2022 to target increased student enrolments based on Optimal 800 plan identified needs |
| | Plan and undertake recruitment missions (including online and in-province) to meet student enrolment targets | Four new market opportunities will be secured; two increasable markets will be further motivated; and two new agent groups will be hosted in province by end of June 2023 |
| | | Processes and procedures for effective and successful incoming agent reception will be developed by September 2022 |
| | Further exploit the strengths of the student information system, TRUE North, to maximize agent recruitment and retention | TRUE North full functionality and best practices will be determined by November 2022 |
| | | Further training for all staff as required to maximize efficiency, accuracy, and security of the system will take place by January 2023 |
| Client Service – Building a Brand of Excellence | Further enhance services – communication clarity and consistency, student support systems, invoicing, marketing tools, and agent visits – to distinguish NBISP as in the top five Canadian Programs of choice | Agent questionnaire and satisfaction survey undertaken in September 2022, to be repeated September 2023 to determine progress. Further training in conflict/crisis response and management for the Homestay Administrators and Regional Managers by end of September 2022 |
| | | Quarterly agent newsletter will be created and the first will be delivered via TRUE North or another avenue by the middle of November 2022 |
| | | Recommendations of improved invoicing processes will be implemented by August 2023 |
| | | Enhanced program marketing materials for agents will be produced by October 2022 |
| | Build a form of Global Citizenship Program (GCP) to serve and involve both international and domestic students | Plans for implementation of GCP in 2023-24 will be activated in a minimum of two early adopter schools in each of the four regions by May 2023 |
| | Establish new growth-oriented work plans for all team members | Work plans, consistent with growth goals, in place by June 2023 |

STRATEGIC PRIORITY 3:

Strengthen the Corporate Services Foundation so as to Better Enable the Company to Achieve Its Mission and Vision

YEAR ONE ACTIVITIES

| FOCUS AREA | ACTIONS | MEASURES OF SUCCESS |
|--|--|---|
| Improve Storage and Access to Data | Implement a new centralized document repository | Options for the new centralized document repository (both digital storage and paper storage) to be explored and resources purchased, as required by August 2023 |
| Enhanced Finance and Accounting Practices | Conduct a continuous improvement project | Determine a point person to lead the continuous improvement project by September 30, 2022 |
| | | By December 2022, the continuous improvement project will be complete |
| | | All recommendations from the project to be implemented by August 2023 |
| Marketing | Identify marketing needs within each of AEI's various business lines | Marketing needs for the 2022-2023 fiscal year will be identified by September 2022 |
| | Implement a new marketing strategy | Develop marketing plan template by September 2022 |
| | | Create a marketing plan based on identified needs by October 2022 |
| | Implement the marketing plan by August 2023 | |
| People and Culture | Continue fostering a positive workplace culture | Revamp AEI newsletter template to improve communication within the organization, share positive stories, and build employee morale by September 2022 |
| | | By August 2023, a new onboarding process will be developed and implemented for all new employees |
| | Establish new growth-oriented work plans for all team members | Work plans, consistent with growth goals, in place by June 2023 |
| New Opportunities and Initiatives | In support of Government priorities, explore new opportunities for growth outside of AEI's two main business lines, and lead early development to determine fit for the company and potential return on investment | By June 2023, the <i>Welcome to New Brunswick Bursary</i> , an initiative developed in collaboration with various provincial government departments and post-secondary institutions, will be fully implemented |
| | | By June 2023, AEI, working in collaboration with the Department of Education and Early Childhood Development, will implement policies and procedures around the administration of the Innovation Fund, that was established in April 2022 |

Operational Requirements

To ensure the success of the 2022-2025 Strategic Plan, AEI will put in place the necessary operational resources. This will require commitment from the following units:

The plan will be renewed every year with appropriate actions added in order to reflect changing organizational and market dynamics, however the long-term goals will remain the same.

- Senior Leadership
- New Brunswick Offshore Schools Program
- New Brunswick International Student Program
- Corporate Team including:
 - Legal Services
 - Finance
 - Marketing and Communications
 - Human Resources
 - Administrative Support

The Senior Leadership team will ensure that:

- Resources, financial and otherwise, are allocated according to the strategic priorities
- Commitments are implemented on time, on budget and within scope
- Strong relationships are nurtured and actively pursued with key individuals within the province, across Canada and internationally

Monitoring and Reporting

The plan will be formally reviewed quarterly by the Senior Leadership team at AEI. The President and CEO will report on the status of the Strategic Plan at every meeting of the Board of Directors. A formal progress summary will be included in AEI's annual report.

