Our Vision

Transforming Lives and Communities

Our Purpose

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NBCC was first established in the 1970s to address the rapidly changing needs of our labour market. Today we stand at another period of significant change wherein technological disruption and demographic challenges are profound and complex realities. It is clear that New Brunswick's ability to respond to emerging challenges and seize new opportunities relies heavily on the strength of the graduates of our public post-secondary education institutions. As we have clearly demonstrated over the past nine years and throughout this year's Annual Report, NBCC is answering relevant calls to action and will continue to do so.

In the lead-up to our second five-year strategic plan, NBCC's Board intensified its strategic outcomes-oriented governance. We engaged communities and stakeholders to develop three outcomes for the College: NBCC learners are exceptional; NBCC is a leading contributor to New Brunswick's prosperity; and NBCC is vibrant and growing. The outcomes provided a foundation for our 2017-2022 strategic plan, Together We Rise, and are the touchstone for ongoing strategic discussions and governance.

Now at the mid-way point of Together We Rise, progress towards our goals is demonstrated in our performance results and in the focused advancements we've made through six priority strategic initiatives. Most notably, NBCC has achieved a second consecutive year of positive enrollment growth which exceeded the targets set for this year. This means more learners are seizing the educational opportunities which will help them thrive in this changing, global economy.

NBCC's Board of Governors takes its governance responsibilities very seriously to ensure we are accountable and transparent with the public mandate and public investments which have been entrusted to us. On behalf of NBCC's Board of Governors, I am pleased to present this annual report. We proudly demonstrate how NBCC continues to move forward on our commitment to be a significant contributor to New Brunswick's growth.

Patrick Lacroix
Chair, NBCC Board of Governors

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For the final time in my term as President and CEO, I am very pleased to submit this annual report on behalf of New Brunswick Community College (NBCC).

2018-2019 marks the second year of our five-year agenda for growth, Together We Rise. This strategic plan sets out three bold goals: welcoming over 11,000 learners annually by 2022, enriching the NBCC Advantage and building our capacity to grow. In 2017, we identified six priority strategic initiatives as the essential foundation from which we would rise to meet these goals. Collaboration across the College has made a real and tangible impact on NBCC's performance. As described in this report, we've improved services, increased our understanding of the needs of our students and our staff, nurtured new relationships and enhanced our ability to lead change and continuously improve our College. Our organizational learning increased, our performance improved and we are better positioned to achieve the goals of our strategic plan.

Marilyn Luscombe, President and CEO (2011-2019)

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A shrinking labour force, limited resources and a changing world of work present significant challenges for our province and place new demands on public institutions to step up to bold and optimistic leadership. In September 2017, NBCC answered this call with Together We Rise, NBCC's 2017-2022 Strategic Plan. This bold agenda for growth challenged our College to increase our contribution to our province as part of our vision of transforming lives and communities. We established three goals to meet this challenge: welcoming more learners, enriching the NBCC Advantage and building our capacity to grow.

Six strategic priority initiatives were identified for implementation in 2017-2019. These initiatives were expected to have the greatest impact on our growth potential and lay the foundation for future work.

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Compared to the national rate of 64.8%, a lower percentage of New Brunswick's population aged 25 to 64 attain a post-secondary education (57.6%) We examined which groups are under-represented at NBCC and what barriers need to be removed in order to welcome them. We identified four groups and implemented action plans for their enrollment growth and support at NBCC: mature learners; immigrant and newcomer groups; individuals who are "non-completers" and/or who have transferred from another post-secondary institution; and individuals living in rural and/or remote communities.

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Educational success depends on more than what happens inside the classroom; access to services and resources are also key ingredients for student success. This initiative looked at how we can meet changing learner expectations today and into the future. We identified 26 student-facing support services and determined that 15% of these services are currently accessible online or by telephone, outside of business hours. This inventory is being used to review and evaluate services, including piloting a new approach to tutoring support services.

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Helping learners make program decisions that lead to career opportunities is essential if we want to support student success while also addressing labour shortages in specific regions or sectors. Through this initiative

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NBCC publishes annual, audited financial statements as part of our accountability as a publicly-funded

- $2.5M (or 58.3%) lower-than-budgeted small tools, equipment and building repairs. This variance primarily comprises:
  - $2.2M resulting from the classification of equipment budgeted, purchased and expensed

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collective agreements) has been used to determine the estimated amount of the liability. This liability is recorded in accrued salaries and benefits at a value of $3,502,328 in 2019 ($3,481,700 in 2018).

g. Liability for sick leave obligation

Employees of the College are entitled to sick

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NEW BRUNSWICK COMMUNITY COLLEGE | YEAR ENDED MARCH 31, 2019

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b. Collective bargaining

The College is party to two collective agreements expired on or before March 31, 2019. At the time of
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