BUILDING A STRONGER COLLEGE
THROUGH

OUR VISION

TRANSFORMING LIVES AND COMMUNITIES

PURPOSE

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

VALUES

WE LEARN TOGETHER TO:

ENCOURAGE, ENGAGE AND INSPIRE

We love what we do. We want to create collective pride in and for our College as we build our reputation for life-changing learning experiences.

LEAD WITH INTEGRITY

We take pride in our collective accountability.

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BOARD OF GOVERNORS HIGHLIGHTS

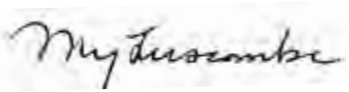
7KH %RDUG RI *RYHUQRUV UHYLHZHG DQG DSSURYHG 1%&&QV uUVW Five Year Organizational and Operational Review Report 2010-2015 during the September 2015 Board meeting. As part RI RXU SXEOLF DFFRXQWDELOLW\ WKLV uUVW RUJDQL]DWLRQDO DQG RSHUDWLRQDO UHSRUW VHWV RXW transition from a Government Special Operating Agency to a Crown Corporation, noting both achievements and challenges. During this meeting, the Board also approved the 2014-2015 Annual Report and the 2016-2017 Capital Budget Submission, as well as the Accountability Framework and Reporting Guide to Government .

In November, the Board Chair along with the NBCC Senior Executive Team appeared before the Legislative Assembly'eambly'eam'nior5 4t6a ÌA l0ls ans-hy, noB1W1 (0)D51 0 Td [(2)-35(01)27(4)-0T0 1984 TD>-1Ti >>BDC -0.025 Tc -20.958 -1.2 262BDC /TT0 1 Tf 0 Tw T* [

2015-2016 NBCC Board of Governors
(left to right, back) Signe Gurholt; John Kowtaluk; Greg Curwin; Jessica Bragdon; Wayne McDonald; Lois Scott; Patrick Lacroix; Susan J. Murchison; Ellen Cook; L. Paul Elliott; (front) Mary Carpenter; Curtis Howe. Doreen Saulis and Zach Painter not in attendance.

A MESSAGE FROM THE PRESIDENT AND CEO

On behalf of NBCC's Senior Executive Team and our entire College community, I am proud to present NBCC's 2015-2016 Annual Report: Building a Stronger College through Engagement and Innovation . We



CREATING MULTIPLE PATHWAYS

Learners come to NBCC from a variety of backgrounds and with a wide range of aspirations. To meet WKHVH QHHGV 1%&& LV FRPPLWWHG WR FUHDWLQJ PXOWLSOH SDWKZD\V IRU OHDUQLQJ 2QH RI WKH EH NBCC's program renewal process is the opportunity to increase mobility across programs - pathways and articulations that result in relevant, transferable, and affordable education.

(QKDQFHG VWXGHQW PRELOLW\ LV LPSRUWDQW LQ DOORZLQJ OHDUQHUV WR uQG WKH ULJKW PL[RI HGXF support their goals. Through the Council of Academic Transfer of New Brunswick (CATNB), NBCC joined the University of New Brunswick, Collège Communautaire du Nouveau-Brunswick and Université de Moncton LQ VLJQLQJ DQ 0HPRUDQGXP RI 8QGHUVWDQGLQJ ZLWK UHJDUGV WR HQJLQHHULQJ SURJUDPV 7KLV LQFO ever transfer agreement for civil engineering programs among the four institutions as well as a commitment to coob2 a c[(t-0(d t)-12(h)a)-2(m)-6(s a-8(a)-1(n)a-8((h)a)-2(m)-/0 (s)-3-4(C)-12(o)3(r)-1(d)-9f)-55(f)-4ducatnnil engineering progra-6(al)-8(t)-25( )]TJ EMC /Span <</Lang (en-C7)/M enyt8((6(in)-5(g p)-3(ro)-9(g)-2(r)-1(l))-8r)39uehgJ EMC TJ EMC /Span5 0 07 0.28 kTTc /T3

ENHANCING STUDENT OPPORTUNITIES TO SUCCEED

NBCC takes a proactive and planned approach to enhancing students' opportunities to succeed from the moment of inquiry or recruitment, through to graduation and beyond. Our Strategic Enrolment Management (SEM) Advisory Committee engages staff from across the College to LGHQWLI\ WDUJHWV DQG DFWLRQ SODQV VSHFLuFDOO\ DURXQG UHFUXLWPHQW DQG UHWHQWLRQ RI VWXG

In order to recognize and support the diversity of our students and staff, our Diversity and Inclusion working group has developed a framework based on focus groups and consultations with student and staff.

Our efforts to support learner success are working. Last fall, we invited our students to participate in the International Student Barometer (ISB) survey. NBCC earned high marks from students in many areas. With a satisfaction rate of 96% we earned the number one spot in Student Services RXW RI &DQDGLDQ ,QVWLWXWLRQV 7KLV IHHGEDFN KHOSV DIuUP WKDW ZH DUH RQ WKH ULJKW WUDFN investments and initiatives.

1,880

LEARNER SUCCESS

"The thing that I really love about NBCC is that I know what I'm going to be when I graduate - a Power Engineer. Everything I'm doing in the classroom relates exactly to my career."

Bethany Vail is a university graduate who is building upon her business background as a Power Engineering Technology (Co-op) student at NBCC Saint John Campus.

266 STUDENTS SUPPORTED THROUGH LEARNING ACCOMMODATIONS

INCREASING ABORIGINAL PARTICIPATION

NBCC is committed to increasing the participation of

ENGAGING ENTREPRENEURS

Nine out of ten New Brunswickers working in the private sector work for small- and medium-sized businesses. The majority of them work for businesses with fewer than 100 employees.

ROBERTS

NBCC's award-winning Robertson Institute for Community Leadership aligns strongly with our vision and our purpose. Through community leadership courses, applied learning is an important pillar of the Institute. In 2014, we introduced the Support level course which provides an introduction to servic learning and volunteerism. Participants engage in a short online course, SDUWLFLSDWH LQ FRPPXQLW\ VHUYLFH DFWL Every NBCC student in each of our 90 regular programs completes this cours before graduation. We are in the process of developing two additional levels, Build and Transform, which will take participants on a deeper leadership journey.

Since launching the Institute in October 2014, our College community has contributed over 20,000 volunteer hours to nearly 350 community and volunteer activities through three College-wide Service Days including two in 2015-2016. These scheduled Service Day initiatives are in addition to community leadership and service learning activities throughout the school year at our NBCC Campuses DQG FRUSRUDWH RIuFH

2015 - 2016
ANNUAL REPORT

UTILIZING COLLEGE RESOURCES FOR SOCIAL AND ECONOMIC DEVELOPMENT

In today's shifting marketplace, hiring good employees is just the beginning. Having a competitive advantage depends on creating a team that is continuously developing the skills they need to meet demand and win market share. In 2015-2016 NBCC's Business Development unit delivered 33 contracts to 47 industry partners. Our customized programs also support skills development for those who are under-represented in the labour market. In 2015-2016, an Archaeological Field Technician Level I program was launched in Fredericton which will open up new opportunities for Aboriginal students.

Through a partnership with the YMCA Saint John and Living SJ, NBCC trained 15 low income individuals to become early childhood workers at the new YMCA in Saint John. 100% completed their training and 93% of the participants found employment.

DRIVING INNOVATION AT NBCC

With the support of Post-Secondary Education, Training and Labour, NBCC will create new learning opportunities for students, staff and the public with two new 2017 Chevrolet Volts.

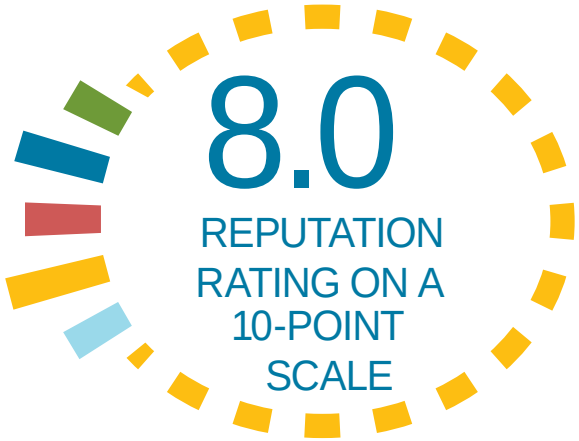
CARPENTRY PROGRAM BUILDS CONFIDENCE

In just eight weeks, a group of unemployed youth were able to learn carpentry and essential workplace skills that prepared them for entry-level employment.

The program was delivered through NBCC Business Development in partnership with Service Canada, Opportunities Fund, Post-Secondary Education, Training and Labour, and the Wood Manufacturing Council.

"Our experience in partnering with NBCC has revealed that they are living true to their mission of changing lives and communities. Their educational team care about the success of our participants and we will continue to work with them to make career and educational dreams come true."

Norma Ricker, Manager, Project Development
Wood Manufacturing Council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REPUTATION
RATING ON A
10-POINT
SCALE

Bernice Lanigan
Friend of New Brunswick

Bill Ward
Community Leadership

Arthur L. Tucker
Entrepreneurship

CREATING OPPORTUNITY

When Krysta Hanley's family-owned lobster processing company, Longshore Fisheries, faced a business challenge, she reached out to Applied Research and Innovation.

The company received inspiration from the Culinary Arts program at NBCC St. Andrews Campus and marketing strategies from the Business Administration: Marketing program at NBCC Saint John.

> "As we grow, we'll be employing more and more people and that, in turn, affects the economy in the area," said Hanley.

Four years ago, **Farhad Rezaei Noei** and his family moved from Iran to IXOuOO WKHLU GUHDP RI O A student in Civil Engineering Technology: Building Systems, his experience at NBCC has helped him strengthen his English language skills and obtain a diploma for a career that's in demand. His dream is within sight:

> "My goal is to graduate and design my own house as my business card. I have no choice but to be successful."

The NBCC Recruitment team visited Jalandhar, India, in April to promote NBCC programs to potential students.

2015-2016 OUR YEAR AT A GLANCE

1%&& ODXQFKHG RXU uUVW HYHU Mentorship Program for employees.

NBCC Innovation Days took place at each of our Campuses for students and staff.

NBCC secured a Social Sciences and Humanities Research Council of Canada grant for a research project focused on the self-esteem in girls.

SEP OCT NOV DEC JAN FEB

NBCC Campuses held Sisters in Spirit vigils to honour the lives of missing and murdered Aboriginal women and girls in Canada as part of a national awareness day.

Aboriginal artisans who were featured at the NBCC's Aboriginal Gala Gelu'lg Maw-A-Paw took part in the Premier's Holiday Open House which showcases New Brunswick artistry.

NBCC St. Andrews Campus donated $ WR uYH DUHD VFKRROV WR VXS Breakfast Programs .

In August, 13 NBCC instructors successfully completed the Instructional Development Program (IDP). IDP offers the opportunittrs the oo r7cm*l*-27(s BT5*L*ang (e

Since joining NBCC in 2008, Andrea Reid's commitment to excellence has been evident. She is a skilled and valued counsellor but her [illegible] /Span <</Lang (en-CA)/MCID 1948 >>BDC /C2_0 1 Tf -0.025 Tc 0.025 Tw 32.188

OUR BEST

AWARDS & ACHIEVEMENTS

Dwayne Giberson

An Instructor in the Bricklaying program, Dwayne Giberson was awarded the Colleges and Institutes Canada (CICan) Teaching Excellence Award by CICan President and CEO Denise Amyot at the national conference.

Sales Excellence

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Business Administration alumni Dane Gunnlaugson (left) and Dave Flanagan each received a Sales Excellence Award from the Canadian Professional Sales Association.

Jazmin Chase

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respiratory disease herself, Respiratory Therapy student Jazmin Chase received the NBCC Excellence Award in Student Leadership which recognizes her exceptional leadership contribution within NBCC and the community.

Kelly Chase

An Instructor with International Travel & Tourism, Kelly Chase received the United Way Employee Campaign Coordinator Rising Star Award for her commitment and creativity. Clearly, excellence runs in the family - Kelly and Jazmin (pictured left) are mother and daughter!

FINDING EFFICIENCIES

FINANCIAL STATEMENTS

MARCH 31, 2016

New Brunswick Community College
Statement of Financial Position
Year Ended March 31

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New Brunswick Community College
Statement of Cash Flows
Year Ended March 31

	2016	2015
Operating Activities		
Excess (deficiency) of revenue over expense before changes in net as	$ 1,667,781	$ 1,639,371
Add (deduct) non-cash items		
Amortization of capital assets	730,071	681,623
Amortization of deferred capital contributions	(93,516)	(61,093)
Bad debt expense	37,556	(49,212)
Inventory obsolescence and adjustments	72,872	81,668
	746,983	652,986
Add (deduct) changes in non-cash working capital		
Accounts receivable and accrued revenue	(406,045)	589,320
Prepaid expenses	(108,694)	(85,464)
Inventories	(55,365)	15,752
Accounts payable & accrued liabilities	(734,577)	(1,869,343)
Deferred revenue	1,760,514	(576,964)
Accrued salaries & benefits	425,618	230,106
Employee future benefits	281,000	153,000
	1,162,451	(1,543,593)
Add (deduct) capital activities		

The accompanying notes are an integral part of these financial statements.

c. Expense recognition

The College uses the accrual basis of accounting for expenses.

Amounts paid or payable are recognized as expenses in the period in which the goods are delivered or the services are provided to the College. Amounts paid in advance are reported as Prepaid expenses.

d. Contributed

New Brunswick Community College

In the year of acquisition, amortization will be calculated on a half-year basis.

The value of Land, Land improvements, Buildings and major equipment owned by the Province of New Brunswick are not reflected in the assets of the College as agreements (i.e. lease, transfer or other agreements) do not exist. Initial discussions have occurred between the Province and the College regarding Land and Buildings however agreements remain outstanding. Accordingly, any betterments made to capital assets owned by the Province are expensed in the year they occur. Betterments made to buildings owned by the Province include $138,545 in 2016 (approximately $877,478 in 2015).

Leased capital assets are amortized over the lease term unless the lease terms contain terms allowing ownership to pass to the College, or a bargain purchase option, in which case the period of amortization would be the economic life of the asset.

h. Accrued payroll benefits

The College has accrued accumulated vacation pay and non-instructional time for employees. The number of days accumulated for each employee as well as their rate of pay (in accordance with current policy and 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 $3,185,230 in 2016 ($3,269,136 in 2015).

i. Liability for sick leave obligation

Employees of the College are entitled to sick leave benefits which accumulate but do not vest. Sick leave benefits which accumulate but do not vest are considered obligations. Canadian public sector accounting standards for non-profit organizations /MC2(s)9(/MC2(s)9c22ew)9(f)9(s)11(t)3(.)5(uc)6(t)3(i)5(o)2(na(

6. DEFERRED REVENUE

	2016	2015
Student tuition	$ 2,708,786	$ 2,526,301
Technology and learning resource fee	272,700	-
Confirmation fees	514,807	519,250
Student development grants	1,245,948	317,246
Contract training	504,289	232,804
Research	328,044	221,605
Other	12,479	9,333
DEFERRED REVENUE	$ 5,587,053	$ 3,826,539

7. DEFERRED CAPITAL CONTRIBUTIONS

	2016	2015
Deferred capital contributions, beginning of year	$ 314,367	$ 126,791
Contributions during the year	75,560	248,669
Amortization during the year	(93,516)	(61,093)
DEFERRED CAPITAL CONTRIBUTIONS, end of year	$ 296,411	$ 314,367

8. EMPLOYEE FUTURE BENEFITS

a. Pension

Effective January 1, 2014 the Public Service Superannuation Act (the "PSSA") was converted and replaced by the Public Service Shared Risk Plan (PSSRP). The PSSRP is a shared risk pension plan in accordance with New Brunswick's Pension Benefits Act. Certain employees of the College are entitled to receive benefits under the PSSRP. This converted plan requires all employer classified employees participate in this new plan, which is funded by both the employee and the employer. Employer pension contributions are paid and expensed by the Province on behalf of the College. The College is not responsible for any unfunded liability nor does it have access to any surplus with respect to its employee pensions. The value of the contributions made by the Province on the College's behalf was $6,133,854 in 2016 ($6,087,113 in 2015).

b. Retirement allowance

Certain long serving employees receive a retirement allowance upon retirement from public service. The plan is funded by the Province of New Brunswick. The Province made changes to this program in 2013 where management and non-union employees of the College no longer accumulate retirement allowance credits. Employees were offered a choice of a lump-sum payout in lieu of a retirement allowance or, for those with more than five years of service, an option to defer the payout until retirement. The College's costs and liability associated with the plan and its recent changes are not included as part of its budget but are recorded by the Province in its financial statements. The amount of the retirement allowance paid on behalf of the College by the Province was $660,053 in 2016 ($489,909 in 2015).

c. Sick leave

Employees of the College are entitled to sick leave benefits ee(l)-4(ea94iwee(l)-4(ea94iweeo5i14(c)-15(e,)-7(a)1)-9(m))3(s)11d[(o)2(e)7(s)1(i)5112(y t) ncie

10. NET ASSETS INVESTED IN CAPITAL ASSETS

11. OTHER REVENUE

	2016	2015
LIVE fees		

New Brunswick Commt2(r)ymcklwo(eg)5Ce

these claims will not have a material impact on the financial position of the College. Any loss or gain that may result from these proceedings will be accounted for in the period in which the settlement occurs.

b. WorkSafeNB

The College is self-insured for WorkSafeNB claims by employees and students of the College, past and present. The extent of future claims, and their ultimate outcome, cannot be predicted at this time. Accordingly, with regard to future claims, amounts are expensed in the period that they occur. Once claims are settled by WorkSafeNB they will be factored into the liability for WorkSafeNB obligation as outlined in Note 8.

c. Collective bargaining

The College is party to a number of collective agreements expired on or before March 31, 2016. At the time of issuance of these financial statements, no settlements have been reached. The value of potential settlements cannot be predicted at this time. Accordingly, amounts are expensed in the period that they occur. The Province has traditionally increased the Grant from Province in the amount of economic increases related to approved settlements in the form of an in-year supplementary budget transfer.

17. RECOVERY FROM SPECIAL OPERATING AGENCY

Prior to its transition to a crown corporation, the New Brunswick Community Colleges Act transferred the operations, assets and liabilities of campuses to a special operating agency. During 2014-15, the College received a non-recurring (one-time) transfer of $1,713,142 representing the accumulated surpluses of the campuses (prior to 2010) less amounts previously transferred to the College as part of its transition.

FIGURES CITED IN THE 2015-2016 NBCC ANNUAL REPORT

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[ii] &DOHQGDU \HDU -DQXDU\ WR 'HFHPEHU _)LVFDO \HDU $SULO WR 0DUFK _ $FDGHPLF \HDU 6HSWHPEHU WR -XQH :KLOH $FDGHPLF <HDU LV QR RFFXUV GXULQJ WKH SHULRG -XO\ WR $XJXVW)RU WKLV UHDVRQ $FDGHPLF <HDU LV QRWHG DV EHJLQQLQJ RQ 6HSWH PEHU LQ P3HULRG &RYHUHG LQ Q

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