Our Vision

Transforming Lives and Communities.

Our Purpose

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

“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 finally found my purpose in life. I feel more confident and I know that I am going to leave here with a career I can be proud of.” — NBCC Student
Our Values

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.

We learn together to...

At NBCC, we are all learners and leaders. Every day we learn how to lead the transformation of lives and communities. We know that we can make a more significant difference — lifting each other — when we learn together.

Nurture a culture of belonging.
We embrace diversity and inclusion. We welcome the individual experiences and perspectives of our learners, our staff and our partners. We aim to ensure that everyone feels valued and has opportunities to add value.

Encourage, engage and inspire.
We love what we do. We create collective pride in and for our College as we build our reputation for life-changing learning experiences. We lead with respect, courage and empathy.

Lead with integrity.
We take pride in our collective accountability. We do what we say we will do. We are never satisfied. We constantly strive to exceed expectations.

Embrace innovation.
We know the value of curiosity and creativity. We strive to unleash it in our students and we expect it of ourselves. We value new ways of meeting challenges and seizing opportunities.

Develop strong relationships.
We create new opportunities to serve learners, communities and each other. We are integral to the success of New Brunswick and beyond. We encourage extraordinary collaboration throughout our College and with our broader communities.
Nearly a century ago, in 1919, the Carleton County Vocational School officially opened its doors. Over the next fifty years, vocational and training institutions took root to meet the educational needs of people in communities across New Brunswick. In the early 1970s, there was a growing feeling that New Brunswick’s post-secondary education needs could be best addressed by bringing together these vocational, trades and technical schools into one provincial network. New Brunswick Community College (NBCC) was born.

NBCC began its transition to become a Board-governed Crown Corporation in 2010 as a result of the Action Plan to Transform Post-Secondary Education in New Brunswick. In 2011, NBCC stood at the beginning of a new chapter with greater freedom and autonomy to chart a bold future for the College. It was a moment to Imagine the Possibilities and that is what our first strategic plan challenged us to do. Over the past five years, NBCC has been guided by this plan.

In 2016, our Board of Governors challenged us to map a course for the next five years guided by three outcomes: NBCC learners are exceptional, NBCC is a leading contributor to New Brunswick’s social and economic prosperity and our College is vibrant and growing. They called on us to be daring. We answered. More than 4,000 students, staff and community members helped create this five-year strategic vision for our College through our multi-faceted engagement process called elevatED.

Throughout our history, NBCC has been a driving force in our Province and a significant contributor to the social and economic prosperity of New Brunswick. Today we face challenges: resources are limited and our population is shrinking. There is no more important time for NBCC to act boldly!

We are building on a strong foundation and with audacious hope for the future. Together We Rise.

Together We Rise… defying gravity by aligning our strategic goals and collective effort to overcome the cultural, social and economic challenges that we face in our Province.

Together We Rise… seizing opportunities for new and innovative ways to educate more learners and add value to our communities.

Together We Rise… engaging our learners, our staff, our alumni, and our partners to create life-changing connections.

We hope you will join us.
The view is spectacular!

It will take each of us - along with thousands of our colleagues, friends and neighbours - to transform this vision into the next chapter of NBCC’s story.
The View to 2022.

NBCC will transform lives and communities in New Brunswick and beyond by welcoming more learners who experience an enriched NBCC Advantage supported by our increased capacity for growth.
By 2022, NBCC will welcome more learners.

Who are NBCC’s learners?

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 flexible modes of program and course delivery in ways that consider diverse and individual needs. Diversified 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 financial support to improve accessibility.

### Target 2022

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baseline 2015-2016</th>
<th>Target 2022</th>
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<tbody>
<tr>
<td>100% of allocated program seats will be filled.</td>
<td>3,796</td>
<td>4,756</td>
</tr>
<tr>
<td>5% increase in apprenticeships.</td>
<td>1,989</td>
<td>2,100</td>
</tr>
<tr>
<td>Double learner participation in continuing learning.</td>
<td>1,989</td>
<td>2,100</td>
</tr>
<tr>
<td>$800,000 total value of scholarships and bursaries available.</td>
<td>$304,916</td>
<td>$800,000</td>
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### Who are NBCC’s Learners?

<table>
<thead>
<tr>
<th>Category</th>
<th>Baseline 2015-2016</th>
<th>Target 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized and customized training, continuing education</td>
<td>3,796</td>
<td>4,330</td>
</tr>
<tr>
<td>Apprenticeship</td>
<td>1,989</td>
<td>2,100</td>
</tr>
<tr>
<td>Allocated program seats</td>
<td>2,165</td>
<td>4,756</td>
</tr>
</tbody>
</table>
What is the NBCC Advantage?

Where the strengths of our College meet the aspirations of our learners and the needs of our Province – that is where you will find the NBCC Advantage. NBCC has a long-standing record of preparing our graduates for career success. In recent years, NBCC students have had opportunities to enhance those job skills with experiences in community leadership, innovation and entrepreneurship. As a result, our NBCC learners and our staff have the potential, the knowledge, and the perspectives to be exceptional in their professional lives and as global citizens.

We will continue to enrich the NBCC Advantage – creating a culture of lifelong belonging and learning. We value the individual hopes, talents and experiences which make up our College community, but we also recognize that we are stronger together. NBCC will be a catalyst for meaningful connections between learners, staff, alumni and our communities.
Target 2022

80% of learners report a strong sense of value and belonging at NBCC.

Double learner participation in applied research.
Target 500: 2015-2016 baseline 235

10% of learners and alumni are exposed to entrepreneurial experiences and opportunities for self-employment.
Target 1,000 learners : 1,000 alumni

90% of NBCC graduates are employed one year after graduation.
Target 90% : 2015-2016 baseline 90%

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.

The NBCC Advantage

- Learners are **employed** and **prepared** for success.
- Leaders **contribute 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**.
By 2022, NBCC will build our capacity to grow.

What are the ingredients for growth?

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 flexible. If our policies, procedures and practices threaten to hold us back, we must be ready to change. Through clear definitions 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.

Increased investment in employee professional development

<table>
<thead>
<tr>
<th>2015-2016</th>
<th>Target 2022</th>
</tr>
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<tbody>
<tr>
<td>$400,000</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>$400,000</td>
<td>$1,200,000</td>
</tr>
</tbody>
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$700,000 $600,000 $500,000 $400,000 $300,000 $200,000 $100,000 $ -00 00

2015-2016 Target 2022
Target 2022

Increase non-grant revenue to 40% of all revenue.
Target 40% : 2015-2016 baseline 33%

30% of annual professional development expenditures allocated to increasing organizational competencies in leading change and supporting diverse learner needs.

10% overall increase in the efficiency and effectiveness of processes and practices identified through continuous quality improvement initiatives.

80% of industry and community partners report a high satisfaction rate based on return on their investment and collaboration with NBCC.

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.

In an ever-changing learning environment, effective financial management, organizational alignment and implementation have to be a high priority. NBCC will continue to be fiscally 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, flexibility and growth. These collaborative efforts will enable us to seize the many opportunities that will ensure success.

“...the long term success of NBCC is closely attached to its capacity to be flexible and adapt to the changing needs of the Region, its industries and the world...” — Community Partner
LIFT OFF: Strategies to help us soar.

NBCC will welcome more learners who experience an enriched NBCC Advantage and we will build our capacity to grow.

Achieving our ambitious goals requires strategic alignment and collective effort. We all need to be pulling in the same direction. Our aligned and inter-related strategies will help lift our College towards our vision of success in 2022.

“As a millennial, I’m seeing a big shift away from traditional education and towards skills-based learning, both from my peers and from employers. I envision a branch of NBCC geared specifically towards e-learning, capturing a market that was previously unable or unwilling to attend physical classes, and creating even more skilled workers in NB.” — NBCC Student
We will provide flexible 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 first 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.

“Providing more flexibility for students to complete their education in the “off-hours” and in a wider range of formats will increase accessibility for a broader range of NB residents.” — NBCC Staff Member
Our priority initiatives for 2017-2019

Define, better understand and reduce barriers for individuals not currently considering or participating in post-secondary education.

Address the availability of enhanced support services through alternative hours and modes of delivery, including technology-enabled services.

Increase the delivery of transitional support, career planning and employment services for prospective learners.

Through authentic partnerships with Indigenous communities, increase opportunities for staff and students to learn from and about Indigenous knowledge, culture and history.

Develop and implement an employee professional development plan for leading change and responding to diverse learner needs.

Identify and implement a continuous improvement approach to further our strategic goals - with a focus on productivity, effectiveness, and efficiency.
**TARGET 2022: RISING TO THE CHALLENGE**

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.

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<tr>
<td>100%</td>
<td>Graduation rate</td>
<td>79%</td>
<td>80%</td>
</tr>
<tr>
<td>5%</td>
<td>Retention rate</td>
<td>81%</td>
<td>83%</td>
</tr>
<tr>
<td>90%</td>
<td>Employment rate</td>
<td>90% ; Benchmark 80%</td>
<td>83%</td>
</tr>
<tr>
<td>30%</td>
<td>Related employment</td>
<td>83% ; Benchmark 78%</td>
<td>90%</td>
</tr>
<tr>
<td>83%</td>
<td>Graduate satisfaction</td>
<td>79% ; Benchmark 60%</td>
<td>90%</td>
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**Double learner participation in applied research.**

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**80%** of industry and community partners report a high satisfaction rate based on return on their investment and collaboration with NBCC.

Welcome 10,000+ learners

Enrich the NBCC advantage

Build our capacity to grow

* Benchmarks established by the Department of Post-Secondary Education, Training and Labour.*
Through an innovative and multi-faceted approach, more than 4,000 students, staff, industry partners, and community members within New Brunswick and around the globe contributed to the development of Together We Rise - NBCC’s 2017-2022 strategic plan. An internal committee made up of 40 staff, affectionately known as the STRAT-ospheres, assisted to facilitate all aspects of our planning process with specific leadership in the implementation of on-campus engagement experiences and the development of strategic themes. The following information provides an overview of the four-step development process that took place over the course of twelve months.

**BEHIND THE PLAN**

**STEP ONE:**

**EXAMINING OUTCOMES**

*What do we envision?*

Through community consultations, NBCC’s Board of Governors developed and refined outcomes to guide the themes of the strategic planning process through a series of community consultation events in all six campus regions.

**STEP TWO:**

**EXPLORING OPPORTUNITIES**

*What do we understand?*

An assessment of the emerging trends and driving forces in post-secondary education here in New Brunswick and beyond was conducted. Scanning of the external environment validated trends and observations of the internal environment, including opportunities for alignment.

**STEP THREE:**

**GETTING ENGAGED**

*What do we think?*

We launched NBCCelevated.ca to provide an innovative, multi-platform approach to engagement. Online and in-person, through our Aboriginal Sharing Circle, in-depth scenario planning and on-campus experiences, we captured more than 4,000 engagements –60% of which came from our students.

**STEP FOUR:**

**ESTABLISHING FUTURE**

*What will we do?*

We gathered and validated findings from steps one, two, and three through an open and transparent process to develop a renewed set of organizational goals, strategies, objectives and priority initiatives.
Here’s how I will rise to the challenge...
Feathers

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 reflect,
refract, and scatter light,
Allowing communication near and far.
Feathers camouflage 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.

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Feathers was written by Deantha Edmunds-Ramsay, the first 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.