












FALL 2015

# COLUMBIA UPDATE

CHRIST-CENTRED | KINGDOM-FOCUSED | WORLD-IMPACTING



**COLUMBIA**  
BIBLE COLLEGE

-  Biblical Studies
-  Caregiving & Counselling
-  Intercultural Studies
-  Outdoor Leadership
-  Worship Arts
-  Youth Work
-  Columbia One
-  Educational Assistant
-  LEAD
-  Praxis
-  Quest

ANNUAL GENERAL MEETING: OCTOBER 15, 2015

# REPORT FROM THE BOARD CHAIR

by Ralph Hildebrand



**I** feel ambivalent about Columbia Bible College. Yes, I understand that this is not the normal way the Columbia Board Chair Report should begin. So what is the issue?

We understand that we are to learn from history so that we do not repeat the mistakes of the past. For example, see verses such Deuteronomy 32:7:

*Remember the days of old, consider the years of all generations. Ask your father, and he will inform you, your elders, and they will tell you.*

As a Board we have spent time over the last year, reviewing the college's history to learn from past mistakes and past successes. We have also kept an eye on the experiences of other Christ-centred schools, secular and Christian education market trends, church and secular demographics and financial market performance as we thoughtfully, prayerfully and carefully make decisions. We're aware that we have yet to match our 2008 enrollment of 500+ students. And we recognize that our student body is changing. For example, in the 1970's only a small percentage of CBC students did not come from "Mennonite" backgrounds, today, only 41% indicate that they have a "Mennonite" church affiliation.

So what has the Board been doing in the face of these concerns?

In Luke 9:62: Jesus provides some advice: "Jesus said to him, 'No one who puts his hand to the plow and looks back is fit for the kingdom of God.'" And in Philippians 3:12-15 we read:

*Not that I have already obtained this or am already perfect, but I press on to make it my own, because Christ Jesus has made me his own. 13 Brothers, I do not consider that I have made it my own. But one thing I do: forgetting what lies behind and straining forward to what lies ahead, 14 I press on toward the goal for the prize of the upward call of God in Christ Jesus. 15 Let those of us who are mature think this way, and if in anything you think otherwise, God will reveal that also to you.*

We have been looking back to learn so we can move forward in building a strong, firmly-rooted Christian college that addresses the current world while seeking to redeem, reconcile and transform.

What will that look like?

**It won't mean letting go of what is most important.** Our "Anabaptist theological heritage" is part and parcel of the Columbia identity. Columbia is a Christ-centred college with a biblical base which considers the Scriptures to be far more than a collection of writings of academic interest.

**It won't mean abandoning our mission.** Our end goal is not high enrollment: Columbia is in the equipping business. As President Born has put it, "Through mentoring, modeling, teaching and praying, we seek to make disciples who seek to partner with God in His mission of redeeming, reconciling and transforming the world".

**It will mean hard work, letting go of past models, and openness to change,** as we strive with the staff and faculty to buck the trends to increase Columbia's impact on the lives of its students. The College does this by addressing roadblocks to higher Christian education: increasing the relevancy and practicality of the course offerings, attempting to set affordable tuition fees, maximizing the transferability of course credits and creating a unique Christ centred community.

**Finally, it will involve your continued support.** We cannot move ahead without strong partnerships from our supporting conference organizations, generous supporters, dedicated faculty and staff and an army of prayer warriors.

Ralph Hildebrand  
Board Chair

# REPORT FROM PRESIDENT: "STAY MISSION TRUE"

by Bryan Born



**“The mission of Columbia Bible College is to equip people for a life of discipleship, ministry and leadership in service to the church and community.”**

Recently, a good friend suggested I watch a presentation on “mission drift” by Peter Greer of Hope International

(a Christian international development organization serving some of the poorest people in the world). Greer provides a number of examples of organizations that started on a Christ-centred foundation but quickly lost their way. He argues that staying true to our identity and mission for the present and future is crucial if we are to fulfill God’s purposes for us.

How does this apply to Columbia’s situation? The future of Christian higher education in Canada is unsure, and people regularly ask me to explain why Bible colleges continue to have value. They also want to know if there is a willingness to change or adapt. My answer to these questions revolves around our mission and vision.

Last year we discussed and adopted our new vision statement: *“By God’s grace, Columbia Bible College will be a thriving, Christ-centered post-secondary institution, embodying and promoting God’s kingdom vision of transformation for the church and world as reflected in Scripture, and developing Christ-followers who are maturing spiritually, academically, and ethically – inspired and able to positively impact their careers, churches, and communities.”*

The importance of staying true to that mission and vision was driven home to me a couple of weeks ago when two alumni from the past ten years visited our campus. One of them, Jon Wiebe, is now a church-planting apprentice with the C2C network, and he and his wife have already gathered together a small group who intend to start a new church in an Abbotsford mall sometime in 2016. He also works half-time in a Starbucks in order to connect with people who need to hear the gospel of Jesus. The other, Jared Klassen, now works in Ottawa as part of the public policy team for the Canadian Food Grains Bank. Following God’s call on his life, he is involved in an organization that makes it possible for thousands of people all around the world to receive their daily bread.

Both of them are mature, passionate Christ-followers who are serving the church and impacting the world. Obviously, these are two awesome examples of our graduates, but I could cite so many more. Teachers, farmers, builders, pastors, lawyers, youth workers, and counsellors who all attended Columbia and are now the salt and light of Jesus in their communities. Christ-centred, Kingdom-focused, World-impacting – that’s Columbia’s mission and vision.

But how do we ensure that we stay mission true? Greer makes a number of excellent points, but I will just highlight his first three. **One, stay focused on the gospel of Jesus Christ.** There will always be temptations to compromise in order to become more palatable to a broader audience. We want to love and serve all people, but we will remain true to Jesus and his Word (Matt. 7:24-27). **Two, we have to believe that mission drift is a possibility.** It has happened to many other organizations, and unless we pay attention, the same can happen to Columbia. Ensuring mission fidelity is one of the important roles of the College Board of Directors and the delegates to this Annual General Meeting.

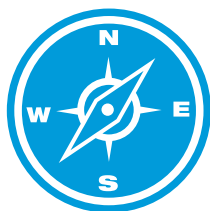
**Third, and finally, be careful not to confuse mission and means.** Some feel that staying mission true means that we cannot change anything; we must continue to do things the way we have always done them. Unfortunately that often leads not to passionate mission fulfillment, but to stagnation and decline. We need to remember that the Spirit of Jesus, the Spirit of Truth, remains with us to inspire, guide and empower us for mission. That means we need to keep discerning how we can best engage in the mission of God for our time and place. Here again is where we need your help as we consider new programing.

I am more convinced than ever that Columbia’s mission and vision are needed in our world, and I look forward with anticipation to what God is going to do through this College in the years to come. Thank you for engaging with us, and I look forward to hearing your thoughts, goals and dreams for Columbia.

A handwritten signature in dark ink that reads "Bryan Born".

Bryan Born, President

# HIGHLIGHTS FROM 2014-2015



## OUR NEW VISION 2020 STATEMENT WAS APPROVED

*"By God's grace, Columbia Bible College will be a thriving, Christ-centered post-secondary institution, embodying and promoting God's kingdom vision of transformation for the church and world as reflected in Scripture, and developing Christ-followers who are maturing spiritually, academically, and ethically – inspired and able to positively impact their careers, churches, and communities."*



## ENROLLMENT IS STEADY



### FALL 2015 ENROLLMENT:

177 New Students  
206 Continuing  
22 Re-entry  
406 Total Students



### FALL 2014 ENROLLMENT:

172 New Students  
212 Continuing  
21 Re-entry  
405 Total Students



### PROGRAMS:

54% BA  
15% Diploma  
27% Certificate  
4% Undeclared



54% Women  
48% Men

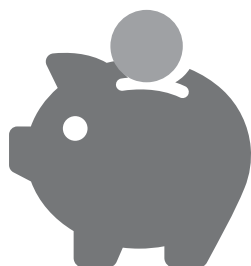


### CAMPUS LIFE:

48% Residents  
48% Commuters  
4% On Internships

### AGE:

22 Average student age  
17 Youngest student  
72 Oldest student

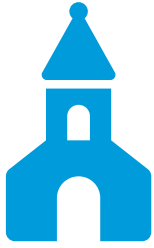


## BRAND-NEW ENTRANCE SCHOLARSHIPS

**\$1000-2000**  
EACH

**3.0+**  
GPA

**35**  
AWARDED



## PARTNERING WITH THE CHURCH

Clearly our most important partnerships are with our owner conferences, and the local churches that faithfully support us in so many ways. Our calling is to equip churches with committed and well-trained followers of Jesus. Through student service practicums and internships, the Travelling Ministry Team, faculty presentations and sermons, continuing education courses, as well as other connection points, we desire that the Local Church-Columbia relationship will continue to grow stronger and deeper. Our Travelling Ministry Team provided exceptional service in 15 different churches, leading worship for over 10,000 people.



## DEVELOPMENT

*Thank you! Praise God!*

<b>\$140,000</b>	<b>\$42,000</b>	<b>\$131,000</b>
<b>INCREASE IN</b>	<b>INCREASE IN</b>	<b>IN ESTATE</b>
<b>GIVING TO</b>	<b>GIVING TO</b>	<b>GIFTS</b>
<b>OPERATING FUND</b>	<b>SCHOLARSHIPS</b>	



## THE METZGER COLLECTION

After nearly a year of construction and preparation of the displays, the Metzger Collection officially opened to the public on March 14, 2015. In 2012, an agreement was reached with the board of the Biblical Museum of Canada to house the various historical artifacts and artworks collected by the late Dr. Fred Metzger on the Columbia campus. With the aim of connecting art and world history to the biblical story, the Metzger Collection contains over 1200 museum-quality replicas of significant archeological artifacts and works of art. Responses to the Collection have been overwhelmingly enthusiastic!



## LEAD

Columbia's mission statement declares our intention "to equip people for a life of discipleship, ministry and leadership in service to the church and community." We are determined to keep getting better at training leaders for churches, cross-cultural mission work, camps, youth and children's ministry. In addition, we want all CBC alumni to be equipped for leadership in whatever vocation God calls them toward. That's why we launched the new LEAD program in 2014 – a program intentionally geared toward providing students with the knowledge, skills and especially the character to be top-notch servant leaders. Evaluations from the first cohort of students were extremely favourable.

# LOOKING AHEAD TO 2015-2016



NO ROOM AT THE DORM

**100%**

**OF REDEKOP HALL  
IS OCCUPIED**

**191**

**STUDENTS IN  
RESIDENCE**



MENTORING STUDENTS

**20 STUDENTS  
MEETING WITH  
20 ALUMNI**

**FOR PRAYER,  
STORIES,  
WISDOM.**

*We need more mentors!  
Let us know if you're  
willing.*



ABHE RE-ACCREDITATION

Columbia has been accredited with the ABHE for about 20 years now and maintaining our accreditation signals our intention to pursue our mission with excellence and accountability. We will submit our self-assessment in the coming weeks and the on-site visit of the ABHE team will take place in March 2016. In addition, the BC Ministry of Advanced Education is requiring theological schools to go through an accreditation process as well, and we have already submitted our self-study report.

*(ABHE stands  
for Association  
of Biblical Higher  
Education)*

## GREAT STUDENT LEADERS

For the first time ever, our full contingent of student leaders (over 40 students) met for a week of inspiration and training a week prior to the start of the Fall semester. This amazing group of men and women are united and excited about what God is going to do in and through the Columbia student body.



## NEW STAFF & FACULTY



**Greg Thiessen**  
Metzger Collection  
Manager



**Jordan Rempel**  
Executive Chef



**Melanie Olfert**  
Director of  
Admissions



**Laura Abraham**  
Financial Aid  
Advisor

Completing  
his PhD at  
St. Andrew's  
University in  
Scotland.



**Jesse Nickel**  
Biblical Studies  
Faculty starting in  
Fall 2016



**Elise Hartin**  
Caregiving &  
Counselling Faculty



**Darrin Derksen**  
Caregiving &  
Counselling  
Program Director

# STRATEGIC PRIORITIES FOR 2015-2016



1

## Priority 1: Completion of the Association for Biblical Higher Education (ABHE) reaccreditation process, and the provincial Educational Quality Assurance (EQA) designation

Summary: The Columbia 2020 vision, with its focus on building a thriving, Christ-centered post-secondary institution, calls for the creation of “an Academic/Student Development culture that is characterized by excellence, innovation, and responsiveness to student/church needs” (1.b.). Reaching that goal requires top quality systems of assessment, analysis, planning and implementation. For this reason the Vision 2020 document highlights the importance of pursuing “appropriate recognitions of Columbia’s academic/student development programs (e.g., ABHE, ISP [EQA] designation).”

2

## Priority 2: Build a Thriving Student Enrollment (Recruitment and Retention)

Summary: Declining enrollment is a major concern not only at Columbia but at almost all Christian higher education institutions in Canada. In order to counter this trend the Vision 2020 document calls for initiatives related to programming, financial aid, program accessibility and new offerings in continuing education.

### COMPLETE THE UFV COURSE AND BLOCK TRANSFER AGREEMENT

Summary: Course and program transferability remains crucial in terms of increasing the perceived value and relevance of a Columbia education. The desire for more training in applied leadership and business management expressed by students, churches and business leaders all suggest that business management course offerings directly connected to UFV programs holds significant potential to grow enrollment (especially in first and second year courses).

## IMPROVED STUDENT SERVICES

Summary: In order to improve above recruitment and retention, three additional core service areas have been identified: dining, career counselling and personal counselling. Our environmental scan, as well as our internal assessment, demonstrate the growing need to provide students with high quality personal counselling services. The increasing number of students who have grown up in families fractured by conflict, as well as the stress created by a culture characterized by moral relativity, media saturation and religious pluralism have created the conditions for high anxiety and depression.

3

## Priority 3: Expansion of Columbia Program Offerings

### LAUNCH COLUMBIA-SPECIFIC DISTANCE ONLINE EDUCATION PROGRAMMING

Summary: Columbia has been slow to respond to this opportunity within the educational market. We have offered a small number of distance online courses for a number of years, and the initial work of developing a philosophy of online education has been completed. The need to produce a well-informed business and marketing plan still exists (likely to include a fund-raising element to offset the start-up costs). Online education also provides Columbia with the opportunity to “strengthen partnerships with denominations, churches and agencies” seeking to “embody and promote God’s kingdom vision for the church and world” (Vision 2020, point 2).

### INTRODUCE NEW PROGRAMMING RELATED TO SPECIFIC CAREERS

Summary: Discussion during the Vision 2020 process emphasized the need to provide education that is “Christ-centered, Kingdom-focused and World-impacting.” This requires a holistic understanding of the Gospel and Christian vocational calling. Providing programming that leads towards, and equips for, careers not only in professional ministry (central to Columbia’s mission), but also in other fields such as applied leadership, business, emergency services, and health

# STRATEGIC PRIORITIES ~ CONTINUED

care is critical both for fulfillment of Columbia's mission and vision as well as long-term sustainability.

4

## Priority 4: Complete a financial audit of Columbia programs and services

Summary: We recognize the need to develop a business model that not only allows Columbia to survive, but also leads to a thriving institution. We are examining all programs and departments to ensure that they are mission-critical and that they are functioning at highest capacity and efficiency.

Vision 2020 (1.f.) calls for the creation of financially stable budgets that allow for the following:

- Well-maintained academic, residential, social, technological and athletic facilities that enhance the quality of life for our students and provide an appropriate environment for learning, community and recreation,
- Provide reasonable and fair financial remuneration for faculty and staff which includes regular cost of living allowances and funding for professional development.

5

## Priority 5: Developing Campus Plan that deals with the long-term future of Columbia facilities.

Summary: The long-term future of both the Columbia Hall residence and the Teaching Center need to be determined. A recent envelope audit of Columbia Hall determined that it is structurally sound but the estimate for external repairs (stucco, roof, windows and doors) was \$600,000. The Teaching Center (and Chapel) building is still functional, but it is the oldest building on campus. There are a variety of potential options for dealing with these realities and a Task Force is being formed to consider plans for the future. This is a long-term project that will require

considerable input from the Board of Directors, owner conferences, Campus Facilities Committee, faculty, staff, alumni and students.

6

## Priority 6: Improve Affordability of Columbia Education

Summary: The Board of Directors has identified a concern for tuition affordability as a key deterrent for many potential students. Increased and more targeted financial aid are two potential responses to this concern. Efforts to grow our endowment by securing estate/planned gifts may also play a role in helping to alleviate this concern in the long-term.

# REPORT FROM COLLEGE BUSINESS ADMINISTRATOR

by Scott Henderson, CPA, CMA



The financial information presented here is derived from Columbia Bible College's audited financial statements for the year ended April 30, 2015. (The audited financial statements for the College are included as an appendix to this report.)

The College's net revenue exceeded expenses from operations this year by

\$72,300 compared with \$35,329 in the previous year. Overall net revenue increased by 1% this year from the prior year, while expenditures increased by the same amount.

The increase in net revenue arose primarily from two sources: donations/fundraising activities, and lease and investment income.

The efforts of the Development Department and the support of the friends of the College resulted in an increase of \$140,000 (25%) in donations compared to 2014. The ongoing support of donors contributes to the College's overall financial health and we feel extremely blessed by your generosity.

Market value gains on investments and the leasing of all available office suites on the third floor of the Resource Centre resulted in a 47% increase in this income category over the previous year.

The above mentioned revenue increases help offset the \$193,000 decline in tuition revenues from the previous year.

As a result of our financial performance we were able to not only meet the planned contribution of \$120,000 to the capital refurbishment fund, but we also made up the previous year's shortfall of \$49,763. The capital refurbishment fund ensures the College will be well positioned to invest in and maintain our infrastructure in the coming years. We were also able to eliminate the unrestricted deficit that has been on our balance sheet for the past several years, and now have a small surplus of approximately \$11,000.

Despite our current fiscal strength, ongoing stable revenues streams remain primary areas of challenge. The College recognizes the following key risks to its operations:

- **55% of our total revenue comes from tuition and related fees.** To mitigate this risk we are working on the development of new program offerings that are mission-compatible and market-focused. We are also continuing to work closely with the University of the Fraser Valley (UFV) on the transferability of Columbia courses to UFV;
- **Affordability of a Columbia education.** We have reached the ceiling on tuition increases and further revenue generation without additional value-added components is unrealistic;
- **The College is vulnerable to macroeconomic challenges** which can affect our enrolment and donor priorities;
- **Turnover and retention:** the inability to properly compensate Columbia faculty and staff. Employees of the College have received 1 pay increase since 2009.

While these are significant challenges, we believe they are manageable with continued prudent cost control and success in developing new program offerings. As a result, I believe that Columbia is well-positioned to continue fulfilling its mission of "equipping people for a life of discipleship, ministry and leadership in service to the church and community."

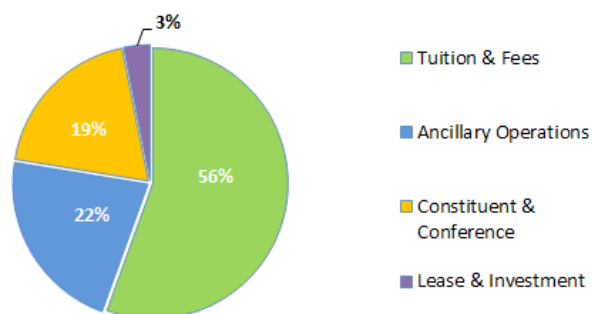
It is my privilege to serve alongside the dedicated and hard-working people of Columbia who are committed to helping the College fulfill its mission. With God as our helper, and the continued support of the many friends of the College, we look forward to serving the students who are called to Columbia.

Scott Henderson, CPA, CMA  
Business Administrator

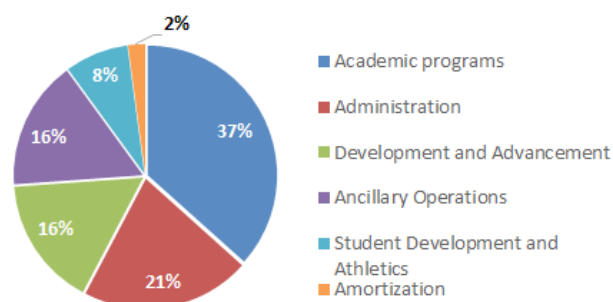
# 2014-2015 FINANCIAL HIGHLIGHTS

Facts, figures & financial highlights for the fiscal year ended April 30, 2015

## OPERATING REVENUES\* (\$6.232 M)



## OPERATING EXPENSES (\$6.159 M)

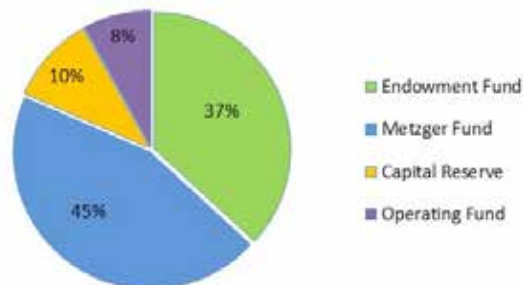


\*Does not include Programs Assisting Students (PAS) revenue or expenses

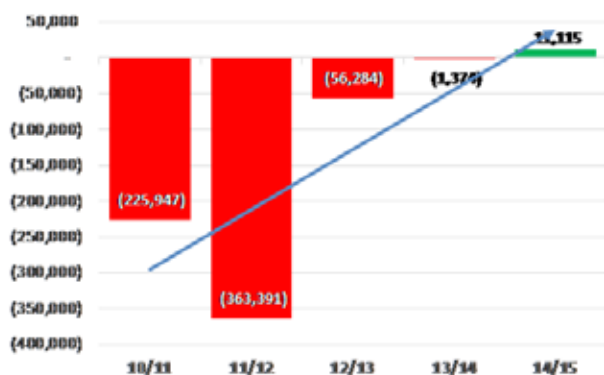
## DONATIONS & FUNDRAISING INCOME (\$6.159 M)



## COLLEGE INVESTMENTS (\$3.248 M)



## UNRESTRICTED SURPLUS/DEFICIT (FIVE-YEAR HISTORY; \$ THOUSANDS)



# 2014-2015 AUDITED FINANCIAL STATEMENTS



**KPMG LLP**  
**Chartered Accountants**  
32575 Simon Avenue  
Abbotsford BC V2T 4W6  
Canada

Telephone (604) 854-2200  
Fax (604) 853-2756  
Internet [www.kpmg.ca](http://www.kpmg.ca)

## INDEPENDENT AUDITORS' REPORT

To the Members of Columbia Bible College

### Report on the Financial Statements

We have audited the accompanying financial statements of Columbia Bible College (the "College") which comprise the statement of financial position as at April 30, 2015, the statements of operations and changes in net assets and cash flows for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the College's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



### *Opinion*

In our opinion the financial statements present fairly, in all material respects, the financial position of the College as at April 30, 2015, and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Other Legal Regulatory Requirements*

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

### *Other Matters*

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of the College taken as a whole. The supplementary information included in the Schedules is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

September 17, 2015

Abbotsford, British Columbia

# COLUMBIA BIBLE COLLEGE

## Statement of Operations

Year ended April 30, 2015, with comparative information for 2014

	2015	2014
Student revenue:		
Course fees	\$ 3,262,374	\$ 3,429,138
Other student revenue	197,845	224,352
	3,460,219	3,653,490
Constituency support:		
Donations	709,702	570,055
Conference support (note 9)	493,765	469,198
Programs assisting students (note 5)	88,673	84,325
	1,292,140	1,123,578
Other income:		
Ancillary services (Schedule)	1,373,401	1,364,066
Lease, investment and miscellaneous income	194,527	132,971
	1,567,928	1,497,037
	6,320,287	6,274,105
Expenses:		
Academic programs	2,255,763	2,219,586
Administration	1,300,036	1,248,624
Ancillary services (Schedule)	990,029	1,095,895
Development and advancement	994,524	935,286
Student development	488,234	478,740
Programs assisting students (note 5)	88,673	84,325
	6,117,259	6,062,456
Excess of revenues over expenses before the undernoted	203,028	211,649
Amortization of capital assets	(467,596)	(506,696)
Amortization of deferred capital contributions	336,868	330,376
	(130,728)	(176,320)
Excess of revenues over expenses	\$ 72,300	\$ 35,329

See accompanying notes to financial statements.

# COLUMBIA BIBLE COLLEGE

## Statement of Financial Position

April 30, 2015, with comparative information for 2014

	2015	2014
<b>Assets</b>		
Current assets:		
Cash (note 2)	\$ 468,088	\$ 482,725
Investments and marketable securities	32,324	29,716
Accounts receivable	59,997	13,671
Inventory	32,521	31,358
Prepaid expenses and deposits	204,998	90,074
	<u>797,928</u>	<u>647,544</u>
Restricted assets (note 3):		
Cash and short-term deposits	1,986,371	2,270,707
Marketable securities	746,248	525,431
	<u>2,732,619</u>	<u>2,796,138</u>
Life insurance cash surrender value	26,414	25,745
Capital assets (note 4)	11,328,410	11,478,593
	<u>\$ 14,885,371</u>	<u>\$ 14,948,020</u>

## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 212,103	\$ 168,322
Accrued holiday pay	181,855	165,428
Scholarships payable	63,623	46,660
Refundable deposits and unearned revenue	355,646	294,253
Deferred revenue (note 5)	289,336	224,175
	<u>1,102,563</u>	<u>898,838</u>
Deferred operating contributions (note 6)	1,156,035	1,537,820
Deferred capital contributions (note 7)	9,982,664	10,102,895
Net assets (deficiency):		
Invested in capital assets (note 8(a))	1,345,746	1,375,698
Scholarship endowment principal	949,860	786,518
Internally restricted - capital reserve (note 10)	337,388	247,625
Unrestricted	11,115	(1,374)
	<u>2,644,109</u>	<u>2,408,467</u>
Commitments (note 11)		
Contingencies (note 12)		
	<u>\$ 14,885,371</u>	<u>\$ 14,948,020</u>

See accompanying notes to financial statements.

On behalf of the Board



Director



Director

# COLUMBIA BIBLE COLLEGE

## Statement of Changes in Net Assets

Year ended April 30, 2015, with comparative information for 2014

	Invested in capital assets (note 8)	Scholarship endowment principal	Internally restricted (note 10)	Unrestricted	2015 Total	2014 Total
Net assets (deficiency), beginning of year	\$ 1,375,698	\$ 786,518	\$ 247,625	\$ (1,374)	\$ 2,408,467	\$ 2,366,530
Excess (deficiency) of revenues over expenses (note 8(b))	(130,728)	-	-	203,028	\$ 72,300	35,329
Endowment contributions	-	163,342	-	-	163,342	6,608
Net change in invested in capital assets (note 8(b))	100,776	-	-	(100,776)	-	-
Interfund transfers (note 10)	-	-	89,763	(89,763)	-	-
Net assets, end of year	\$ 1,345,746	\$ 949,860	\$ 337,388	\$ 11,115	\$ 2,644,109	\$ 2,408,467

See accompanying notes to financial statements.

# COLUMBIA BIBLE COLLEGE

## Statement of Cash Flows

Year ended April 30, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operations:		
Excess of revenues over expenses	\$ 72,300	\$ 35,329
Items not involving cash:		
Amortization of capital assets	467,596	506,696
Amortization of deferred capital contributions	(336,868)	(330,376)
Revenue recognized on programs assisting students	(88,673)	(84,325)
Increase in life insurance cash surrender value	(669)	(975)
Increase in unrealized gain in investments and marketable securities	(2,608)	(8,345)
Amortization of deferred operating contributions included in ancillary income	(165,148)	(97,305)
Changes in non-cash operating working capital:		
Accounts receivable	(46,326)	9,706
Inventory	(1,163)	12,090
Prepaid expenses and deposits	(114,924)	47,591
Accounts payable and accrued liabilities	43,781	(26,882)
Accrued holiday pay	16,427	13,321
Scholarships payable	16,963	1,900
Refundable deposits and unearned revenue	61,393	(36,166)
Net increase in deferred revenue	153,834	145,643
	75,915	187,902
Financing:		
Use of deferred capital contributions	-	(39,140)
Endowment contributions	163,342	6,608
	163,342	(32,532)
Investments:		
Purchase of capital assets	(317,413)	(389,160)
Decrease in restricted assets	63,519	300,940
	(253,894)	(88,220)
Increase (decrease) in cash position	(14,637)	67,150
Cash position, beginning of year	482,725	415,575
Cash position, end of year	\$ 468,088	\$ 482,725

See accompanying notes to financial statements.

# COLUMBIA BIBLE COLLEGE

## Notes to Financial Statements

Year ended April 30, 2015

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### General:

Columbia Bible College (the "College") is incorporated under the Society Act (British Columbia). The College provides post-secondary education, including Bachelor of Arts degrees, Diplomas, and Certificates to students drawn from Canada and other parts of the world.

The College is a registered charity under the Income Tax Act and accordingly is exempt from income taxes under Paragraph 149(1)(l) of the Income Tax Act.

### 1. Significant accounting policies:

#### Basis of presentation:

The financial statements have been prepared by management in accordance with the Canadian accounting standards for not-for-profit organizations. The significant accounting policies are as follows:

#### (a) Revenue recognition:

The College follows the deferral method of accounting for revenue recognition. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets. Unrestricted contributions and pledges are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Endowment contributions are recognized as direct increases in endowment net assets.

Restricted investment income is deferred and recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

Operating subsidies are recognized as revenue when received.

Course fees and ancillary revenues are recognized as revenue when earned.

A substantial number of volunteers contribute a significant amount of their time each year. Due to the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

Gifts-in-kind ("GIK") are valued at their estimated fair value at their time of contribution when a fair value can be determined and the College would otherwise have purchased the items.

#### (b) Inventory:

Inventory, consisting of food, bookstore merchandise, office and general supplies, is recorded at the lower of actual cost and replacement cost.

# COLUMBIA BIBLE COLLEGE

Notes to Financial Statements (continued)

Year ended April 30, 2015

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## 1. Significant accounting policies (continued):

### (c) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Betterments which extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services, its carrying amount is written down to its residual value, if any.

Capital assets are amortized on a straight-line basis using the following annual rates:

Buildings and improvements	40 years
Furniture, equipment and vehicles	5 years

### (d) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, accrued liabilities, and accrued holiday pay. Actual results could differ from those estimates.

### (e) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The College has elected to carry investments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the College determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the College expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

# COLUMBIA BIBLE COLLEGE

Notes to Financial Statements (continued)

Year ended April 30, 2015

## 2. Cash:

The College has a credit facility with the HSBC Bank of Canada for \$375,000 bearing interest at prime plus 0.5%. As at April 30, 2015 (2014 - \$nil) there was no amount drawn on this facility.

## 3. Restricted assets:

Restricted assets are segregated and held for the purpose of funding the following obligations:

	2015	2014
Deferred operating contributions	\$ 1,156,035	\$ 1,537,820
Scholarship endowment principal	949,860	786,518
Deferred revenue (note 5)	289,336	224,175
Internally restricted - capital reserve	337,388	247,625
	<b>\$ 2,732,619</b>	<b>\$ 2,796,138</b>
Represented by:		
Cash and short-term deposits	\$ 1,986,371	\$ 2,270,707
Marketable securities	746,248	525,431
	<b>\$ 2,732,619</b>	<b>\$ 2,796,138</b>

The original cost of the restricted marketable securities is \$594,824 (2014 - \$424,824).

## 4. Capital assets:

			2015	2014
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 1,494,291	\$ -	\$ 1,494,291	\$ 1,494,291
Buildings and improvements	14,813,369	5,237,085	9,576,284	9,420,798
Furniture, equipment and vehicles	1,748,242	1,490,407	257,835	260,796
Construction in progress	-	-	-	302,708
	<b>\$ 18,055,902</b>	<b>\$ 6,727,492</b>	<b>\$ 11,328,410</b>	<b>\$ 11,478,593</b>

With the exception of Redekop Hall residence, with a net book value of \$3,187,393 (2014 - \$3,274,717), title to land and buildings is held in escrow with Columbia Campus Development Society ("CCDS") for a period of 50 years, ending on January 1, 2050, at which time title shall be returned to the College.

# COLUMBIA BIBLE COLLEGE

Notes to Financial Statements (continued)

Year ended April 30, 2015

## 5. Deferred revenue:

Deferred revenue represents externally restricted donations and restricted investment income received for the purpose of programs assisting students. Specifically, the distribution of student scholarships and bursaries.

	2015	2014
Balance, beginning of year	\$ 224,175	\$ 162,857
Add amounts received:		
Donations	107,366	79,152
Investment income	46,468	66,491
	378,009	308,500
Less amounts recognized as revenue in the year, used for:		
Bursaries and scholarships awarded	(88,673)	(84,325)
	\$ 289,336	\$ 224,175

## 6. Deferred operating contributions:

Deferred operating contributions are funds received for the purposes of maintaining a museum collection for a minimum term of 10 years.

	2015	2014
Balance, beginning of year	\$ 1,537,820	\$ 1,937,833
Amounts transferred to deferred capital contributions	(216,637)	(302,708)
Amounts amortized to revenue (Schedule)	(165,148)	(97,305)
	\$ 1,156,035	\$ 1,537,820

The College transferred \$216,637 (2014 - \$302,708) of deferred operating funds related to the Metzger fund museum project to deferred capital contributions for construction of the museum.

# COLUMBIA BIBLE COLLEGE

Notes to Financial Statements (continued)

Year ended April 30, 2015

## 7. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of donations received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations.

	2015	2014
Balance, beginning of year	\$ 10,102,895	\$ 10,130,563
Transfer from deferred operating contributions	216,637	302,708
	10,319,532	10,433,271
Less:		
Amounts amortized to revenue	(336,868)	(330,376)
Balance, end of year	\$ 9,982,664	\$ 10,102,895

## 8. Invested in capital assets:

(a) Invested in capital assets is calculated as follows:

	2015	2014
Capital assets - net book value	\$ 11,328,410	\$ 11,478,593
Amounts financed by:		
Deferred capital contributions	(9,982,664)	(10,102,895)
	\$ 1,345,746	\$ 1,375,698

(b) Change in invested in capital assets is calculated as follows:

	2015	2014
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 336,868	\$ 330,376
Amortization of capital assets	(467,596)	(506,696)
	\$ (130,728)	\$ (176,320)
	2015	2014
Net change in invested in capital assets:		
Purchase of capital assets	\$ 317,413	\$ 389,160
Amounts funded by deferred capital contributions	(216,637)	(302,708)
	\$ 100,776	\$ 86,452

# COLUMBIA BIBLE COLLEGE

Notes to Financial Statements (continued)

Year ended April 30, 2015

## 9. Related parties:

During the year, the College received subsidies from the Mennonite Church BC (MCBC) and the B.C. Conference of Mennonite Brethren Churches (BCMBC) as follows:

	MCBC	BCMBC	2015 Total	MCBC	BCMBC	2014 Total
Operating subsidies	\$ 120,525	\$ 373,240	\$ 493,765	\$ 120,000	\$ 349,198	\$ 469,198

MCBC and BCMBC are related parties by virtue of their ability to elect members to the College's Board. Future operations of the College depend upon the continued support of the MCBC and BCMBC.

## 10. Internally restricted:

On an annual basis, the Board of Directors will internally restrict up to 2.5% of operating revenues as a capital reserve. These internally restricted funds are not available for other purposes without the approval of the Board of Directors. For the year ended April 30, 2015, the Board approved an additional allocation of \$49,763 to make up for the previous year's shortfall.

	2015	2014
Balance, beginning of the year	\$ 247,625	\$ 177,338
Annual allocation	120,000	70,287
Permitted expenditures	(80,000)	-
Additional allocation	49,763	-
Balance, end of year	\$ 337,388	\$ 247,625

## 11. Commitments:

The College is committed to minimum annual lease payments under various photocopier leases as follows:

2016	\$ 20,980
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## 12. Contingencies:

The College has one bank guarantee in the amount of \$5,000 (2014 - two bank guarantees totalling \$6,398) issued to the City of Abbotsford for development purposes.

# COLUMBIA BIBLE COLLEGE

Notes to Financial Statements (continued)

Year ended April 30, 2015

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## 13. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

## 14. Financial risks and concentration of risk:

### (a) Liquidity risk:

Liquidity risk is the risk that the College will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The College manages its liquidity risk by monitoring its operating requirements. The College prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from 2014.

### (b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. Management does not believe there is a significant credit risk. The College monitors on a regular basis the credit risk to which the College is exposed in relation to its financial assets and takes steps to minimize the risk of loss.

### (c) Investment risk:

The College manages its investment portfolio to earn investment income and invests according to an Investment Policy Statement approved by the Board. The College is not involved in any hedging relationships through its operations and does not hold or use any derivative financial instruments for trading purposes.

The College manages interest-rate risk, market, credit and cash flow risk from its investments by investing in a diversified portfolio.

Additionally, the College believes it is not exposed to significant liquidity risk as all investments are held in pooled fund instruments that are highly liquid.

# COLUMBIA BIBLE COLLEGE

## Schedule of Ancillary Services

Year ended April 30, 2015, with comparative information for 2014

	Residence	Food Services	Hospitality	Catering	Bookstore	Biblical Museum	2015 Total	2014 Total
Revenues	\$ 377,380	\$ 413,104	\$ 237,283	\$ 105,083	\$ 75,403	\$ 165,148	\$ 1,373,401	\$ 1,364,066
Expenses	(232,713)	(397,509)	(145,734)	(84,762)	(63,846)	(65,465)	(990,029)	(1,095,895)
	\$ 144,667	\$ 15,595	\$ 91,549	\$ 20,321	\$ 11,557	\$ 99,683	\$ 383,372	\$ 268,171

# COLUMBIA BIBLE COLLEGE

## Schedule of PCTIA tuition

Year ended April 30, 2015, with comparative information for 2014

	2015	2014
PCTIA tuition earned	\$ 1,439,439	\$ 1,476,844
PCTIA tuition accounts receivable	\$ -	\$ -
PCTIA deferred tuition revenue	\$ 14,953	\$ 15,736

# 2015-2016 BUDGET

## COLUMBIA BIBLE COLLEGE STATEMENT OF FINANCIAL OPERATIONS FOR 12 MONTHS ENDED April 30, 2016, 2015

	Budget	
	2015-16	2014-15
<b>REVENUES:</b>		
<b>Student Revenue</b>		
Tuition & Course Fees	3,363,673	3,442,302
Other Student Revenue	223,500	213,735
	3,587,173	3,656,037
<b>Constituent &amp; Conference</b>		
Denominational Conference/Church/Donations	528,000	530,000
Donations and net fundraising	661,238	576,000
	1,189,238	1,106,000
<b>Other Revenues</b>		
Lease, Investment, Miscellaneous	167,100	146,100
Residence - net	150,320	121,770
Food Services - net	57,761	66,366
Catering - net	42,145	42,159
Hospitality - net	77,943	70,191
Bookstore - net	6,673	9,676
Metzger Collection	131,929	88,126
	633,871	544,388
<b>TOTAL REVENUES</b>	<b>5,410,282</b>	<b>5,306,425</b>
<b>EXPENDITURES:</b>		
<b>Academic Departments/Programs</b>		
Academic Administration	1,094,670	1,069,638
Worship Arts	133,093	94,970
Youth Work	77,798	70,113
Intercultural Studies	113,564	108,487
Educational Assistant	67,704	59,803
Praxis	106,950	106,801
Lead	130,645	134,736
Outdoor Leadership	185,065	197,192
Quest	330,948	340,735
Library	211,769	191,818
	2,452,205	2,374,293
<b>Development and Advancement</b>		
Development	144,701	195,908
Alumni Relations/Presidents Office	271,017	258,975
Marketing & Communications	25,000	25,000
Enrolment Management	335,728	302,092
Financial Aid	249,500	226,500
	1,025,946	1,008,475
<b>Student Development</b>		
Student Development	232,365	229,050
Athletics	283,456	284,827
	515,821	513,877
<b>Administration</b>		
Facilities	545,132	540,512
Business Office/Finance	453,447	453,147
Information Technology	297,078	256,682
	1,295,657	1,250,341
<b>Capital Expenditures</b>	-	-
<b>Reserves &amp; Contingency</b>	<b>120,000</b>	<b>159,439</b>
<b>TOTAL EXPENDITURES</b>	<b>5,409,628</b>	<b>5,306,425</b>
<b>SURPLUS (DEFICIT)</b>	<b>654</b>	<b>-</b>





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