



The NBCC Foundation Inc.
Support Achievement!

La Fondation du CCNB Inc.
Soutenons la réussite!

2025-2027 Strategic Plan
Summary Report
January 2025

Introduction

The New Brunswick Community College Foundation (NBCCF) has crafted a strategic plan for 2025–2027 to enhance its role as a philanthropic leader in supporting technical and vocational education across New Brunswick. Developed through a comprehensive and inclusive process, this plan reflects the input of key stakeholders, including board members, college representatives, and external partners. It is grounded in a thorough analysis of internal and external factors, with findings that have informed strategic priorities, objectives, and an updated strategic foundation.

Strategic Planning Process

The strategic planning process spanned five distinct phases over four months, engaging the Strategic Planning Committee and external stakeholders in workshops, interviews, and consultations. The process began with a Discovery Phase, which included:

- **External analysis**, involving interviews with CEOs, government officials, and sister foundation executives.
- **Internal analysis**, assessing the current business model, organizational strengths, and challenges.
- **Strategic possibilities identification**, capturing opportunities for growth and innovation.

These insights culminated in a full-day workshop where strategic priorities were defined and validated, followed by board approval and development of a high-level implementation plan.

Key Findings

The planning process revealed critical insights:

- **Strategic Enablers:** Exceptional stewardship, strong relationships with colleges, and operational flexibility.
- **Strategic Challenges:** Funding limitations, resource constraints, and governance vulnerabilities.
- **Strategic Possibilities:** Opportunities for operational, revenue and governance stabilization, revenue diversification, stakeholder engagement, and brand identity development.

These findings informed the development of strategic priorities designed to address challenges and capitalize on opportunities.

Strategic Foundation Update

The Strategic Planning Committee updated the NBCCF's Vision and Mission to better align with its aspirations and guide the 2025–2027 strategy. The renewed statements are as follows:

Vision:

Be the philanthropic partner of choice, helping build thriving communities.

Mission:

Improve access to technical and vocational education, empowering individuals to realize employment and socio-economic benefits.

The Foundation's commitment to stewardship, strategic partnerships, and advocacy for accessible high-quality education reinforces its core purpose.

Additionally, a dedicated exercise in early 2025 will define organizational values, ensuring alignment with its mission and strategic goals.

Strategic Priorities

1. **Capacity Building:** Enhance governance structures, standardize operational processes, and integrate technology to improve organizational resilience and adaptability.
2. **Financial Stability:** Stabilize core revenue sources, diversify revenue sources, explore innovative funding models, and build strategic partnerships to ensure sustainable financial health.
3. **Visibility:** Develop a cohesive brand identity, implement a robust communication strategy, and modernize reporting tools to improve stakeholder engagement and amplify the Foundation's impact.
4. **Partner and Stakeholder Relations:** Strengthen relationships with colleges, donors, and community partners to foster collaboration and align priorities for greater mutual benefit.

Implementation and Next Steps

The strategic plan emphasizes outcome-driven execution, with detailed implementation plans for each priority. A focus on measurable objectives ensures progress is monitored and adjustments are made as needed to achieve long-term goals.

This 2025–2027 strategy, anchored by an updated strategic foundation, positions NBCCF to build on its strengths, address key challenges, and leverage strategic opportunities, ensuring its continued impact on education and community development in New Brunswick.