



# ANNUAL IMPACT REPORT

OCTOBER 2021





**“AS YOU  
SENT ME  
INTO THE WORLD  
I HAVE  
SENT THEM  
INTO THE WORLD.”**

JOHN 17:18



## **FROM THE PRESIDENT:** **“TAKE A LOOK AHEAD”**

Columbia has an incredibly important calling! With the pressures and restrictions of Covid-19 over the 2020-21 academic year, it has been easy to become distracted and lose sight of our mission of “equipping students for a life of ministry”, and yet, increasingly I am focused on how the church (and Columbia) needs to rethink our engagement with the world around us. We need to assess our current situation and take a look ahead. We inhabit a post-Christian context where Christians and Christian institutions are often viewed in an unfavourable light. Recognizing the challenge before us, we can choose to either duck and hide, or find new ways to live as servants and witnesses of Jesus. As Jesus-followers, we need to be “as wise as serpents and innocent as doves” (Matthew 10:16).

In that vein, I was challenged by a recent blogpost written by Carey Nieuwhof. He suggests that Christian leaders are currently taking one of five different approaches to decision-making during this time of change and uncertainty. He labels these five categories as follows: deniers (unwilling to accept the truth of widespread disruption); reverts (dreaming about things getting back to ‘normal’); resigners (you know that massive change is taking place but you’re too tired to do anything about it); adapters (making the necessary changes, engaged in crisis management); and finally, innovators (boldly taking hold of the new things the Spirit of God is inspiring). “Innovators leverage the strength of their team to generate new ideas and iterations, and they’re not overly sensitive to criticism, knowing that divergent views simply make their future approaches better.” That’s what it means to look ahead!

During this period, Columbia leadership, in consultation with numerous stakeholders, has been developing our Strategic Direction 2024 vision. You’ll find a summary of this document in the pages that follow. Nieuwhof claims that innovators are “usually curious, passionate, resilient and willing to fail.” I believe this is the kind of mindset Columbia needs to adopt as we look ahead. This will require us to examine every area of the college including our program offerings, campus facilities and modes of course delivery. We need to align even more closely with our churches, and focus more intently on preparing our graduates to act as transformative agents of Jesus within a skeptical culture.

Figuring out how to adapt to changing circumstances is necessary, but even more so, we need to seek out and listen to the innovators among us. We do not simply embrace the next ‘new thing’ just because everyone else is doing so. We have a bedrock foundation in Jesus Christ and God’s Word (Matthew 7:24-27). So even as we innovate and take risks, we also need to continually evaluate whether or not we are staying true to God, Scripture and our mission. This is a time for faith and courageous obedience, not for fear and simply doing what we have always done. Even as Columbia celebrates its 85th anniversary, we invite you to join us in praying for God’s provision, in envisioning God’s direction for the future, and in supporting Columbia as we equip the next generation of Jesus followers.



# FROM THE BOARD CHAIR

BY RICHARD THIESSEN

In Romans 12:4-8, Paul wrote the following: *“In this way we are like the various parts of a human body. Each part gets its meaning from the body as a whole, not the other way around. The body we’re talking about is Christ’s body of chosen people. Each of us finds our meaning and function as a part of his body. But as a chopped-off finger or cut-off toe we wouldn’t amount to much, would we? So since we find ourselves fashioned into all these excellently formed and marvelously functioning parts in Christ’s body, let’s just go ahead and be what we were made to be, without enviously or pridefully comparing ourselves with each other, or trying to be something we aren’t. If you preach, just preach God’s Message, nothing else; if you help, just help, don’t take over; if you teach, stick to your teaching; if you give encouraging guidance, be careful that you don’t get bossy; if you’re put in charge, don’t manipulate; if you’re called to give aid to people in distress, keep your eyes open and be quick to respond; if you work with the disadvantaged, don’t let yourself get irritated with them or depressed by them. Keep a smile on your face”* (The Message).

This year marks my sixth and final year on the CBC Board, the last five as Chair. As someone who also was a faculty member for 14 years, that adds up to 20 years at Columbia in one role or another. As one whose job as well as natural inclination is to reflect on our past, I have taken the time to reflect on my time as chair. The one thing that stands out more than anything else in my mind is the leadership team that I have had the pleasure to work with over these years. In these past six years, we at Columbia have enjoyed years of stable leadership, certainly something that we can not take for granted. Furthermore, there has been a strong sense of teamwork, collegiality, and respect among our leadership team that has served Columbia well. Finally, our leadership team has lived out the words of Paul in his letter to the Romans in that, like a body, they have allowed each part to do what it is best able to do and not what it can’t. I believe that this has created a strong administrative team that has served Columbia well.

The team that we have today, including Bryan, Gil, Scott, and Karen, are more than competent in their positions. Each know their gifts and their strengths, know the roles that they have been assigned, and know where their tasks end and where the tasks of others begin. They are united in vision and mission, and passionate about Columbia. I could not have asked for a better administrative team with which to work, and for that I am grateful.

I am thankful for the opportunity that I have been given to serve Columbia on the board and pray for God to continue to bless and provide for Columbia in the years to come.

“WE HAVE DIFFERENT GIFTS,  
ACCORDING TO THE GRACE  
GIVEN TO EACH OF US”

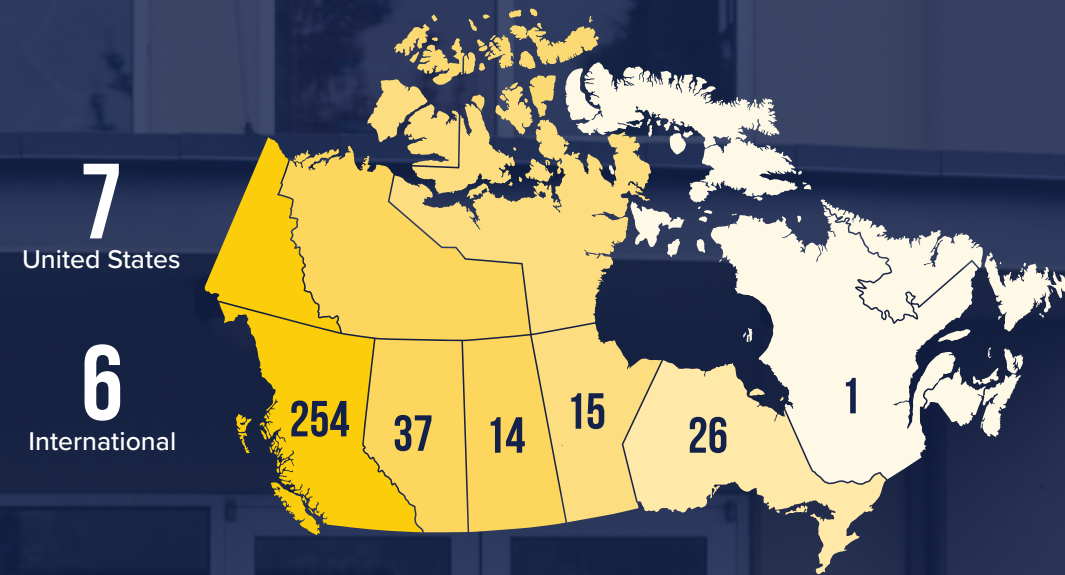






# FALL 2021 BY THE NUMBERS

## WHERE OUR STUDENTS ARE FROM



### TOP 10 DENOMINATIONS

Mennonite Brethren - 93  
Mennonite Church - 19  
Mennonite Other - 4  
Baptist - 72  
Independent/ Non Denom - 36  
Alliance - 36  
Pentecostal - 24  
Evangelical Free - 11  
Reformed - 15  
Catholic - 6

1936

Year Founded

360

Current Students

70

Faculty & Staff

4

Varsity Teams

201

Female Students

159

Male Students

194

Residents

149

Commuters

17

Offsite

## STUDENTS BY PROGRAM



BA Degree

48%  
172 TOTAL



Diploma

22%  
79 TOTAL



Certificate

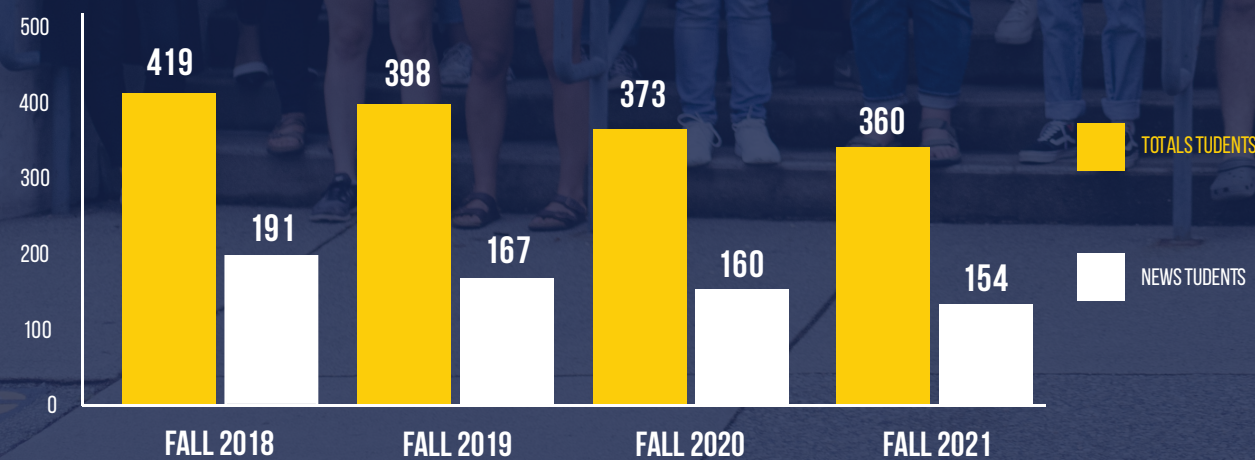
29%  
104 TOTAL



Undeclared

1%  
6 TOTAL

## STUDENT ENROLLMENT



## OUR PROGRAMS:



APPLIED LEADERSHIP  
33



BIBLICAL STUDIES  
47



COLUMBIA ONE  
34



COUNSELLING  
58



EDUCATIONAL ASSISTANT  
17



EMERGENCY RESCUE TECH.  
13



GENERAL STUDIES  
29



HEALTHCARE ASSISTANT  
0



INTERCULTURAL STUDIES  
24



OUTDOOR LEADERSHIP  
24



QUEST  
31



SOCIAL ENTREPRENEURSHIP  
16



WORSHIP ARTS  
13



YOUTH WORK  
28

\*STUDENTS ENROLLED IN PROGRAM AS A MAJOR OR MINOR





“ ”

It has been such a blessing to be in a community where I feel comfortable to share and hear testimonies, life goals, personal struggles, and to be inspired and encouraged by one another. It has been an answered prayer to be in a community of God’s people and be inspired to grow in my faith.

**CARMELYN MACASAET**  
CERT. IN HEALTH CARE ASSISTANT



“ ”

I originally came to CBC with the goal of spending intentional time getting to know God better. While getting to know God in my studies, I was surprised to find that my biggest area of growth came in awareness of who I am, and how I fit into God’s intentions for the world.

**JON WIEBE**  
BA IN WORSHIP ARTS



# WHAT HAPPENED WITH LAST YEAR'S GOALS?



Right from the get-go last fall, we knew that 2020-21 would require a new level of adaptability in order for us to function well. Columbia's number one priority throughout the year was caring for students, and ensuring their physical health, academic growth and spiritual transformation. COVID threw us some curveballs (especially at the end of the year), but our students overwhelmingly reported that they had an excellent in-person learning experience!

## 1. MANAGE THE CHALLENGES CREATED BY COVID-19 PROTOCOLS AND GUIDELINES

The radical changes necessitated on account of COVID-19 realities required the time and energies of every Columbia team member. Managing the programming, protocols, and finances of the College was an all-consuming task, especially in light of continuous uncertainty. At the same time, we remained focused on mission – equipping people for a life of discipleship, ministry and leadership in service to the church and community.

## 2. PROMOTE THE WELLBEING OF STUDENTS

For some years now we have been responding to the increased mental health concerns of young adults. The spiritual health concerns raised by both the Hemorrhaging Faith (2012) and Renegotiating Faith (2018) studies have also captured our attention. The Student Development department had a busy year working with students, especially Counselling Services and our COVID Care Coordinator. Faculty continued to press into our practical theology emphasis.

## 3. DEVELOP THE COLUMBIA STRATEGIC DIRECTION 2024 PLAN

Amidst the disruption of the COVID pandemic, we were able to discern and develop a three-year strategic plan for all areas of Columbia programming and operations. Specific proposals to address the various areas of need identified within the document are in process. Some projects have already been completed, while a number of other projects are in process.

## 4. STRENGTHEN COLLABORATIVE RELATIONSHIPS WITH LOCAL AND CONSTITUENT CHURCHES

With new staff in place to help us focus on church relations, we had intended to work on improved programming in collaboration with ministry partners. While we were able to finalize a partnership with the internship program of Northview Community Church, there was little capacity to pursue other church partnerships.

# NEWSWORTHY

## SUMMER CAMPS

The Athletics Department launched our Jr. Bearcats Kids Summer Camps this summer! We had over 250 campers and 20 staff participate in our Adventure and Multi-sport camps!

“I had a teary 11 year-old boy on the way home today because he loved his week at camp and is so sad it is over! He felt so loved and accepted.”

## NEW STAFF & FACULTY

We are thrilled to welcome over 10 new staff and faculty to our team this year!

Mahima Jacob (featured),  
*Counselling Faculty*  
Chris Clements, *Youth Work Director*  
Dorothy Gebert, *Library Director*  
Juliet Teeter, *Counselling Faculty*  
Elaine Binnema, *Counselling Services Supervisor*  
Aften Thiessen, *ICS Associate*

## RENOS

Over the course of summer 2021, renovations were completed on Columbia Hall, the primary male residence. New floors, bathrooms and windows helped give this 40 year old building a fresh new look!

## INDIANA WESLEYAN UNIVERSITY PARTNERSHIP

Columbia is partnering with Indiana Wesleyan University in delivering a dual-degree option for our students. They have created a Bridge Initiative that helps Bible College students use their courses toward the completion of online professional degrees. Columbia uses IWU's online courses to complete a BA in Practical Theology and a BS in Business.



# STRATEGIC DIRECTION 2024

## CORE ISSUES AND PRIORITIES



### 1. RENEW COLUMBIA'S IDENTITY, MISSION AND CORE VALUES

A more coordinated approach to Columbia's core vision is required – how does everything we do (e.g., academics, student life, athletics, academic support, counselling, student leadership) lead towards the fulfillment of our ultimate mission – encouraging the formation of resilient, Jesus-centered followers.

#### *Current Plans for 2021-22*

1. Launch and Complete the Core Values Renewal project.
2. Plan and organize faculty forums in order to address key theological and ethical topics.

### 2. ENSURE QUALITY PROGRAMMING WITH A PRACTICAL THEOLOGY EMPHASIS

The reality of declining enrolment must be addressed immediately, and academic programs play a critical role in attracting students to Columbia. Practical theology, the integration of biblical faith with all aspects of life, lies at the core of Columbia's educational mission. We are committed to preparing Jesus-centered followers for the church and world.

#### *Current Plans for 2021-22*

1. Conduct a careful analysis of college programs to ensure that we are addressing students' academic interests as well as the leadership needs of our constituencies.
2. Continue the process of auditing academic and student development programs for mission fulfillment and effectiveness.
3. Explore potential partnerships with educational institutions, churches and other organizations.

### 3. BUILD A STRONG, COMMITTED COLUMBIA TEAM

Staff and faculty serve at Columbia for a variety of reasons (purpose and fulfillment from the workplace, belonging, salary and benefits, theological fit). In order to build a strong Columbia for the future, we need to identify the next generation of Columbia leaders, and empower them for both current and future success.

#### *Current Plans for 2021-22*

1. Initiate a conversation around succession planning for the Columbia Board and senior leadership positions.
2. Develop a medium-term strategy to increase faculty and staff compensation levels.
3. Foster a culture of spiritual growth and commitment to prayer (e.g., Core Values Project prayer meetings, Day of prayer, other initiatives to be explored).

### 4. AUDIT AND ADDRESS CURRENT ADMISSIONS AND PROMOTIONAL STRATEGIES

The challenges of connecting with potential new students were already obvious, but the restrictions on meeting in-person on account of the COVID-19 pandemic have made it even clearer that we must improve our efforts to engage potential students on-line, while also exploring new ways of gaining the attention of youth and young adults.

#### *Current Plans for 2021-22*

1. Complete and launch a new website in January 2022.
2. Expansion of the Admissions Advisor role to include Alumni and Church Relations, and retention strategies.
3. Expanded emphasis and rewards for referring new students.

### 5. CREATE A CAMPUS FOR TODAY AND TOMORROW

Columbia is in serious need of updated facilities in order to meet the requirements of future generations of students. A new learning centre, chapel and men's residence are the most pressing concerns.

#### *Current Plans for 2021-22*

1. Complete the renovation of Columbia Hall, and refurbishment of the Columbia Place floor, in Summer 2021.
2. Design, fundraise for and construct a new Student Lounge/coffee shop in the Student Development Centre Basement.
3. Initiate discussions related to the construction of a new Learning and Worship Arts Centre, and complete the necessary preliminary work for the Board to make a decision regarding any new developments.





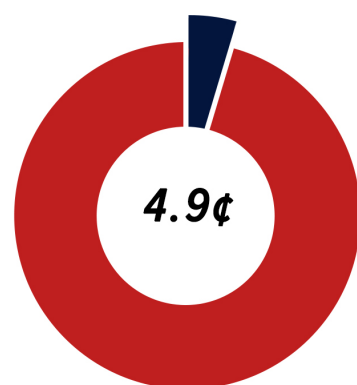
# FINANCIAL SNAPSHOT

2020-2021 YEAR IN REVIEW

## A message from the Chief Financial Officer, Scott Henderson, CPA, CMA

As we are all aware, COVID-19 has brought about many disruptions to the lives of individuals and organizations alike. As a college, we did our best to try and create an environment on campus where students could experience campus life despite the health protocols brought on by the pandemic. I am pleased to report that Columbia Bible College had a favorable financial result amid the ongoing pandemic.

Throughout fiscal 2021 we were blessed and encouraged by the many faithful supporters of Columbia. We experienced a 38% increase in general donations, which made up for us having to cancel our two major fundraising events: The Columbia Open Golf Tournament and the Annual Fundraising Gala. These numbers highlight how much our supporters appreciate and believe in what we are trying to do at the College.



## THE COST OF FUNDRAISING

Of every dollar we spent on operations in 2021, just 4.9¢ was used for fundraising efforts. This includes costs for all our fundraising staff, marketing, printing and distribution costs for our mailings, fundraising events and online activities.



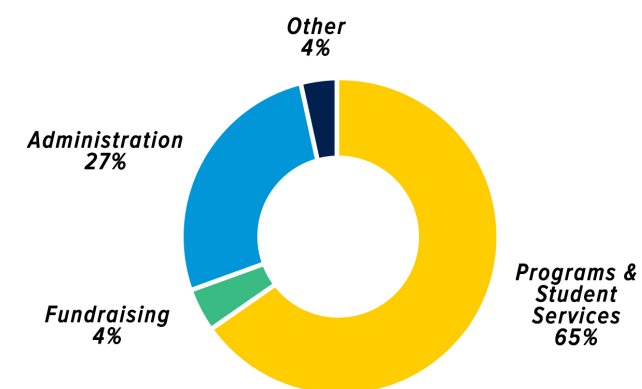
# FINANCIAL SNAPSHOT

2020-2021 YEAR IN REVIEW

## REVENUE SOURCES

The pandemic did have an impact on enrolment, resulting in a 9% decline in tuition and related revenues. This drop was more than offset by the money we received from the Canada Employment Wage Subsidy (CEWS). See note 15 to the financial statements.

In the last fiscal year our generous supporters, which include individuals, corporations, trusts, churches and our 2 partner conferences, accounted for 22 per cent of our total revenue



## HOW WE STEWARD OUR RESOURCES

As a Christian Charity, we take seriously our obligation of handling the finances entrusted to us with the highest degree of integrity. 65 cents from every dollar received goes towards student programs and services. 27 cents cover administrative costs, but 54% of administrative costs goes towards operating and maintaining the physical campus.

**"I feel so supported knowing that my school seeks to offer financial assistance and that there are so many generous donors out there."**

*Jennifer M.*





# FINANCIAL SNAPSHOT

2020-2021 YEAR IN REVIEW

## ANNUAL REVENUE AND EXPENDITURES

For the year ended April 30, 2021

REVENUES	2021	2020
Tuition and course fees	3,274,356	3,588,323
Donations and conference support	1,412,410	1,688,778
Programs to assist students (PAS)	127,165	176,121
Ancillary income	1,064,052	1,559,431
Lease, investment & miscellaneous income	220,718	132,348
<b>Operating income before wage subsidies (CEWS)</b>	6,098,701	7,145,001
<i>Canada Employment Wage Subsidy</i>	817,358	-
<b>Total Income</b>	<b>\$ 6,916,059</b>	<b>\$ 7,145,001</b>

EXPENDITURES	2021	2020
Academic programs	2,328,268	2,422,768
Administration	1,444,113	1,387,160
Ancillary operations	819,904	1,263,045
Development & advancement	990,884	1,149,972
Student development	498,167	594,204
Programs to assist students (PAS)	127,165	176,121
<b>Total Expenses</b>	<b>\$ 6,208,501</b>	<b>\$ 6,993,270</b>
<b>Operating surplus before amortization</b>	707,558	151,731
Amortization of capital assets	(409,340)	(420,464)
Amortization of deferred capital contributions	349,610	346,485
<b>Excess of revenues over expenses</b>	<b>\$ 647,828</b>	<b>\$ 77,752</b>

### Looking towards next year

As we look to the year ahead, we do see some storm clouds on the horizon. There are 4 macro issues that we as a college are facing and are having an impact on our budget. These macro issues, which are interrelated, include changing attitudes amongst young people towards corporate church settings and a decreasing appetite for ministry; lack of economic growth resulting from declining enrolment; constrained operating budgets; and equitable compensation for employees. Our budget projections for fiscal 2022 are informed by these factors and yet the budget process we have engaged in has enabled us to create a balanced operating budget.



# FINANCIAL SNAPSHOT

2021-2022 THE YEAR AHEAD

## PROJECTED REVENUE AND EXPENDITURES

For the year ended April 30, 2022

REVENUES	2021 Actual	2021 Budget	2022 Budget
Tuition and course fees	3,274,356	3,579,450	3,395,500
Donations and conference support	1,412,410	1,174,950	1,420,030
Ancillary income (net)	244,148	319,093	259,928
Lease, investment & miscellaneous income	220,718	154,800	154,700
<b>Operating income before wage subsidies (CEWS)</b>	5,151,632	5,228,293	5,230,158
<i>Canada Employment Wage Subsidy</i>	817,358	410,000	335,000
<b>Total Income</b>	<b>\$ 5,968,990</b>	<b>\$ 5,638,293</b>	<b>\$ 5,565,158</b>

EXPENDITURES	2021 Actual	2021 Budget	2022 Budget
Academic programs	2,328,268	2,630,871	2,524,715
Administration	1,362,817	1,335,986	1,363,448
Development & advancement	990,884	1,096,720	1,091,636
Student development	498,167	571,200	584,974
<b>Total Expenses</b>	<b>\$ 5,180,136</b>	<b>\$ 5,634,777</b>	<b>\$ 5,564,773</b>
Capital expenditures not capitalized	\$ 81,296	\$ -	\$ -
<b>Excess of revenues over expenses</b>	<b>\$ 707,558</b>	<b>\$ 3,516</b>	<b>\$ 385</b>

The past year has taught us the importance of being resilient in the face of uncertainty. It has also confirmed that our practice of prudent financial stewardship has put us in a place to respond to financial challenges in the short-term. We continue to trust in God for the future and give thanks to him for his continued goodness and favor to Columbia as we strive to equip people for a life of discipleship, ministry, and leadership in service to the church and community.

**“I have been very blessed with the financial aid that I’ve received at Columbia. Over the last years, this generous support has enabled me to invest more of my time into my studies. It also has freed my mind of financial worries and reminded me again and again of God’s provision.”**  
Jonathan S.





“ ”

I saw how connected and intentional the athletic program was for developing not just athletes, but individuals with purpose. I can confidently say that this has now been my experience, and the more I spend time in Bearcat Athletics, the more I fall in love with the game and community.

**CAILEY AYER**  
BA IN COUNSELLING

“ ”

Throughout my time at CBC I have gained a better understanding of the Bible and how to read and interpret it. Throughout my Social Entrepreneurship classes I have grasped a wide-ranging understanding of business and have been taught practical ways to apply this knowledge wherever I find myself in the future.

**JONAH THIESSEN**  
DIP. SOCIAL ENTREPRENEURSHIP







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