

FALL 2016

COLUMBIA UPDATE

CHRIST-CENTERED | KINGDOM-FOCUSED | WORLD-IMPACTING



**COLUMBIA**
BIBLE COLLEGE

ANNUAL GENERAL MEETING: **OCTOBER 6, 2016**

REPORT FROM THE BOARD CHAIR

by Ralph Hildebrand



Quite a few years ago I attempted to raise some money for a charity by engaging in an endurance waterski event. The event was a success, inasmuch as the distance goal was achieved, money was raised for a charity and there was significant local publication

about the charity as a result of the event. After the event I was interviewed by a local paper who asked a variety of questions about my experience. I started off by telling the reporter about how amazed I was by both the number and dedication of the volunteers who had made this endeavour successful. I also told a number of humorous stories about things that happened during the event.

When the story was published, there was no mention of the volunteers and other supporters. Only the humorous stories were related along with the details of the event itself. I don't want to make that mistake again.

During my time at CBC, my interaction with people has been the most outstanding part of my experience. I have watched as over the last decade staff and faculty have experienced a significant decrease in their earning power as their salary levels have remained flat while inflation levels have increased. While the trauma of having to make the related fiscal decisions caused considerable angst to those members of the CBC Board who laboured over the issue of how to allocate scarce resources, it was the staff and faculty who felt the brunt of the decisions. Their continued dedication and perseverance in service to the college is not something that the Board has taken lightly and has been inspiring for me. I thank them for their work. Time and again I have heard from students or former students how the willingness of staff and faculty to go above and beyond has made a significant difference in their relationship with God, their scholastic achievements and their career aspirations.

When I joined the Board nine years ago, the leadership of the school was in transition. Those in leadership during that time felt both the pain of transition and the shock of a significant downturn in the economy that was then reflected in downward trends in enrolment, income

and donations. And yet, they persevered, led the school through a difficult time, developed more sophisticated ways of doing the business of the college and continued in leading and teaching, all of which was done in an attitude of prayerful humility knowing that we are engaged in work beyond our own comprehension.

When it came time to seek new leadership for the college, again the staff faculty and Board rallied together. The search for new leader was extensive and time-consuming and there were a significant number of weekly or biweekly meetings of the presidential search committee. The willingness of people to serve on that committee and risk the decisions that had to be made along the way was inspiring. The process was a success, a candidate was put forward and the college has been blessed under his leadership.

During my time on the board there have been changes in its composition. But members of the Board have continued to be dedicated and committed to guiding the school. Invariably, there have been times of tears and times of laughter, there being many agreements and a few disagreements along the way, and the decisions of the Board are better for it. All the while, the college has been supported by a faithful host who continue to advocate for the college, for its work and its future and put their money forward as proof of their words.

And finally to watch the cohorts of students marching through the doors of the college; to see lives changed; to hear at our Board meetings about God's work in the lives of students; to share the successes of the sports teams and to mourn with some of the students in the difficulties they experienced, has indeed been a blessing and an honour.

There is no doubt that the college is doing phenomenal work and over the years has made a significant differences in many, many lives. It has in mine. I thank you for the privilege and the honour of being able to serve at CBC.

Ralph Hildebrand
Board Chair

REPORT FROM PRESIDENT: "HARVEST SEASON"

by Bryan Born



"My food," said Jesus, "is to do the will of him who sent me and to finish his work. Don't you have a saying, 'It's still four months until harvest'? I tell you, open your eyes and look at the fields! They are ripe for harvest" (John 4:34-35).

Having grown up on a farm, I feel a stirring deep in my soul each fall. Something beckons me to get up from my desk, travel to my brother's farm and beg him to let me help with the harvest. Of course I resist, and bear down on the responsibilities before me, but every year that feeling returns. For this reason, Jesus' words about paying attention to 'ripe fields' never fails to help me focus on what matters most.

When Jesus said these words to his followers, there was considerable reason for pessimism: opposition from both political and religious leaders, insufficient funds, fickle crowds and rather befuddled disciples. It sure looked like it was still "four months until harvest," and maybe longer! The same could be said of Christian higher education today. We face all kinds of obstacles: a shrinking young adult population, biblical apathy and illiteracy, growing cultural hostility towards traditional Christian values, increased government scrutiny, financial constraints and the list goes on and on. BUT.

"Open your eyes and look at the fields!" **At Columbia, when I look at our faculty and staff, I see a growing group of emerging young leaders.** Many of them are Columbia alumni, while others have brought in critical skills gained elsewhere. They are now responsible for many of our academic programs (e.g., Quest, Columbia One, Applied Leadership, Intercultural Studies, Caregiving & Counseling), and key departments (Athletics, Admissions, Communications, Development, Conferences). These folks have joined with our long-term, committed faculty and staff to create a team that is fully focused on helping students follow God's call on their lives.

Second, I see a new generation of student leaders. Every year I am amazed at the quality of the students God

has called into serving their fellow students on campus. Our Student Development team has taken the training, mentoring, and team-building aspects of leadership development to completely new levels in the past few years, and it's awesome to see what God is doing.

Third, I see not only student leaders, I see new students. Nearly a 15% increase in new students in one year! That's worth celebrating!

Fourth, I see the results of an incredibly hard-working and dedicated faculty and staff who managed three phenomenal feats this past year: 1) completed accreditation assessment reports for three bodies (Association for Biblical Higher Education, BC Educational Quality Assurance and the BC Private Career Training Institutions Association); 2) designed and then negotiated a new two-year block transfer agreement with the University of the Fraser Valley; and finally, 3) created and guided the development of four new academic programs at the College. Even now I find it somewhat hard to believe how much was accomplished. God does amazing work through his people!

Fifth, I see growing support from our churches, alumni, parents and many faithful prayer and financial partners. Due to the generous support of churches and individual donors, we finished the year in a positive position again. Not only that, we are also in the process of assessing the long-term facility needs of the College due to the pledge of a significant gift towards the construction of a new Learning Center.

"The fields are ripe for harvest." Earlier this year, one of our long-term supporters said to me: "This is a moment of great opportunity!" I'm convinced he's right. Of course there are challenges and risks inherent in all opportunities, but this is why we pray for wisdom to discern God's purposes, courage to follow his leading, and the presence of the Holy Spirit so that the harvest bears fruit that will last!

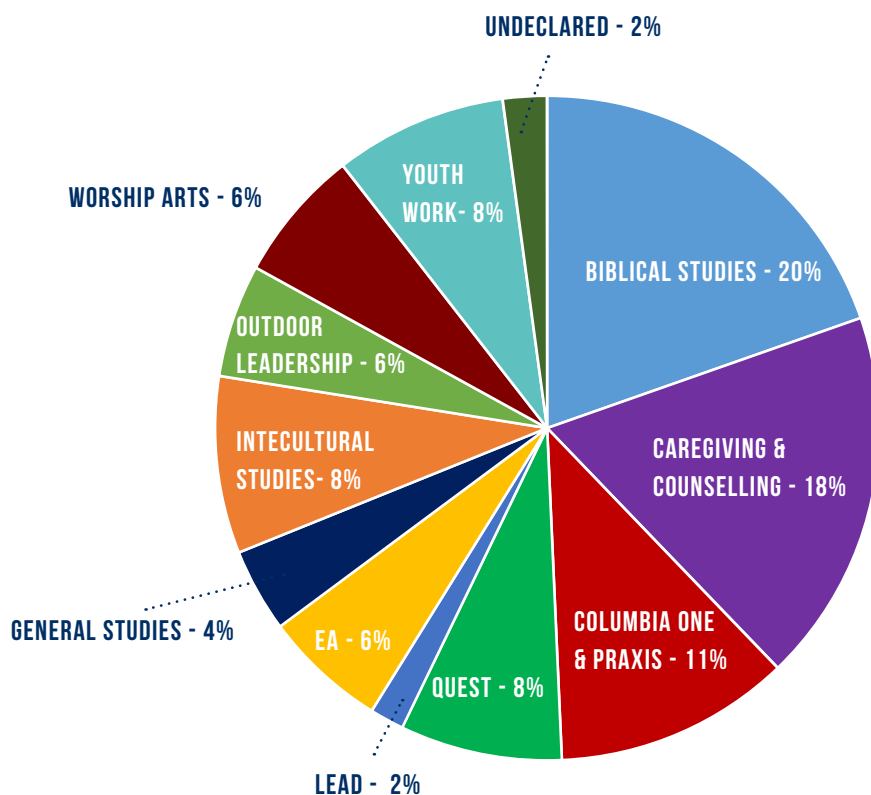
A handwritten signature in dark ink that reads "Bryan Born".

Bryan Born, *President*

FALL 2016 STATS

	Fall 2016	Fall 2015	Fall 2014
NEW STUDENTS	196	171	167
CONTINUING STUDENTS	199	206	212
RE-ENTRY STUDENTS	16	23	21
CASUAL STUDENTS	7	6	5
TOTAL	418	406	405

ENROLLMENT BY PROGRAM

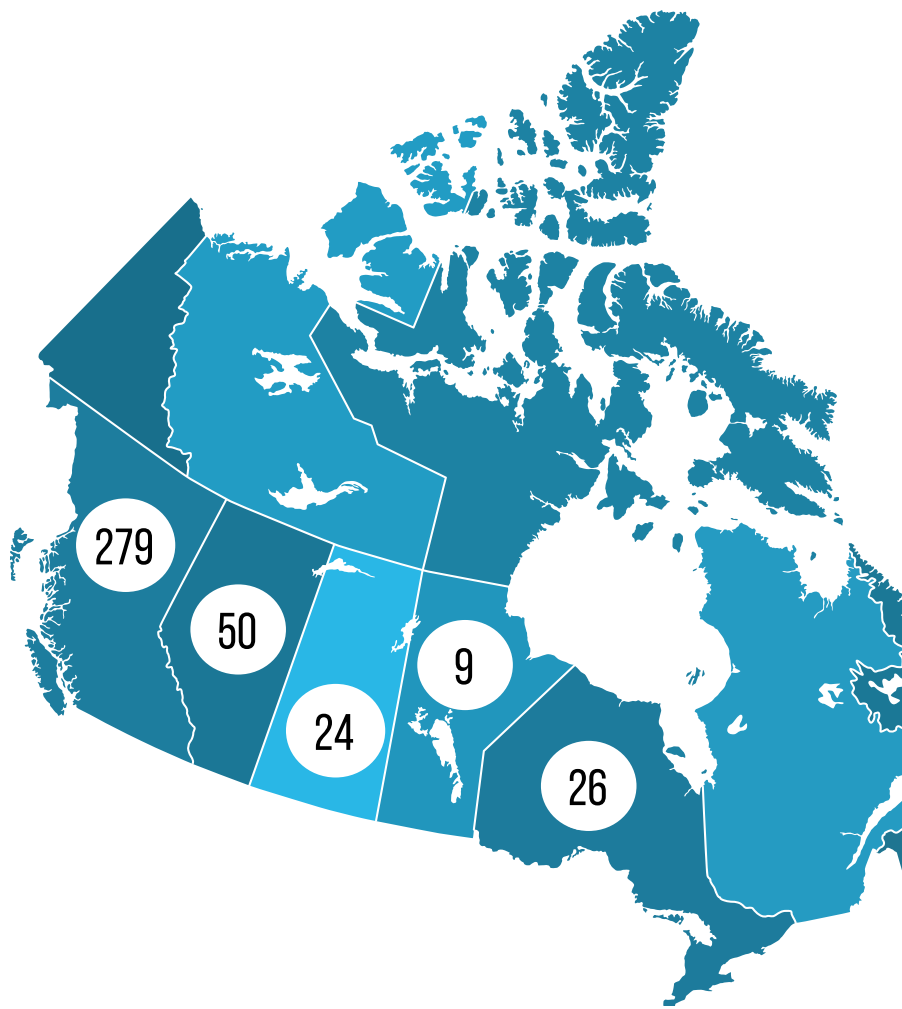


PROGRAMS:

50%	BA
21%	DIPLOMA
27%	CERTIFICATE
2%	UNDECLARED

GENDER:

53%	WOMEN
47%	MEN



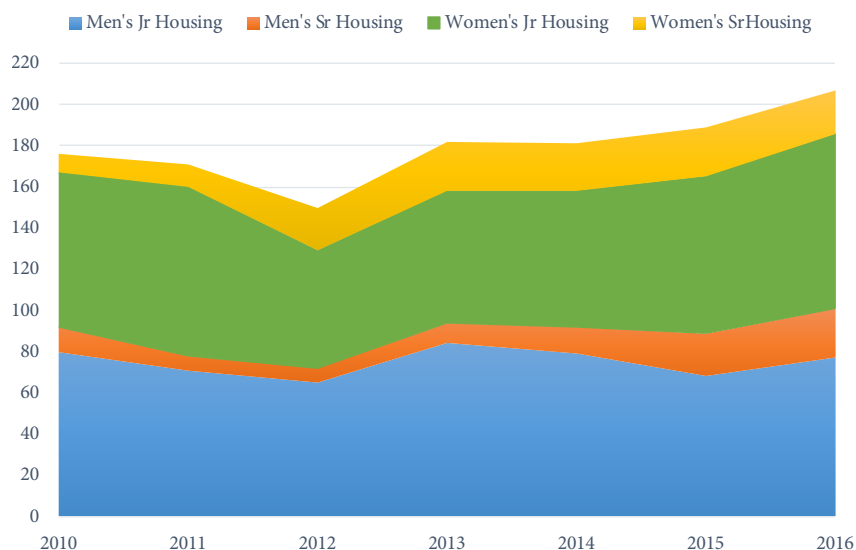
WHERE OUR STUDENTS ARE FROM

279	BRITISH COLUMBIA
50	ALBERTA
24	SASKATCHEWAN
09	MANITOBA
26	ONTARIO
21	UNITED STATES
09	INTERNATIONAL

TOP 10 DENOMINATIONS

MENNONITE BRETHREN	NON-DENOMINATIONAL
MENNONITE CHURCH	PENTECOSTAL
ALLIANCE	REFORMED
BAPTIST	SALVATION ARMY
EVANGELICAL FREE	VINEYARD

Students Living in Residence (Jr & Sr Housing)



CAMPUS LIFE:

50%	RESIDENTS
43%	COMMUTERS
7%	OFFSITE & CASUAL



We added five bunk beds so everyone could fit!

WE FOCUSED ON OUR PARTNERSHIPS



UFV 2+2 AGREEMENT

We signed a 2+2 Block Transfer agreement with University of the Fraser Valley. Graduates of Columbia's new Diploma in General Studies are eligible to transfer directly to Year 3 of UFV's Bachelor of General Studies program.



STEPS

In February, we hosted our first Strategic Taxation & Estate-Planning Seminar in partnership with Assante Wealth Management after we realized this was an important service we could provide our supporters and constituents. Two more events took place May 10 and Sept 13, to groups of 30-50 people each.



ACCREDITATION

We submitted all required documents to the Association for Biblical Higher Education for our re-accreditation, and await our final evaluation.

We also applied for and received our Education Quality Assurance designation from BC's Ministry of Advanced Education.

WE DEVELOPED NEW PROGRAMS



DIPLOMA IN GENERAL STUDIES

This two-year program is designed to deepen faith, provide a biblical foundation for life, and introduce students to key academic disciplines, including literature, history, psychology, business, and the arts. Graduates are eligible for the 2 + 2 transfer with UFV.

STATUS: Launched Fall 2016. 17 students enrolled.



DIPLOMA IN APPLIED LEADERSHIP

This program is a modification of the LEAD certificate. Its goal is to equip students with leadership skills for ministry and the marketplace. Students may enter in their first year, or after completing Columbia One, QUEST, or the new ERT program (see below).

STATUS: Launching Fall 2017; accepting new students.



DIPLOMA IN SOCIAL ENTERPRISE & BUSINESS

A two-year program focused on developing faith, a Christ-centered approach to business, and core skills needed to succeed in the marketplace: accounting, economics, marketing, entrepreneurial operations, and more.

STATUS: Launching Fall 2017. Awaiting PTIB approval.



EMERGENCY RESCUE TECHNICIAN CERTIFICATE

A one-year career-focused program that aims to develop a Christ-centered character and worldview along with the hard and soft skills needed to help people in crisis.

STATUS: Launching Fall 2017. Approved. Promotion to begin ASAP.

STUDENT COMMUNITY



WE HELPED STUDENTS EXPLORE THEIR CALLING



"When I came to Columbia I was lost as a person. I was confused about who I was, where I was supposed to be, and what I was going to do with my life.

Coming to Columbia solidified my identity in God, which in turn helped me to discover who I was, where I was supposed to be, and what I was doing with my life.

Core biblical courses helped me to grow in my faith and my knowledge of the Bible and God. Because of this confidence in myself and my faith, I now have a better idea of what God wants me to do and how he wants me to achieve that."

- Haley P.



WE FURTHERED OUR BEARCAT BRAND

We unveiled a new athletics logo & articulated our bearcat culture.

STAFF TRANSITIONS

WE WELCOMED NEW STAFF & FACULTY



CANDACE FERGUSON
Female Residence Director



MATTHEW KLIEVER
QUEST Associate



JESSE NICKEL
Biblical Studies Faculty



CHANTELLE RAMAGE
Receptionist



KATE REID
Intercultural Studies
Associate



SARAH REMPEL
Athletics & Recreation
Coordinator

WE CELEBRATED NEW ROLES



ASHLEY FUNK
Senior Admissions
Advisor



MATT KAMINSKI
Applied Leadership
Program Coordinator



KURTIS KUBE
Director of Social Enterprise &
Business / Director of Development



JERRY PAULS
Director of
Biblical Studies



JENNA SPARROW
Director of Hospitality
Operations



JEREMY WALKER
Director of QUEST



DAVID WARKENTIN
Director of Columbia One
and General Studies



FERIN WILLMS
Academic Support
Coordinator

STRATEGIC PRIORITIES - 2015-2016: "REPORT CARD"

PRIORITIES	GRADE
PRIORITY 1: ACCREDITATIONS	
Completion of the Association for Biblical Higher Education (ABHE) reaccreditation process, and the provincial Educational Quality Assurance (EQA) designation	A
PRIORITY 2: BUILD A THRIVING STUDENT ENROLLMENT (RECRUITMENT & RETENTION)	
<i>Improve Admissions & Marketing Efforts Summary:</i> Hired and provided sales training for an entirely new Admissions staff; significant upgrade of many marketing materials (web, print and video); increased student financial aid substantially.	A
<i>Complete the UFV Course and Block Transfer Agreement Summary:</i> Two year block transfer agreement ratified in April. Some new courses received approval for transfer, and more in process.	A
<i>Improved Student Services Summary:</i> Excellent progress in dining services and personal counselling, but needed to defer career counselling services for one year (a plan is now in place).	B+
PRIORITY 3: EXPANSION OF COLUMBIA PROGRAM OFFERINGS	
<i>Launch Columbia-Specific Distance Online Education Programming Summary:</i> Due to a variety of reasons (primarily the heavy demands required by our accreditation efforts, a decision was made to drop this strategic priority).	INCOMPLETE
<i>Introduce New Programming Related to Specific Careers Summary:</i> Significant work was completed due to the extraordinary efforts of many. We also established a new system and timeline for future program development and launches.	A
PRIORITY 4: COMPLETE A FINANCIAL AUDIT OF PROGRAMS AND SERVICES	
<i>Summary:</i> Financial audit for all academic programming was completed, and decisions implemented. More work on a financial audit for various services will be conducted as new employees grow more familiar with their roles.	B
PRIORITY 5: DEVELOPING CAMPUS PLAN FOR LONG-TERM FUTURE OF COLUMBIA FACILITIES	
<i>Summary:</i> Some discussion at the Board and Campus Facilities Committee level, but no serious attempt to develop a new Campus Development Plan (currently under way). Engaged donors in conversations about future campus capital developments.	C
PRIORITY 6: IMPROVE AFFORDABILITY OF COLUMBIA EDUCATION	
<i>Summary:</i> Did not raise the cost of tuition; increased student financial aid, introduced the Strategic Taxation and Estates planning Seminars in an effort to grow the College Endowment Fund.	B

STRATEGIC PRIORITIES - 2016-2017: COMMENTARY

1 BUILDING A THRIVING, CHRIST-CENTERED COLLEGE

A. THRIVING PERSONNEL

Retaining and recruiting top-quality, Christ-centered faculty and staff is crucial for the College to fulfill its mission. The provision of a 3% increase to faculty and staff financial remuneration is the right thing to do for employees, especially after 7 years of wage stagnation.

B. LONG-RANGE CAPITAL PLANNING

We have known for some time that decisions regarding the long-term future of our facilities (especially the Teaching Center and Columbia Hall) need to be made. This project has long-term ramifications and requires considerable input from the Board of Directors, owner conferences, Campus Facilities Committee, faculty, and staff.

C. FINANCIAL ACCESSIBILITY

Strengthening the long-term financial health of the College is of paramount importance. Given the economic headwinds facing educational institutions, and the significant “transfer of wealth” that is projected to take place over the next two decades, the Development department recognizes two significant needs: 1. educating respected partners regarding sound financial planning, and 2. keeping the financial burden on students as minimal as possible.

D. REBUILD ENROLLMENT

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 we envision a number of action steps related to both recruitment and retention. These include initiatives related to financial aid, program accessibility and new programming.

2 EMBODY AND PROMOTE GOD'S KINGDOM VISION

We are determined to create a culture that transforms, inspires and empowers an employee ethos that is passionate about discipleship and equipping students for service. Discipleship is at the core of our mission, and we cannot disciple without first being disciples ourselves.

3 DEVELOP MATURE CHRIST-FOLLOWERS

A. CREATE A LEARNING CULTURE THAT TRANSFORMS, INSPIRES AND EMPOWERS OUR STUDENTS TO EXCEL IN ALL ASPECTS OF LIFE AND VOCATION.

As we continue to grow our relationships with outside agencies and institutions, there is a possibility that we lose sight of our Bible College identity, our strengths and unique education. In the midst of continuing to attain outside credibility for our education, we re-commit to the spiritual and character nature of Bible college education that transforms, inspires and empowers students.

B. PROVIDE MORE PROGRAMS DESIGNED TO EQUIP STUDENTS TO EXCEL IN MULTIPLE VOCATIONS AS SERVANTS OF GOD'S KINGDOM.

The vision of Columbia is to be Christ-centered, kingdom-focused and world-impacting. To impact the world, Columbia trains individuals for kingdom vocations in the public arena. Currently we are developing new programming that offers integration of faith formation with practical training.

A FINANCIAL SNAPSHOT: 2016 FISCAL YEAR IN REVIEW

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, 2016. The complete audited financial statements for the College are available on our website at www.columbiabc.edu/reports.

Columbia Bible College saw consistent year-over-year results in fiscal year 2016, with total revenue of \$6,562,822 as of April 30, 2016. Revenue fell short of budget by 2.7 percent, but we still managed a 3.8 percent increase in revenue compared to fiscal year 2015.

OPERATING FUND - REVENUE

Student headcount was up 2.5 percent from the prior year, while revenue from tuition and fees increased 1.5 percent over the same time period. This difference is the result of the College freezing the tuition rate in 2016 and students taking fewer credit hours.

The largest increase in revenue came from donations and fundraising activities. Overall, these revenues increased by 7.2 percent to \$761,075. This number came 2.9 percent short of the budget, but does not take into consideration money raised throughout the year for both the Capital and Endowment funds.

Investment losses experienced in the first few months of 2016 resulted in a 28.2 percent drop in investment income from the previous year.

Ancillary Operations revenue increased by approximately \$118,000 over 2015, due in large part to the Globe Quest Africa trip in the summer of 2015.

OPERATING FUND - EXPENSES

Total operating expenditures increased 6.6 percent in fiscal year 2016 to \$6,520,190. Administration costs were 19.7 percent of total expenses and Development costs accounted for a further 16.2 percent. The Development percentage of costs is a little misleading

as they also include marketing, student recruitment and financial aid costs, which comprise 55.6 percent of the total Development expenses. Columbia spends 11 cents of every dollar we receive on fundraising efforts for the operating, capital and endowment funds.

As a result of our financial performance we were able to meet the planned contribution of \$120,000 to the College's capital reserve fund. The capital reserve fund ensures the College will be well positioned to invest in and maintain our infrastructure in the coming years.

OTHER FUNDS

The Capital Fund received a \$50,000 year-end donation designated towards developing Campus Facilities. During the fiscal year, we transferred \$41,274 to the capital reserve fund, bringing the total balance to \$378,662. Board-approved capital expenditures in 2016 amounted to \$78,726.

The Endowment Fund received \$106,897 towards annually funded scholarships in fiscal year 2016. Scholarships and endowment funds awarded to students in 2016 totaled \$153,764. This number does not include a further \$244,050 in financial aid awarded from the Operating Fund. The value of the Endowment Fund at year-end was \$1,155,757.

SUMMARY

In fiscal year 2016 Columbia experienced a moderate net revenue surplus of \$42,632. 2016 was a challenging year for the Canadian economy, yet support for the College was stronger than ever. We are grateful for the ongoing generous support of our conference owners, the local church and numerous individuals. Their commitment, both financially and in prayer, makes it possible for Columbia to continue "equipping people for a life of discipleship, ministry and leadership in service to the church and community".

Scott Henderson, CPA, CMA
*Business Administrator,
Columbia Bible College*

2015-2016 FINANCIAL HIGHLIGHTS

Facts, figures & financial highlights for the fiscal year ended April 30, 2016

COLUMBIA BIBLE COLLEGE BY THE NUMBERS

Revenues	2016	2015
Tuition & Fees	3,511,527	3,460,219
Constituency Support ¹	1,420,003	1,292,140
Other - Lease & Investment	139,970	194,527
Ancillary Operations	1,491,322	1,373,401
Total Revenues	\$ 6,562,822	\$ 6,320,287

Expenditures	2016	2015
Academic Departments	2,420,380	2,255,763
Administration	1,283,922	1,300,036
Ancillary Operations	1,101,007	990,029
Development & Advancement ²	1,209,583	1,083,197
Student Development	505,298	488,234
Total Expenditures	\$ 6,520,190	\$ 6,117,259

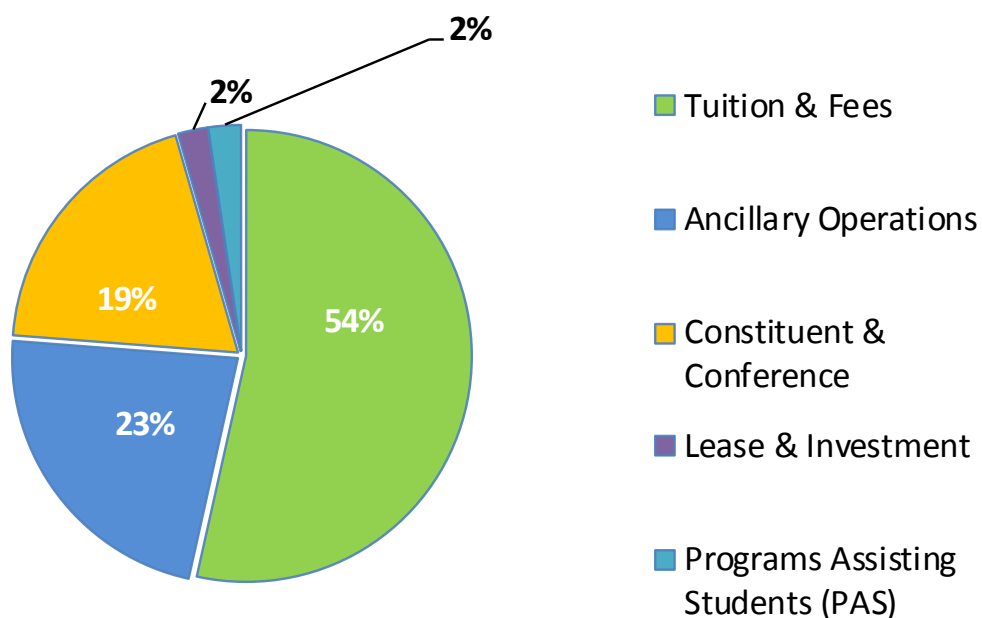
Excess of Revenue (Expenses)	\$ 42,632	\$ 203,028
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Financials by Percentage	2016	2015
Academic Activities	37.1%	36.9%
Student Development Activities	7.7%	8.0%
Support Services:		
Administration	19.7%	21.3%
Ancillary Operations	16.9%	16.2%
Development & Advancement	18.6%	17.7%

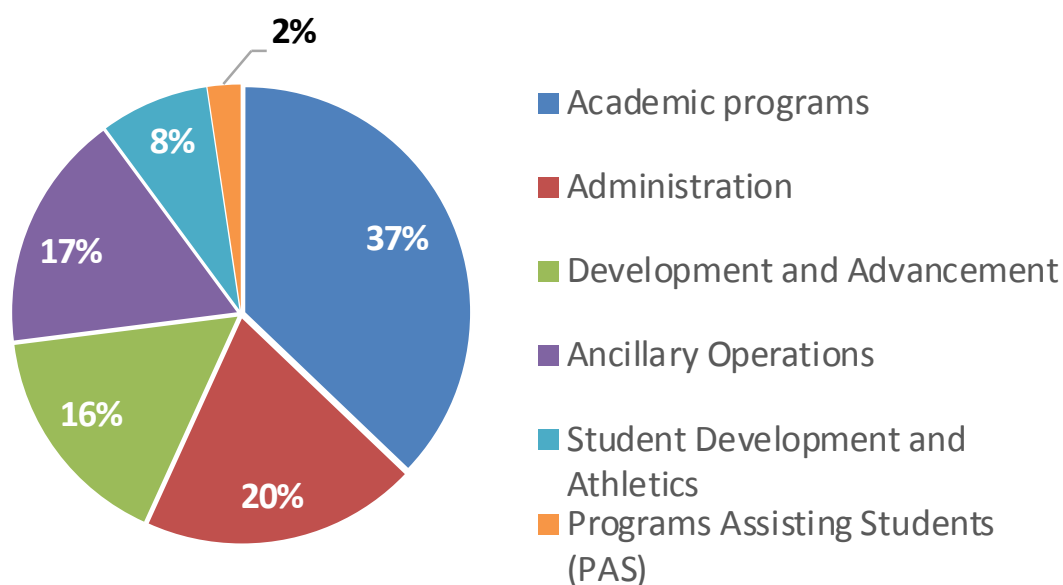
¹ includes donations, conference support and endowment contributions

² includes costs for marketing, student recruitment, financial aid, the President's office and fundraising.

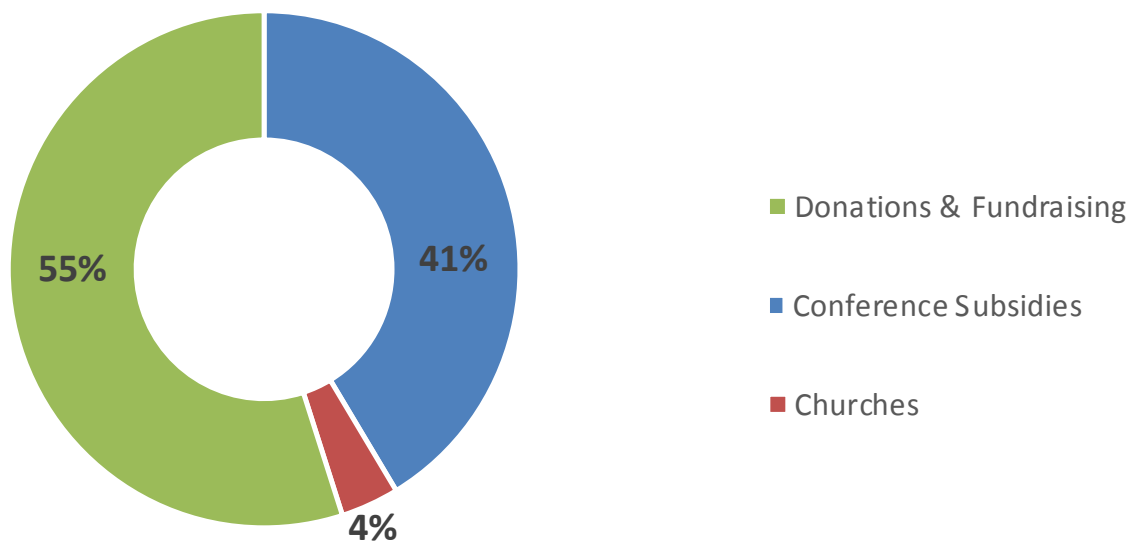
OPERATING REVENUES (\$6.563M)



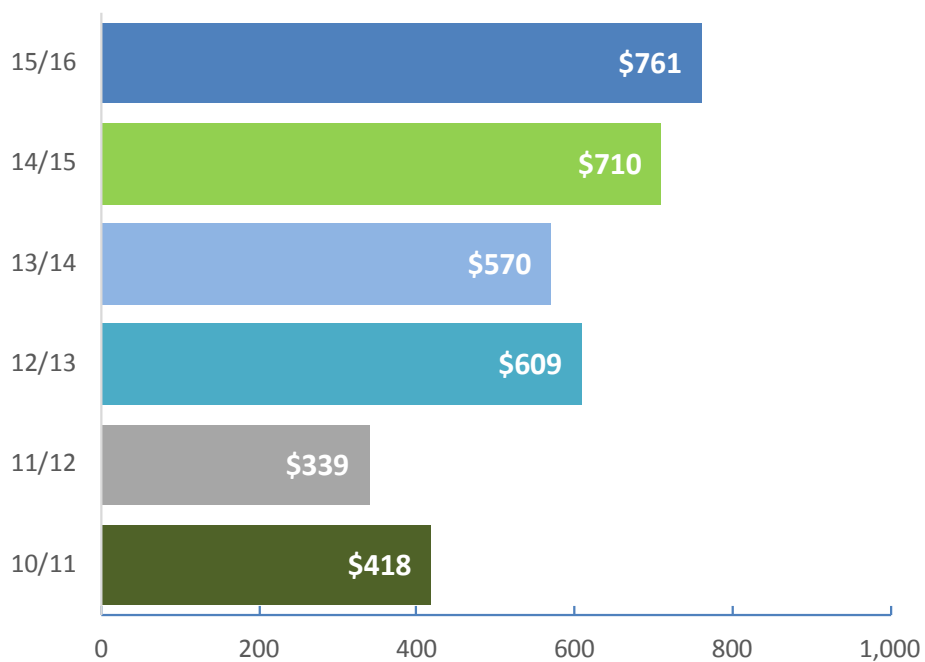
OPERATING EXPENSES (\$6.520 M)



WHERE DOES COLUMBIA'S SUPPORT COME FROM?



DONATIONS & FUNDRAISING INCOME (\$ THOUSANDS)





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