



# Strategic Plan

2025–2030



# Message From The President & CEO

Atlantic Education International (AEI) enters the 2025–2030 period from a position of strength. The organization has built a trusted global reputation, expanded its reach, and created meaningful opportunities for learners, partners, and the Province of New Brunswick. At the same time, AEI now operates in an environment of increasing complexity, heightened public accountability, and rising expectations for quality, consistency, and care.

By 2030, Atlantic Education International will be recognized globally as a trusted leader in people-centered Canadian K–12 education that is known not only for the quality of the New Brunswick curriculum, but also for the integrity, care, and partnership through which it is delivered.

AEI's vision is to move beyond growth for its own sake and toward intentional, sustainable impact. Success will mean that learners around the world experience a New Brunswick education that is rigorous, supportive, and transformative; that partners see AEI as a long-term collaborator rather than simply a service provider; and that staff are empowered, supported, and proud of the work they do.

Looking ahead to 2030, AEI will be an organization that is:

- › Strong in its foundations, with clear

roles, modern systems, and scalable processes that support quality and consistency.

- › Confident in its people, investing in professional growth, leadership development, and a culture that values well-being and purpose.
- › Respected globally, with a reputation for excellence, integrity, and partnership across diverse international contexts.
- › Sustainable and resilient, with diversified revenue streams and data-informed decision-making that enable long-term stability.
- › Impact-driven, measuring success not only by growth, but also by the positive outcomes experienced by learners, educators, and communities.
- › Trusted and accountable, earning and maintaining the confidence of students, families, partners, districts, and the Province of New Brunswick through transparency, consistency, and a clear commitment to public responsibility.

This direction is intentionally aspirational. It asks us to consider not just what AEI does today, but what we are building together for the future. It challenges us to imagine the organization we want to become and the legacy we want to leave.

Once established, this vision serves as the guiding reference point for all strategic priorities, initiatives, and budget decisions. Every choice made between now and 2030 will be tested against this vision. In doing so, the strategic plan becomes more than a roadmap of action; it becomes a shared journey, aligning our efforts, strengthening our resolve, and defining what success looks like for AEI in the decade ahead.

By 2030, AEI will be recognized not only for the breadth of its global engagement, but also for the strength of its systems, the professionalism of its partnerships, the care shown to learners, and the value returned to New Brunswick's public education system.



**Stephanie Underhill Tomilson**  
President & Chief Executive Officer

# Message From The Board Chair

Atlantic Education International enters the 2025–2030 planning period at a defining moment in its evolution. By 2030, success will mean AEI has strengthened the quality of the schools and students it serves, increased the value it returns to New Brunswick's education system, and grown in ways that are sustainable and disciplined in risk. AEI will be clearer in its mandate, trusted by districts and global partners, and supported by a strong and sustainable team.

Over the past several years, AEI has expanded its global partnerships, strengthened its reputation, and deepened its contribution to public education in New Brunswick. As the organization's Board of Directors, we recognize both the progress that has brought AEI to this point and the responsibility that has accompanied its growing international presence.

This strategic plan reflects the Board's commitment to ensuring AEI's work remains firmly grounded in public purpose, educational integrity, and long-term sustainability. AEI operates within a framework established by the provincial government, and with that comes a clear obligation to uphold the trust placed in the organization by students, families, partners, districts, and the Province of New Brunswick. The Board's role is to

provide oversight, clarity of mandate, and disciplined governance so that AEI can continue to deliver meaningful value while maintaining the highest standards of quality and accountability.

The years ahead will bring increasing complexity, rising global expectations, and growing operational demands, while capacity constraints across New Brunswick must also be carefully considered. The Board therefore supports the strategic shift outlined in this plan: moving from growth for its own sake to growth that is intentional, sustainable, and aligned with system readiness. This approach prioritizes quality over volume, strengthens the organization's internal foundations, and ensures every partnership reflects AEI's core values of care, professionalism, and accountability.

We are particularly encouraged by the plan's emphasis on people, both the learners AEI serves and the staff who make this work possible. A people-first culture grounded in clarity, support, and professional growth will be essential to AEI's long-term success, alongside a continued commitment to operational excellence, financial stewardship, and transparent reinvestment into New Brunswick's education system.

The Board endorses this strategic direction as a roadmap that is both

ambitious and responsible. It positions AEI to strengthen its global leadership while honouring its provincial mandate and delivering meaningful benefits to New Brunswick.

On behalf of the Board of Directors, I extend sincere appreciation to AEI's leadership and staff for their dedication to students and partners around the world. The Board looks forward to supporting the implementation of this plan and stewarding AEI's continued growth with integrity, care, and confidence.



**Ryan Donaghy**

Deputy Minister, Education and Early Childhood Development

# Vision

To empower global learners with a New Brunswick education enriched by quality, hospitality, and human connections that prepare them for success in an ever-evolving world.



# Strategic Context

AEI's strategic direction is shaped by several key considerations that influence decision-making and long-term priorities:

## 01 > Increasing Global Demand with Higher Expectations

International partners and families are seeking not just access to Canadian education, but clarity, consistency, quality assurance, and student-centered supports. Reputation and trust have become decisive factors.

## 02 > Growing Complexity of Program Delivery

As AEI's portfolio expands, complexity across accreditation, inspections, student support, compliance, and partner management has increased. This requires more standardized systems and clearer internal ownership.

## 03 > Capacity Constraints within New Brunswick

District readiness, staffing availability, housing, and school capacity place natural limits on growth. Strategic decisions must align with what the province and districts can responsibly sustain.

## 04 > Need for Stronger Commercial and Relationship Infrastructure

AEI's success increasingly depends on disciplined business development, market prioritization, data-informed decisions, and relationship management. These are capabilities that must be intentionally built.

## 05 > Accountability to Mandate

As a provincially aligned organization, AEI must demonstrate transparency, financial stewardship, and measurable benefits to New Brunswick's education system.



# Strategic Drivers

AEI's strategic direction is shaped by the following key strategic drivers:

## 01 > Accountability and Mandate Clarity

AEI operates within a public education ecosystem and must demonstrate transparency, responsibility, and alignment with provincial priorities, particularly in the care and supervision of international students.

## 02 > Shift from Volume to Quality in ISP

The ISP Phase 2 Report clearly signals that a volume-driven model is no longer sustainable or aligned with system realities. AEI must clarify ISP's purpose, student profile, service levels, and scale to protect program quality and staff sustainability.

## 03 > Increasing Operational Complexity

Growth across ISP and OSP has increased administrative burden, role overlap, and inconsistency. Standardization, clearer role boundaries, and stronger systems are now essential.

## 04 > Capacity Constraints Across the Province

District readiness, housing availability, staffing, and school capacities should guide decisions to ensure quality and sustainability. Capacity across the system must inform the pace and scale of growth.

## 05 > Need for Commercial Discipline

Business development, market prioritization, and agent management must be intentional, data-driven, and separated from operational delivery to reduce risk and improve focus.

# Strategic Pillars

AEI’s Strategic Pillars serve as decision-making filters. Every initiative, investment, and partnership is assessed through these lenses.



## Learner-Centered Impact

Learners remain at the center of all decisions. Programs and partnerships are evaluated based on their ability to support student success, well-being, access, and long-term outcomes.



## People-First Culture

AEI prioritizes the well-being, growth, and engagement of staff, partners, and communities. Sustainable success depends on healthy teams, trust, and clear roles.



## Quality & Reputation

AEI’s reputation is a strategic asset built on professionalism, integrity, and results. Quality and consistency are non-negotiable.



## Sustainability & Scalability

AEI focuses on initiatives that are viable today and sustainable tomorrow. Growth follows readiness.



## Financial Responsibility

AEI stewards resources carefully and ensures global activity delivers measurable benefit back to New Brunswick’s public education system.



## Operational Excellence

AEI commits to clear, efficient, and accountable operations that enable quality delivery, reduce risk, and support scalable growth. Strong systems, defined roles, and disciplined processes ensure consistency, compliance, and timely decision-making across all programs and regions.

# Strategic Goals

## 01 > Strengthen Organizational Foundations

Build internal capacity, role clarity, and systems that enable consistent, high-quality delivery across all programs.

## 02 > Protect and Elevate Program Quality

Ensure every learner, partner, and stakeholder experiences AEI as professional, responsive, and values driven.

## 03 > Enable Disciplined, Strategic Growth

Move from reactive expansion to planned growth grounded in market strategy, readiness, and capacity.

## 04 > Invest in People and Culture

Support staff well-being, professional growth, and leadership development as core drivers of success.

## 05 > Enhance Financial Sustainability and Provincial Impact

Ensure AEI's global activity strengthens New Brunswick's public education system in meaningful, transparent ways.



# Five-Year Roadmap

## Clarity & Stabilization

- › Confirm OSP and ISP mandate and service model
- › Clarify roles and accountability
- › Address immediate risk areas
- › Begin SOP development

**2025–2026**

### Outcome

- › Stable operations, reduced strain

## Quality & Consistency

- › Embed standardized ISP & OSP frameworks
- › Strengthen inspections and review cycles

**2027–2028**

### Outcome

- › Predictable, high-quality delivery

## Consolidation & Renewal

- › Publish AEI Impact Report
- › Evaluate strategy outcomes
- › Design 2030–2035 plan

**2029–2030**

### Outcome

- › Mature, trusted global leader

## Systems & Sustainability

**2026–2027**

- › Implement CRM
- › Launch Business Development engine
- › Transition recruitment & agents to BD
- › Confirm ISP mandate and service model
- › Expand professional learning
- › Strengthen forecasting and reporting

### Outcome

- › Disciplined, data-informed growth

## Strategic Growth

**2028–2029**

- › Expand in high-fit markets only
- › Refine pricing and service tiers
- › Strengthen advisory mechanisms

### Outcome

- › Sustainable expansion, stronger reputation

# Global targets

Strategic Pillar	Global Target
Learner-Centered Impact	› 90% learner satisfaction across all programs
People-First Culture	› 90% staff engagement
Quality & Reputation	› 90% accreditation & compliance
Sustainability & Scalability	› 5–8% annual growth within system capacity › Annual initiatives that reduce manual workflows
Financial Responsibility	› Annual revenue reinvested into NB education
Operational Excellence	› 90% partner satisfaction across all programs

# Strategic Plan

## 01 LEARNER-CENTERED IMPACT

### PRIMARY TARGET

- › Achieve 90% or higher learner satisfaction across all AEI programs (ISP and OSP).

### SECONDARY TARGETS

- › Achieve 90% or higher program completion rates across programs.
- › Achieve 90% successful academic and program continuity outcomes, including seamless school placement, credit recognition, and progression while enrolled in ISP and OSP.
- › Achieve 90% awareness among AEI graduates of available New Brunswick post-secondary pathways.
- › Report annually on learner progression, preparedness, and post-program outcomes in ISP and OSP.
- › Demonstrate measurable learner outcomes through annual reporting on academic progression, preparedness, and post-program pathways.
- › Demonstrated alignment between OSP delivery and NB curriculum expectations across 90% of schools.





## 02 PEOPLE-FIRST CULTURE

### PRIMARY TARGET

- › Achieve 90% or higher positive staff engagement across AEI.

### SECONDARY TARGETS

- › Achieve 85% of staff retention across the organization.
- › Reduce sustained staff workload pressure by achieving clear role definitions and standardized workflows across all programs by 2027.
- › Reduce sustained ISP staff workload pressure by achieving documented service standards, caseload guidelines, and escalation protocols.
- › 100% of AEI positions have position profiles and purpose driven role statements.
- › 100% of AEI employees have annual work plans that align with strategic priorities.
- › 90% of staff have a clear understanding of their role and responsibilities.
- › 100% of positions identified as critical have a succession plan.
- › Confirm through staff survey that employees have a clear understanding of their role, their priorities, and how their work contributes to AEI's vision.
- › 90% of employees report feeling supported through regular, meaningful feedback that helps them grow and succeed in their role.



## 03 QUALITY & REPUTATION

### PRIMARY TARGET

- › Maintain 100% accreditation, inspection, and compliance across all AEI programs and jurisdictions.

### SECONDARY TARGETS

- › Achieve 90% or higher satisfaction among key people partners (host families, agents, and schools) regarding communication, support, and relationship management.
- › Achieve a 97% student retention rate in the NBISP program, excluding voluntary and involuntary withdrawals.
- › 100% of critical incidents are managed in accordance with established protocols to protect student safety, support staff, and uphold AEI's reputation and integrity.
- › Maintain 100% compliance with provincial, federal, and AEI ISP standards, including duty-of-care requirements.
- › Achieve 90% satisfaction from offshore school leadership regarding AEI support and communication.
- › Achieve 90% agent/owner/consultant satisfaction with clarity, training, and relationship management.
- › 20% of schools in the Offshore Schools Program achieve High Performing School status.
- › Achieve 90% or higher partner satisfaction across OSP schools, districts, and strategic partners.
- › Achieve 90% of OSP schools meet NB curriculum and inspection standards.
- › Reduction in corrective actions and follow-up inspections year over year.
- › Reduce corrective actions, escalations, and quality-related incidents year over year through strengthened standards and review cycles.



# 04 SUSTAINABILITY & SCALABILITY

## PRIMARY TARGET

- › Enable sustainable, capacity-aligned growth across AEI programs by strengthening systems, processes, and decision-making discipline.

## SECONDARY TARGETS

- › Achieve 5–8% annual revenue growth in the Offshore Schools Program (OSP).
- › Ensure 100% of growth decisions are supported by documented capacity, exposure, and readiness assessments.
- › Achieve year-over-year reductions in manual and duplicative processes through systems, automation, and standardized documentation by 2030.
- › Maintain predictable, stable ISP enrollment with no more than +/- (4) 600 FTE, unless approved through capacity review.
- › Ensure 100% of ISP intake decisions align with confirmed school placement, homestay availability, and student support capacity.
- › Maintain a 90% retention rate for OSP partners and ISP agents following their initial term and authorization period.



# 05 FINANCIAL RESPONSIBILITY

## PRIMARY TARGET

- › Generate an annual revenue that is transparently reinvested into New Brunswick’s public education system.

## SECONDARY TARGETS

- › Implement activity-based costing—linking staff time and operational costs to core program activities—and multi-year financial forecasting across all AEI programs.
- › Demonstrate sound financial stewardship through the prudent reinvestment of revenues in priority areas, including student support, professional learning, and system capacity.
- › Increase transparent reinvestment of ISP revenues into student support, host family programming, and district capacity year over year.
- › OSP revenue growth aligned with quality and inspection capacity.
- › Improved margin predictability through standardized pricing and partner models.
- › 100% of recruitment initiatives have defined costs, clear objectives, and expected outcomes.



# 06 OPERATIONAL EXCELLENCE

## PRIMARY TARGET

- › Establish consistent, efficient, and reliable operational processes that enable high-quality delivery, timely responsiveness, and sustainable workloads across AEI.

## SECONDARY TARGETS

- › 100% of core AEI processes documented, standardized, and accessible, with clear ownership and review cycles.
- › Demonstrate year-over-year reductions in manual workarounds and duplication through increased use of defined systems and workflows.
- › Acknowledge 95% of external inquiries within established service standards, including partners, agents, and districts.
- › Reduce operational bottlenecks and response delays annually, resulting in fewer backlogs and faster resolution of issues and approvals.
- › Improve consistency and clarity in partner communications, as measured through partner satisfaction feedback related to responsiveness and coordination.
- › Ensure staff are equipped to deliver operational excellence through targeted training, clear role expectations, and documented onboarding for core responsibilities.

# Roadmap at a Glance

Year	Strategic Focus	Key Deliverables
2025–26	Stabilization	<ul style="list-style-type: none"> <li>› Mandate clarity</li> <li>› Role reset</li> <li>› Risk mitigation</li> </ul>
2026–27	Systems	<ul style="list-style-type: none"> <li>› CRM</li> <li>› BD engine</li> <li>› Forecasting</li> </ul>
2027–28	Quality	<ul style="list-style-type: none"> <li>› Standardization</li> <li>› Inspections</li> <li>› Professional Learning</li> </ul>
2028–29	Growth	<ul style="list-style-type: none"> <li>› Strategic markets</li> <li>› Service tiers</li> </ul>
2029–30	Renewal	<ul style="list-style-type: none"> <li>› Impact report</li> <li>› Next strategy</li> </ul>

## Governance & Monitoring

Progress will be monitored and adjusted through annual reporting on Global Targets dashboards, and alignment of annual operational plans and budgets.

# Conclusion

This Strategic Plan positions AEI to grow with confidence, discipline, and care. It aims to strengthen global impact while honoring its responsibility to New Brunswick’s public education system.

**aei** ATLANTIC  
EDUCATION  
INTERNATIONAL