is inspired by our vision, motivated by our purpose and guided by our values.



Transforming Lives and Communities.



We are a collaborative, learner-centred college – creatively contributing to social and economic prosperity through applied learning.

[&]quot;I never really believed in myself until I came to NBCC. People always asked "what do you plan to do with your life?" and I never had an answer... I feel like I have nally found my purpose in life.



Together We Rise not only by what we do, but also by how we do it. We make a difference every day through a common set of values that guide our relationships, our decision-making, our actions and our accountability.





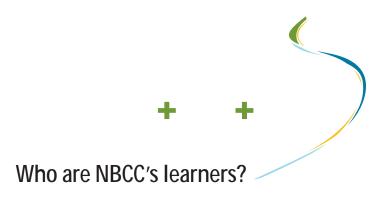


Nurture a culture of belonging.

We embrace diversity and inclusion. We welcome the individual experiences and

more signifcant





NBCC learners come to us from diverse experiences and with diverse aspirations. Learning at NBCC, and learning that impacts lives and communities, takes many forms. Whether you are beginning a new career, looking to upgrade your existing skills, developing new expertise, or seeking personal development, we will support you on your individual journey. Regardless of how and why you have come to NBCC, you belong to our learner community.



Opening our doors as widely as possible not only enriches our learning environment, it is vital to the success of our Province. With the number of New Brunswickers aged 17-24 decreasing, it becomes even more important that individuals of all ages, backgrounds and aspirations have opportunities to successfully pursue post-secondary education. By creating meaningful partnerships with New Brunswick Indigenous communities, we will support the success of greater numbers of Indigenous learners. We will also reach out beyond our borders to bring more newcomers and international students to our College and to New Brunswick.

To reach and to welcome more learners, we must adopt new and fexible modes of program and course delivery in ways that consider diverse and individual needs. Diversifed recruitment strategies and increased life-long opportunities will allow us to meet learners where they are today and support them in turning their aspirations into reality. This includes supporting those for whom literacy, numeracy or language preparedness are barriers to post-secondary education and providing the appropriate fnancial support to improve accessibility.

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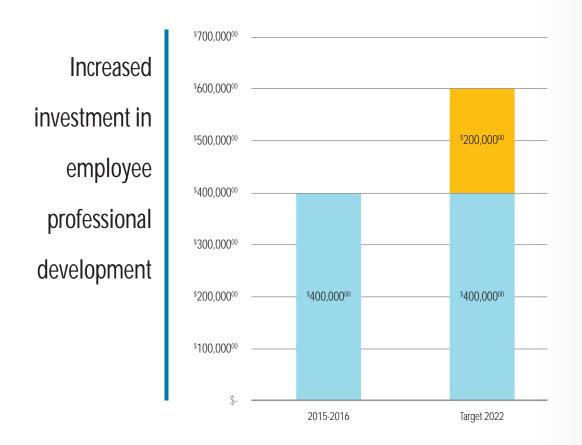
Learners arrive at NBCC confident that, when they finish their programs, they will be ready for the workforce – both in New Brunswick and beyond. By providing our learners with diverse learning opportunities, we are not only offering them an edge in the workplace, we are positioning them for greater impact in their communities, and in our ever-connected world. We will embrace diversity and inclusiveness, and we will open ourselves to the experiences, cultures and knowledge of all learners.

The needs of today's job market are also changing quickly and employers are looking for transferable skills such as teamwork, effective communications and problem-solving. In a world where the ability to create value provides a competitive edge, emphasizing the possibilities of self-employment and entrepreneurship, and providing increased opportunities for work-integrated learning, will also assist NBCC learners to envision potential futures. We value individual members of our community, but we also recognize that it is through meaningful connections and collective action that we have the greatest opportunity to transform lives. We will continue to further our Robertson Institute for Community Leadership, Applied Research and Innovation and OASIS entrepreneurial mentorship, to enable such life-changing and life-long connections.

- Learners are employed and prepared for success.
 - Leaders ontribute to diverse and inclusive communities here in New Brunswick and around the world.
- Life-long learners take full advantage of continuous development opportunities.
 - Innovators and entrepreneurs create employment and wealth.
- We all belong we are valued we feel connected.



In order to grow, we need to work together, supporting and pushing one another to think more creatively and more collaboratively. Our approaches must be Xexible. If our policies, procedures and practices threaten to hold us back, we must be ready to change. Through clear deenitions of our goals and transparent communication of our performance, we will continue to challenge ourselves, evaluate our progress and re-adjust as necessary. Growth will not occur in isolation; we will continue to nurture our relationships with our trusted partners and explore opportunities for new collaborations.



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Our growth and change leadership rely on the strength of our employees. We will increase our investment in the development of our employees and align our talents in support of NBCC's vision, values and goals.

NBCC's contribution consists of more than solely influencing the lives of learners. The College's program offerings support a range of social and economic sectors in New Brunswick, and supply employers with the skilled workers they need to make their workplaces more productive.

We have many trusted and valued partners – businesses, community organizations, alumni, associations and governments – who share in our hopes and visions of a prosperous New Brunswick. None of us can do this alone. We need to align our efforts and identify new partnership opportunities which will help NBCC – and, by extension, New Brunswick – to thrive and grow.

effciency and effectiveness

identifed through

In an ever-changing learning environment, effective financial management, organizational alignment and implementation have to be a high priority. NBCC will continue to be fscally responsible by growing revenue, investing strategically, and improving our productivity. Through a commitment to continuous improvement, we will create more efficient and effective processes and procedures to support quality, fexibility and growth. These collaborative efforts will enable us to seize the many opportunities that will ensure success.

[&]quot;...the long term success of NBCC is closely attached to its capacity to be exible and adapt to the changing needs of the Region, its industries and the world..." — Community Partner

We will provide fexible educational programming that is responsive to the social and economic needs of the Province.

We will invest in priority areas that further the **productivity**, **sustainability and effective delivery** of our programs and services.

We will produce and deliver programs and services that are responsive to diverse learner needs.

We will create value and opportunity through mutually beneficial partnerships and collaborations.

We will enhance our College community's capacity to achieve strategic goals by investing in and aligning our talents and resources.

We cannot tackle everything at once. To make meaningful progress, we need to focus on required building blocks. We will concentrate our efforts on six priority initiatives in the frst 12-24 months of this plan. We each have a role to play in translating these priority initiatives into living plans that guide our daily work, and in aligning our resources accordingly. This will evolve as we implement initiatives and evaluate our short- and long-term progress.

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Through shared understanding and expectations around our measures of success, we are able to demonstrate our impact and answer the questions: "How far have we come?" and "Are we there yet?" These targets help us to understand when strategies are working and when we need to readjust in order to achieve our vision for 2022.



We are like feathers;
Our complex contours,
Stiff yet movable.
We are strong when grounded and we soar when we believe.

Feathers bring warmth and protection.
Though light, they can bear weight.
They undergo wear and tear.
They evolve.

We too rise above storms and adversity,
We take control in order to let go.
We lift off and glide forward,
Trusting that peace will follow,
Knowing that wisdom transcends.

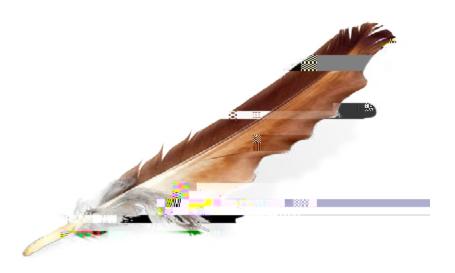
Patterns and colours on feathers refect,

refract, and scatter light,
Allowing communication near and far.

Feathers camoufage and blend,

They attract and expose.
They smudge, fan, and guide.
They stand for pride and respect.
Feathers are sacred.
They connect us to the Creator, each other, and ourselves.

We are like feathers,
Connected, entwined.
We carry stories in our spines,
Release them on our breath,
And propel ourselves into the light.



was written by Deantha Edmunds-Ramsay, the frst classical singer of Inuit descent and an East Coast Music Award-nominated artist. She is the Indigenous Student Advisor at NBCC's Saint John Campus and we are honoured that she has shared her beautiful words with us.