



**EXPLORE  
YOUR  
CALLING**

**COLUMBIA**  
BIBLE COLLEGE

**2014 ANNUAL GENERAL MEETING  
October 9, 2014**

## » COLUMBIA BIBLE COLLEGE CHAIR REPORT

RALPH HILDEBRAND, BOARD CHAIR

The new college year has started and the news is good. The dorms house more students than they have in the recent past and our first year enrolment has increased over the previous year for the first time since 2008. We praise God for that and are thankful that Columbia Bible College continues to be a strong college with enough financial support from generous friends of the college to continue its mission. That is not to say that everything is copacetic.

The recession in 2008 seemed to trigger a downturn in enrolment with concomitant difficulties. In response, the staff at Columbia made sacrifices, financially and personally, to assist the college during this time. The Board also wrestled to ensure the viability and health of the College into the future. The questions we as a Board have asked over the past 6 years related to possible causes for the downward trend in enrolment and measures to address it. Why did enrolment at Columbia go down while enrolment at secular public colleges and universities went up? Is Columbia on the right path? Is a Bible college education relevant to today's youth and our churches? Is there a viable market for a "Bible based" education?

Our conclusion is that regardless of market trends, it is now more important than ever to provide young people with a sound biblical foundation. Our youth will face a world with increasingly dynamic ethical and moral issues. Columbia's mission is to equip them to challenge the trends of the world with Kingdom values. As a result we remain steadfast in our conviction that Columbia is a Bible school with a mission that is not merely important, it is imperative.



We thank you for your continued support and engagement with Columbia Bible College.

**Ralph Hildebrand**  
Board Chair

## » PRESIDENT'S REPORT

BRYAN BORN, PRESIDENT

### Vision 2020 – “Only One Thing is Needed”

The Apostle Paul understood the incredible importance of having a laser-like focus on what truly matters in life. “One thing I do: Forgetting what is behind and training toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus” (Phil. 2:13b-14; NIV). Much more recently, popular business gurus like Jim Collins (*Good to Great*) and Gary Keller (*The One Thing*) have challenged organizations to identify their “hedgehog concept” or the “one thing” they excel at, and which fuels their passion most fully.



In a way, we at Columbia have been engaged in an exercise to clearly articulate our “one thing,” our vision for the future, our goal towards which we are striving. We have expressed it as follows:

“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.”

I know that’s a long sentence with a number of highly significant ideas, but I want to highlight three key elements and the unifying center. The first is that we want Columbia to thrive. We do not believe in a “can’t do” God, but rather a God who invites us to do extraordinary things, to step out in faith and obey. As we do so, God will supply the necessary resources and enable us to thrive. As an institution, we want to continue to improve in all areas as we provide excellent discipleship opportunities both in and out of the classroom.

The second key is a commitment to embody and promote God’s kingdom vision for the church and world. Christ came preaching the Kingdom, and he lived it out as he proclaimed the gospel, healed the sick, and called for justice and righteousness. A Kingdom vision requires an all-encompassing view of life and ministry, which ties in closely with our final key element: the development of Christ-followers who impact the world. Students who are prepared spiritually, relationally, intellectually and vocationally will have the capacity, through the power of the Spirit, to make a radical difference wherever God places them in the world.

What’s the unifying center, “the one thing”, in this vision statement? Simply this - a radical commitment to the centrality of Jesus Christ in every area of Columbia life. That’s our 2020 Vision.

## REFLECTIONS ON 2013-14

### ENROLLMENT STABILITY

After a steep drop-off in enrollment in the fall of 2012, we were very pleased to see our student numbers rebound slightly to a total of 419 in 2013. With more students living on campus, a strong returning cohort, excellent student-athletes and an amazingly gifted group of student artists, it was a great year of growth in all aspects of campus life.



### PRAXIS

In September, we launched our new one-year discipleship program, Praxis, focusing on urban ministry and social justice concerns. Alongside regular connections with churches and ministries in Vancouver and the Lower Mainland, students participated in a service/learning trip to New York City. The students were inspired as they both participated in and observed how people are committed to sharing the gospel in so many different ways in diverse urban contexts.

### ATHLETICS

One of the growth areas at Columbia has been the development of a strong student athlete program. Athletic Director, Matt Kaminski, provided solid leadership to a strong cohort of coaches and team captains who made “Glorifying God Through Sport” their rallying cry throughout the year. All of our teams did us proud, and we were excited to see our men’s volleyball team finish fourth at Nationals.

### 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 those 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 those relationships will grow stronger and deeper.

### NEW WEBSITE

Our new website was unveiled on September 1, 2014. The use of handheld devices for web browsing required us to look at a responsive website design. In addition, recent studies have provided helpful insight into producing the most user-friendly websites. Since so many prospective students now gain their initial and often their most important impressions of a college by means of the internet, it was imperative that we engage in a website redesign.



In addition, we are well into our “I am Called” video project. We now have videos featuring students and alumni from almost every Columbia program (Biblical Studies, Worship Arts, Outdoor Leadership, Youth Work, Caregiving & Counselling), as well promotional videos for both the one-year Quest and Praxis programs. We have strengthened our tagline, “Prepare to Make a Difference,” by emphasizing God’s call

on all our lives. 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.

### **CONTINUING EDUCATION**

The Continuing Education Department of Columbia has a vision of providing meaningful learning for the church and community geared toward non-regular Columbia students. We hosted seven specific learning opportunities: Journey through John, Walk Through the Bible (Rikk Watts), Rock, Faith and Pop Culture Class, Transforming Conflict Class, Biblical Preaching, Getting, Giving and Living the Gospel (Bruxy Cavey), and Love for Life (for couples contemplating marriage).

## **FOR 2014-15**

### **INCREASED FIRST YEAR ENROLLMENT**

Our enrollment numbers for Fall 2014 provided us with cause for both celebration and concern. We can celebrate because our new student numbers have increased for the first time in six years (nearly 8%). In addition, we exceeded our enrollment targets in every category. This is an exciting and important development because our declining enrollment has been due primarily to a decrease in numbers of new students (from 240 in 2008 to 160 in 2013). However, our overall enrollment declined to 405 due to a very large graduating class, and lower first year enrollments in previous years.

### **NEW CERTIFICATE IN LEADERSHIP STUDIES**

LEAD, Columbia's new certificate in Leadership Studies, was approved by the Private Career Training Institute Agency (PCTIA) in summer 2014. Columbia welcomed 13 students into the LEAD program this fall. The program is designed for students who have already completed one year of post-secondary education and introduces them to transformational servant leadership. While the first semester is based on Columbia's campus, LEAD students study abroad in the second semester in Costa Rica. The program joins Columbia's other certificate programs, Praxis, Quest, and Columbia ONE.

### **UFV RELATIONSHIP**

Over twenty of our courses are now received for transfer credit at the University of the Fraser Valley, and another ten have been submitted for consideration. In addition we are actively pursuing a 2 + 2 articulation agreement whereby students in some programs could take their first two years at Columbia, and then complete their BA at UFV after two years on their campus. The perceived value of a Columbia education is a major concern for many students and their parents.



### **METZGER COLLECTION**

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. His vision was to prepare a collection which would "inspire young and old to see with their own eyes how the story of God's plan is unfolding." In early 2014, construction of the display area commenced and it is now completed. Preparation of the displays is underway, and we are looking forward to a Grand Opening in early 2015.

## STRATEGIC PRIORITIES 2014-15

### 1) INCREASE THE NUMBER AND QUALITY OF MENTORING OPPORTUNITIES

*Vision 2020 Category #3: Developing Christ-followers who are maturing*

Rationale: We continue to believe that discipleship is central to all we do at Columbia. While we are doing well, we believe students both need and want more and deeper mentoring relationships.

### 2) COMPLETE THE ENROLLMENT MANAGEMENT PLAN

*Vision 2020 Category #1: Building a Thriving Institution*

Rationale: Considerable progress was made this past year in terms of hiring and training personnel, and developing a draft recruitment plan. However, much work remains to complete the enrollment management plan (retention, financial aid, church relations and marketing).

### 3) MAKE CONCRETE PROGRESS ON COURSE AND PROGRAM TRANSFER AGREEMENTS WITH UFV

*Vision 2020 Category #2: Promoting God's kingdom vision for the church and world*

Rationale: Course and program transferability remains crucial in terms of increasing the perceived value and relevance of a CBC education. If we truly hope to see our students “positively impact their careers, churches and communities” (Vision 2020), we need to open up as many avenues for career advancement as possible.

### 4) STRENGTHEN THE DEVELOPMENT DEPARTMENT (PERSONNEL, PLANNING, AND STRUCTURES)

*Vision 2020 Category #1: Building a Thriving Institution*

Rationale: In order to develop a College that is thriving, we need adequate resources.

### 5) DEVELOPMENT OF LEADERSHIP MINOR WITH BUSINESS MANAGEMENT ELEMENTS

*Vision 2020 Category #3: Developing Christ-followers who are maturing*

Rationale: Considerable work was completed this past year to create a new pilot program, LEAD, but more work needs to be completed so that students in any Columbia BA program can complete a minor in leadership and business.

### 6) FULFILL OUR RESPONSIBILITIES RELATED TO THE ABHE ACCREDITATION PROCESS

*Vision 2020 Category #1: Building a Thriving Institution*

Rationale: ABHE accreditation efforts are intended to strengthen the capacity of a school in every area. Systems and structures, business plans, programs, student and employee engagement levels are all examined for the purpose of ensuring a strong and thriving institution.

### 7) DEVELOP PLAN FOR RENOVATION, REPAIR AND REPLACEMENT OF CAMPUS FACILITIES

*Vision 2020 Category #1: Building a Thriving Institution*

Rationale: Our facilities must be in good repair in order to fulfill our mission. We know that Columbia Hall is in need of repair, and the long-term future of the Teaching Center needs assessment.

### 8) COMPLETE THE 2020 VISIONING PROCESS

*Vision 2020 Category #1: Building a Thriving Institution*

Rationale: The creation of a clear Vision Statement for the next five years will provide direction for the College and help the Board and Lead Team stay on mission.

## » FINANCIAL REPORT

SCOTT HENDERSON, BUSINESS ADMINISTRATOR

### GOD'S HAND OF PROVISION

As another fiscal year is completed, we once again give praise to God for his hand of provision being over Columbia. We have been blessed with a second straight year of generating an operating surplus and further strengthening the College's financial position. Net assets increased by approximately \$42,000 and we came very close to completely eliminating our unrestricted deficit.



#### ENROLMENT & TUITION

This year marked the transition of the budget from several years of fall budget reforecasts and spending freezes to a more normal state of equilibrium. Enrolment targets, upon which tuition revenues were predicated, exceeded budgeted goals in both the fall and winter semesters. This resulted in a positive variance of more than \$130,000 in annual tuition and student fee revenues.

#### CONSTITUENT & CONFERENCE SUPPORT

The financial support the College receives from its owners, friends and supporters contributes to our overall financial health. This year we were not able to achieve our development and fundraising targets, missing the mark by more than \$60,000. Conference support was reduced mid-year as the BCMB's wrestled with their own budget challenges, and donations at the Columbia Annual Fundraising Dinner in the fall were down almost 28%.

#### LEASE, INVESTMENT AND ANCILLARY OPERATIONS

Other income generated by the College comes in the form of office leases, investment income and revenue from Ancillary Operations such as residences and the dining hall. Total revenue from these areas grew by 18.4% to just over \$373,000.

#### EXPENDITURES

Total expenditures for operations (not including Ancillary Services) increased by less than 1% from the prior year. Compensation for faculty and staff represented 66% of expenditures. Salary increases were given for the first time since 2009 and account for the increase in expenditures.

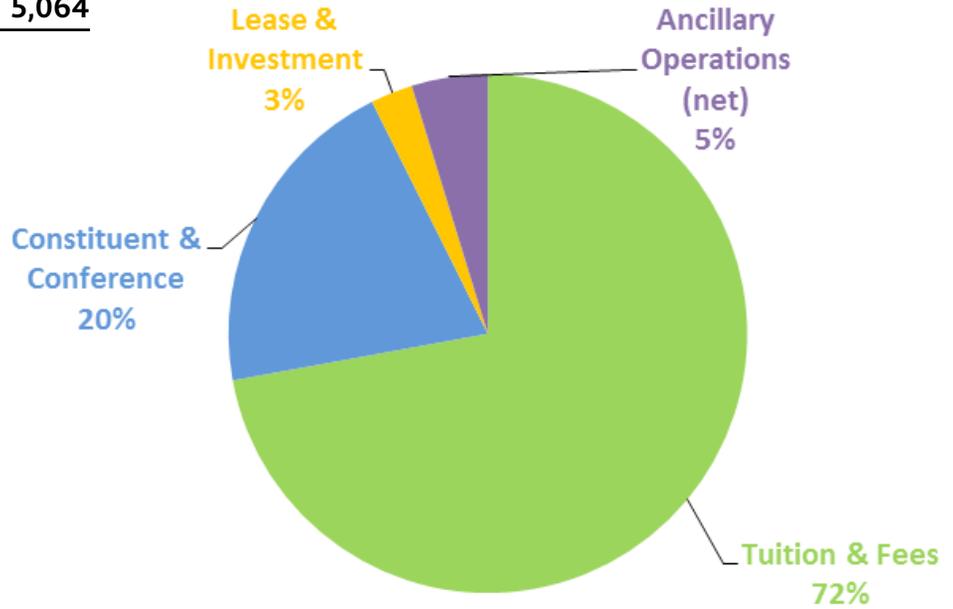
This year's external audit of our Operating, Capital and People Assisting Students (PAS) Funds resulted in the College receiving a "clean" audit opinion. This means that the auditors did not find any significant audit, accounting or reporting matters on our financial statements. To our team, who strive to fulfill our duties with integrity, excellence and transparency, this result was both affirming and encouraging. 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 of "equipping people for a life of discipleship, ministry and leadership in service to the church and community".

With God as our helper, and the continued support of the many friends of the College, we now turn our attention to the coming academic year and serving the students who are called to Columbia.

# BREAKING DOWN THE NUMBERS

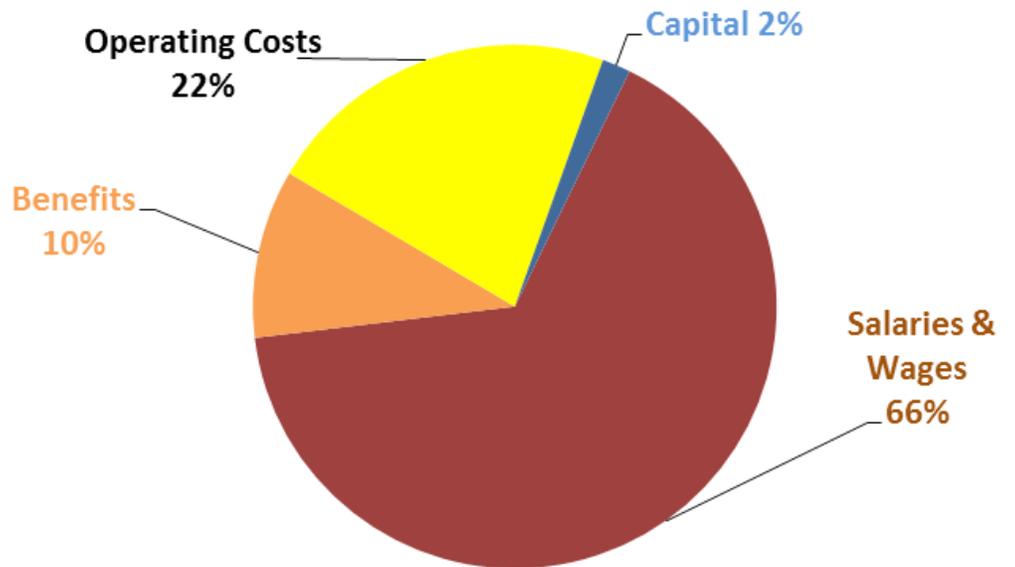
## OPERATIONAL REVENUE SOURCES: (IN 000'S)

Tuition & fees	3,653
Constituent & conferences	1,039
Lease & investments	132
Ancillary operations (net)	240
	<u>5,064</u>



## TOTAL OPERATIONAL EXPENDITURES: (IN 000'S)

Salaries & wages	3,251
Benefits	514
Operation costs	1,087
Capital expenses	86
	<u>4,938</u>



# COLUMBIA BIBLE COLLEGE

## Statement of Financial Position

April 30, 2014, with comparative information for 2013

	2014	2013
<b>Assets</b>		
<b>Current assets:</b>		
Cash	\$ 482,725	\$ 415,575
Investments and marketable securities	29,716	21,371
Accounts receivable	13,671	23,377
Inventory	31,358	43,448
Prepaid expenses and deposits	90,074	137,665
	<u>647,544</u>	<u>641,436</u>
<b>Restricted assets (note 2):</b>		
Cash and short-term deposits	2,270,707	2,764,995
Marketable securities	525,431	332,083
	<u>2,796,138</u>	<u>3,097,078</u>
Life insurance cash surrender value	25,745	24,770
Capital assets (note 3)	11,478,593	11,596,129
	<u>\$ 14,948,020</u>	<u>\$ 15,359,413</u>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$ 168,322	\$ 195,204
Accrued holiday pay	165,428	152,107
Scholarships payable	46,660	44,760
Refundable deposits and unearned revenue	294,253	330,419
Deferred revenue (note 4)	224,175	162,857
	<u>898,838</u>	<u>885,347</u>
Deferred operating contributions (note 5)	1,537,820	1,937,833
Deferred capital contributions (note 6):		
Unspent capital contributions - residence (note 6(b))	-	39,140
Capital assets (note 6(a))	10,102,895	10,130,563
	<u>10,102,895</u>	<u>10,169,703</u>
<b>Net assets (deficiency):</b>		
Invested in capital assets (note 7(a))	1,375,698	1,465,566
Scholarship endowment principal	786,518	779,910
Internally restricted - capital reserve (note 9)	247,625	177,338
Unrestricted	(1,374)	(56,284)
	<u>2,408,467</u>	<u>2,366,530</u>
Commitments (note 10)		
Contingencies (note 11)		
	<u>\$ 14,948,020</u>	<u>\$ 15,359,413</u>

See accompanying notes to financial statements.

On behalf of the Board

*Richard L. ...*

Director

Director

*Larry Kaehler*  
Audit Committee

# COLUMBIA BIBLE COLLEGE

## Statement of Operations

Year ended April 30, 2014, with comparative information for 2013

	2014	2013
Student revenue:		
Course Fees	\$ 3,429,138	\$ 3,355,041
Other student revenue	224,352	234,553
	<u>3,653,490</u>	<u>3,589,594</u>
Constituency support:		
Conference support (note 8)	469,198	518,768
Donations	570,055	609,005
Programs assisting students (note 4)	84,325	165,413
	<u>1,123,578</u>	<u>1,293,186</u>
Other income:		
Lease, investment and miscellaneous income	132,971	168,657
Ancillary services (Schedule)	1,364,066	1,152,933
	<u>1,497,037</u>	<u>1,321,590</u>
	<u>6,274,105</u>	<u>6,204,370</u>
Expenses:		
Academic programs	2,219,586	2,062,917
Administration	1,220,624	1,286,387
Ancillary services (Schedule)	1,123,895	1,006,355
Development and advancement	903,033	933,558
Student development	510,993	463,291
Programs assisting students (note 4)	84,325	165,413
	<u>6,062,456</u>	<u>5,917,921</u>
Excess revenues over expenses before the undernoted	211,649	286,449
Amortization of deferred operating contributions (note 5)	-	215,315
Amortization of capital assets	(506,696)	(527,503)
Amortization of deferred capital contributions	330,376	330,559
	<u>(176,320)</u>	<u>(196,944)</u>
Excess revenues over expenses	<u>35,329</u>	<u>\$ 304,820</u>

See accompanying notes to financial statements.

**COLUMBIA BIBLE COLLEGE**  
**STATEMENT OF FINANCIAL OPERATIONS**  
**FOR 12 MONTHS ENDED April 30, 2015, 2014**

	Budget	
	2014-15	2013-14
<b>REVENUES:</b>		
<b>Student Revenue</b>		
Tuition & Course Fees	3,294,469	3,273,024
Other Student Revenue	213,735	247,646
	3,508,204	3,520,670
<b>Constituent &amp; Conference</b>		
Denominational Conference/Church/Donations	530,000	559,000
Donations and net fundraising	561,000	543,500
	1,091,000	1,102,500
<b>Other Revenues</b>		
Lease, Investment, Miscellaneous	146,100	262,570
Residence - net	121,770	76,200
Food Services - net	66,366	74,475
Catering - net	42,159	42,150
Hospitality - net	70,191	41,961
Bookstore - net	9,676	10,082
Globequest	-	(2,322)
Metzger Collection	88,126	88,948
	544,388	594,064
<b>TOTAL REVENUES</b>	<b>5,143,592</b>	<b>5,217,234</b>
<b>EXPENDITURES:</b>		
<b>Academic Departments/Programs</b>		
Academic Administration	1,069,638	1,116,431
Quest	340,735	333,164
Library	191,818	240,263
Outdoor Leadership	197,192	205,595
Educational Assistant	59,803	83,526
Missions, Worship Arts, Youth, Praxis	380,371	240,079
	2,239,557	2,219,058
<b>Development and Advancement</b>		
Development	195,908	217,119
Alumni Relations/Presidents Office	258,975	246,181
Marketing & Communications	25,000	-
Enrolment Management	302,092	315,584
Financial Aid	226,500	226,500
	1,008,475	1,005,384
<b>Student Development</b>		
Student Development	229,050	224,645
Athletics	284,827	278,858
	513,877	503,503
<b>Administration</b>		
Facilities	540,512	555,643
Business Office/Finance	453,147	459,596
Information Technology	256,682	264,084
	1,250,341	1,279,323
<b>Capital Expenditures</b>	<b>-</b>	<b>74,600</b>
<b>Reserves &amp; Contingency</b>	<b>131,342</b>	<b>135,366</b>
<b>TOTAL EXPENDITURES</b>	<b>5,143,592</b>	<b>5,217,234</b>



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