

IT'S NOT ABOUT ME.  
WHAT MATTERS IS HOW  
I MAKE A DIFFERENCE IN  
THE WORLD AROUND ME.  
I AM CALLED TO **SERVE.**

**EXPLORE YOUR CALLING**

# **COLUMBIA BIBLE COLLEGE**

## **Annual General Meeting Report**

October 10, 2013 | 7:00 pm

# CALLED TO FOLLOW CHRIST IN EVERY AREA OF LIFE

Bryan Born, President

Recently I heard some comments regarding Columbia's future direction that were meant to imply criticism. It seems that some are concerned that our increased emphasis on discipleship and church engagement will lead to a lowering of our academic standards. My first reaction to these comments was dismay, and then I did a retake. Actually this was great news – the message is getting out, and that's exciting! Make no mistake about it - we are ramping up our focus on Christ-centered discipleship, involvement in God's mission and commitment to the local church.

As for lowering our pursuit of academic excellence, that is a whole different story. Setting up a false dichotomy where discipleship is pitted against academic performance is simply wrong-headed. Rather we need to think of two completely different continua rated on a scale of low to high: one measuring Christ-centered discipleship, and the other academic quality. At Columbia, we believe discipleship encompasses all aspects of life, and we aim for the best in all areas. This is not an either/or proposition, but a both/and challenge to ultimate allegiance and total commitment. In order to emphasize this point, I thought I would provide portions of the President's welcoming letter from our website.



“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. Let me explain what that means to us. Relying on God's Holy Spirit, we are determined to do all we can to ensure that Columbia is a college known for equipping people with a solid biblical foundation that will encourage and challenge them to follow Jesus passionately into whatever vocation God calls them to pursue. We hope and pray that all our students will make a significant impact in the family, in the community, in the career, and in the church where God puts them. Through mentoring, modeling, teaching and praying, we want to make disciples who seek to partner with God in his mission of redeeming, reconciling and transforming the world.

We believe that God's mission concerns every aspect of our lives. Columbia is all about personal spirituality, academics, ethics, community living, theology and athletics – it is about every area of life. Through the power of Jesus living in us, we are aiming to live out the Great Commandment: “to love God with heart, soul, mind and strength,” and “to love our neighbours as we love ourselves.” This requires a holistic understanding of life that integrates spiritual formation, biblical studies, mission engagement, leadership development with our general studies courses to develop a biblical understanding of life and mission.”

# COLUMBIA UPDATES

## ENROLLMENT CHALLENGES

In September we had to face the reality of a significant drop in enrollment. We knew that lower numbers would force us to tighten our belts financially, but it also put us in a position to focus extra energy on the 415 students in our classrooms and residences. We had an awesome year, and evidence of that fact was our strong returning cohort of 244 students. With our new and returning students, enrollment stands at 419 for this year, with considerably more students living in residence this year than last.

## LEADERSHIP TRANSITION

Another challenge facing us last year was navigating a change in presidents from Ron Penner to Bryan Born. With Ron's steady encouragement, and Bryan's eagerness to learn, we feel the college has fared reasonably well. Generous support from numerous donors was especially appreciated by the President, Board and Lead Team as it enabled us to finish the year in a positive financial position.

## WOMEN'S VOLLEYBALL TEAM CREATES A BUZZ

One of the really exciting stories from last year was our women's volleyball team. They excelled on the court, finishing second in the provincials and advancing to the National Championship for the first time in Columbia's history. Even more importantly, they boldly displayed their commitment to Christ by inviting opposing teams to pray with them after matches. This in turn opened the doors for further opportunities to build relationships and share their faith. Our athletic teams are transforming lives, and bearing witness for Christ.



## LAUNCH OF THE PRAXIS PROGRAM

Another key development this year was the launch of a new one year program focused on following Christ in the urban context. Urban mission, social justice and understanding the realities of urban life are key elements of Praxis. David Warkentin, a Columbia graduate with pastoral experience, is providing strong leadership, and we are looking forward to steady growth.



## CONFERENCE ON YOUNG ADULT SPIRITUALITY

In March, James Penner was on campus to present the findings from "Hemorrhaging Faith," a study commissioned by the Evangelical Fellowship of Canada designed to examine key trends in the faith journey of young adults raised in the church. There was considerable engagement with the material in various venues: an all-day event for pastors and youth leaders, numerous classes, chapel, parent-focused evening events, and a breakfast organized for denominational leaders.

## METZGER HISTORICAL COLLECTION ARRIVES

After multiple conversations, 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. These items, many of considerable educational value, are now known as the Metzger Collection and will be displayed in our Resource Center sometime in 2014.

## ALDERBROOK COMMUNITY CHURCH ON CAMPUS

Finally, we were pleased to welcome a new ministry partner onto our campus this past summer. Alderbrook Community Church is now meeting in our chapel for worship, using classrooms for Sunday School, and utilizing office space on the third floor of the Resource Center. The church is offering spiritual nurture as well as multiple opportunities for students to serve. We are hopeful this will be a long-term relationship.



# LOOKING AHEAD

## TEAM BUILDING

This past year has been one of considerable change within our leadership, staff and faculty. We now have a new president, college business administrator, admissions team, and two new faculty members. In addition, new staff have joined us to fill key roles in facilities, conference services and office administration. More personnel changes are slated for the coming year. In order for us to stay on mission, we will need to work hard to build a strong, Christ-centered team. Part of that effort is utilization of the resources and services provided by the Best Christian Workplaces Institute.

## PROGRAM DEVELOPMENTS

We have identified three crucial areas: leadership development integrated with an entrepreneurial element, distance online education and a re-visioning of the Worship Arts program. Considerable effort has already been put into each of these initiatives and we expect to see some new courses and programming in place for September 2014. Additional financial resourcing for these programs will be a priority in the coming year.

## CONNECTING WITH UNIVERSITY OF THE FRASER VALLEY

For a number of years, you have heard us speak of our efforts to build the relationship between Columbia and the University of the Fraser Valley. We are pleased that over 20 of our courses are now received for transfer credit at UFV, but we continue to seek ways to increase that number, and expand the vocational opportunities of our students. The “perceived value” of a Columbia education is a major concern for many students and their parents.

## DEVELOPMENT AND LEGACY GIVING

We are well aware of the financial challenges students face as a result of the cost of a Columbia education. In order to reduce the financial burden for students and enable the college to properly care for its personnel, we need to build our endowments through legacy giving. To do so, we are partnering with, and seeking counsel from, both the Mennonite Foundation and Covenant Family Wealth Advisors.

## PARTNERSHIP WITH LOCAL CHURCHES

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 those churches with committed and well-trained followers of Jesus. Through student service practicums and internships, the Travelling Ministry Team, faculty presentations and sermons as well as other connection points, we want those relationships to grow stronger and deeper.

## EXPLORE YOUR CALLING

We are continuing to build on our tagline, “Prepare to Make a Difference,” by adding a focus on calling. We believe every person is created by God for a purpose and called to serve him in unique ways. Our programs are designed to enable students to discern their calling from God, build a strong knowledge base, develop the necessary skills for life and service, and then launch out into their God-given vocation. At Columbia, we know our calling from God, and we thank you for partnering with us as we seek to carry out our mission.



# FINANCIAL REPORT

Scott Henderson, C.M.A  
Business Administrator

## MUCH TO BE THANKFUL FOR

Looking back over the last 12 months it is evident how the Lord continues to bless Columbia Bible College in fulfilling its mission of “equipping people for a life of discipleship, ministry and leadership in service to the church and community”.

Enrolment results in September 2012 were significantly lower than the projection used for budgeting purposes and greatly influenced tuition revenue. Operationally, the College took early and significant action to reduce spending in anticipation of this revenue shortfall. Operating costs were decreased by more than 11% in an effort to operate more efficiently. While these significant cost reductions were necessary for sustaining fiscal responsibility, the diligence shown by budget managers across the College resulted in an operating surplus at year end.

The financial support from our owners, friends and supporters was a blessing, and gave the College much to rejoice about. The College exceeded its Development and Fundraising targets by more than \$70,000, an increase of 24% over the previous year. At a time when tuition revenues were being buffeted by declining enrolment, the support of our stakeholders contributed greatly to our overall financial health.

In relation to the decline in fall enrolment, Ancillary operations also felt the impact on net revenues. With less students living in residence, eating in the dining hall and buying textbooks, net revenues from these areas declined. The one bright spot was Hospitality, where net revenues grew by 23%.

With all that the College experienced in 2012-13, we are thankful that we were able to finish the year with a surplus from operations.



## OPERATING RESULTS

### APRIL 30, 2013/2012/2011

The fiscal year for the College ended on April 30, 2013. Current assets increased by approximately \$218,000 over April 30, 2012, driven primarily by unrestricted cash of \$415,575. At the same time, restricted assets increased by approximately \$2.1 million. This increase resulted from the proceeds of the sale of real estate that was gifted to the College in 2012, and will be used to house the Metzger Collection on campus. These proceeds are governed by an agreement that the College signed with the donor and will be recognized as revenue over a 10 year period.

On the expenses side, total operating costs declined by approximately \$726,000 from the previous year. The actions taken in the Fall of 2012 to adjust expense budgets in line with the disappointing enrolment results helped the College maintain fiscal responsibility. All departments were able to exceed (spend less than) their reforecast expense budget targets, enabling the College to finish in the black for the first time in 3 years.

## OPERATING RESULTS

### 3-YEAR COMPARISON

	April 30/13	April 30/12	April 30/11
Excess (deficiency) or revenues over expenditures before amortization	286,449	(30,210)	( 26,014)
Amortization of deferred operating contributions	215,315	-	-
Amortization of capital assets	(527,503)	(475,071)	(413,694)
Amortization of deferred capital contributions	330,559	289,197	248,725
Excess (deficiency) of revenues over expenditures	304,820	(216,084)	(190,983)

## OPERATING BUDGET

### MAY 1, 2013 - APRIL 30, 2014

The challenge before the College's Budget Committee this year was to develop an operating budget based on the principles of conservatism and realism. Budget managers were asked to develop departmental budgets that were:

1. Linked to the College's Strategic Priorities (SP's) for 2013-14, and;
2. Prioritized according to a 4-tiered framework referred to as SP1, SP2, SP3 and SP4. Budget items in SP1 fell into the "must have" category, while SP4's were considered nice to have, but not critical for operating the department.

The following are key budget assumptions that came out of the College's budget planning exercise and are integral components of this years Operating Budget.

- A 2% increase in the tuition rate, to \$315 per semester hour.
- Projected tuition revenues based on an average headcount of 401 students (Fall – 410; Spring – 392). This represents a reduction of 10 students as compared with the average head count of 411 in 2012-13, but is inline with recent enrolment trends.
- The creation of 30 housing bursaries to support the goal of recruiting 160 first-year students into residence.
- A reduction in ancillary revenues related to rental income from the third floor of the Resource Centre.
- Elimination of credit cards payments for tuition. This move is estimated to save the College a minimum of \$25,000 annually.
- A capital reserve of 2.5% of total revenues. These funds are internally restricted for capital expenditures of the College and require Board approval.
- Implementation of stage 2 of the 2009 wage reclassification and 1% COLA

## A NEW YEAR 2013/2014

On September 1, 2013 the new academic year began with the arrival of all first year students to the Columbia campus. Classes are now in full swing and the last day to add or drop classes without financial penalty was September 10th at midnight.

The following is a summary comparison of actual results against budget targets.

<u>Enrolment (headcount)</u>	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
• New	183	160	-23
• Returning	207	243	+36
• Re-enrollees/Transfers	20	16	-4
	410	419	+9
<u>Enrolment (FFTE)</u>	<u>414</u>	<u>443</u>	<u>+29</u>
<u>Residence (beds sold)</u>			
• Junior housing	160	148	-12
• Senior housing	30	33	+3
	190	181	-9

The results of recruitment and retention efforts put forth by the College personnel have put the College in the position to continue implementing the 2013-14 operating budget approved the Board. This includes moving forward with the much anticipated salary increases for both faculty and staff.

## CONCLUSION

There is much to be thankful for at the College. The Lord definitely blessed us with strong financial support from our donors as well as keeping his hand over our resources, both human and physical. The commitment of the staff and faculty to making the best of a difficult year should also be noted. The care and support of the Columbia community made it possible to experience joy in the journey of the last year, and we definitely have hope for the future.

## BOARD ROSTER 2012-2013

Terms begin and end in October

### MC Board Members

Artur Bergen (Vice Chair)	Term 3, 2014
Kenny Chiu	Term 2, 2014
Brittani Gifford	Term 1, 2015
Dan Loewen	Term 1, 2014

### Board of Directors Nominees

Ralph Hildebrand	Term 3, 2016
Bev Peters (MB)	Term 1, 2016
Dan Wiebe	Term 2, 2016

### MB Board Members

Ron Born	Term 2, 2014
Scott Carpenter	Term 0, 2014*
Marilyn Hiebert (Secretary/Treasurer)	Term 2, 2015
Ralph Hildebrand (Chair)	Term 2, 2013
Bill Hogg	Term 2, 2015
Peter Horban	Term 2, 2013
Terry Kaethler	Term 2, 2015
Dan Wiebe	Term 1, 2013

\*completing unfinished term of Gabe Unruh

# COLUMBIA BIBLE COLLEGE

## Statement of Financial Position

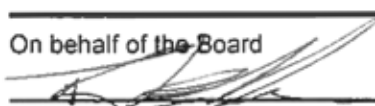
April 30, 2013, April 30, 2012 and May 1, 2011

	April 30, 2013	April 30, 2012	May 1, 2011
<b>Assets</b>			
Current assets:			
Cash	\$ 415,575	\$ 232,757	\$ 460,615
Investments and marketable securities	21,371	19,508	6,237
Accounts receivable	23,377	29,298	42,617
Inventories	43,448	53,094	38,855
Prepaid expenses and deposits	137,665	89,172	94,732
	641,436	423,829	643,056
Restricted assets (note 2):			
Cash and short-term deposits	2,764,995	673,390	1,775,013
Marketable securities	332,083	307,048	224,862
Accounts receivable	-	26,033	-
Property held for sale	-	-	40,000
	3,097,078	1,006,471	2,039,875
Life insurance cash surrender value	24,770	24,387	24,806
Capital assets (note 3)	11,596,129	12,053,268	9,323,931
	<b>\$ 15,359,413</b>	<b>\$ 13,507,955</b>	<b>\$ 12,031,668</b>

## Liabilities and Net Assets

Current liabilities:			
Accounts payable and accrued liabilities	\$ 195,204	\$ 211,849	\$ 188,405
Accrued holiday pay	152,107	230,747	222,923
Scholarships payable	44,760	45,700	52,200
Refundable deposits and unearned revenue	330,419	323,311	430,281
Deferred revenue (note 4)	162,857	155,606	194,630
	885,347	967,213	1,088,439
Deferred operating contributions (note 5)	1,937,833	-	-
Deferred capital contributions (note 6):			
Unspent capital contributions - residence (note 6(b))	39,140	40,482	1,136,856
Capital assets (note 6(a))	10,130,563	10,459,780	7,669,878
	10,169,703	10,500,262	8,806,734
Net assets:			
Invested in capital assets (note 7(a))	1,465,566	1,593,488	1,654,053
Scholarship endowment principal	779,910	758,680	638,611
Internally restricted - capital reserve (note 9)	177,338	51,703	69,778
Unrestricted deficiency	(56,284)	(363,391)	(225,947)
	2,366,530	2,040,480	2,136,495
Commitments (note 10)			
Contingencies (note 11)			
	<b>\$ 15,359,413</b>	<b>\$ 13,507,955</b>	<b>\$ 12,031,668</b>

On behalf of the Board

 Director  
See accompanying notes to financial statements.

Director



# COLUMBIA BIBLE COLLEGE

## Statement of Operations

Years ended April 30, 2013 and April 30, 2012

	2013	2012
Student revenue:		
Course Fees	\$ 3,355,041	\$ 3,734,248
Other student revenue	234,553	277,585
	<u>3,589,594</u>	<u>4,011,833</u>
Constituency support:		
Conference support (note 8)	518,768	468,687
Donations and net fundraising	609,005	339,333
Programs assisting students (note 4)	165,413	99,575
	<u>1,293,186</u>	<u>907,595</u>
Other income:		
Lease, investment and miscellaneous income	168,657	167,199
Ancillary services (Schedule)	1,152,933	1,461,647
	<u>1,321,590</u>	<u>1,628,846</u>
	<u>6,204,370</u>	<u>6,548,274</u>
Expenses:		
Academic programs	2,062,917	2,312,230
Administration	1,286,387	1,400,378
Ancillary services (Schedule)	1,006,355	1,155,081
Development and advancement	933,558	1,129,729
Student development	463,291	481,491
Programs assisting students (note 4)	165,413	99,575
	<u>5,917,921</u>	<u>6,578,484</u>
Excess (deficiency) of revenues over expenses before the undernoted	286,449	(30,210)
Amortization of deferred operating contributions (note 5)	215,315	-
Amortization of capital assets	(527,503)	(475,071)
Amortization of deferred capital contributions	330,559	289,197
	<u>(196,944)</u>	<u>(185,874)</u>
Excess (deficiency) of revenues over expenses	<u>\$ 304,820</u>	<u>\$ (216,084)</u>

See accompanying notes to financial statements.



I HAVE THE  
ABILITY TO  
CHANGE CULTURE  
BY ENGAGING IN  
MY LOCAL  
COMMUNITY.  
I AM CALLED  
TO CARE.

**EXPLORE YOUR CALLING**