



MANITOBA INSTITUTE OF
TRADES & TECHNOLOGY

ACADEMIC PLAN

CREATING EXCELLENCE, BUILDING FUTURES

2022-2027



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LAND ACKNOWLEDGMENT

The Manitoba Institute of Trades and Technology acknowledges that it is situated on Treaty 1 territory and the traditional territory of Anishinaabeg, Cree, Dakota, and Dene Peoples, and the homeland of the Metis Nation.

MESSAGE FROM THE VICE-PRESIDENT

As we created this new academic plan, we looked at what we've accomplished over the past five years to ensure the successes of the past create a foundation for the future. We have been nimble and agile in solving problems, addressing learners' needs, and responding to an unprecedented time of change. We will utilize the innovative and entrepreneurial approaches we've found to support MITT's growth.

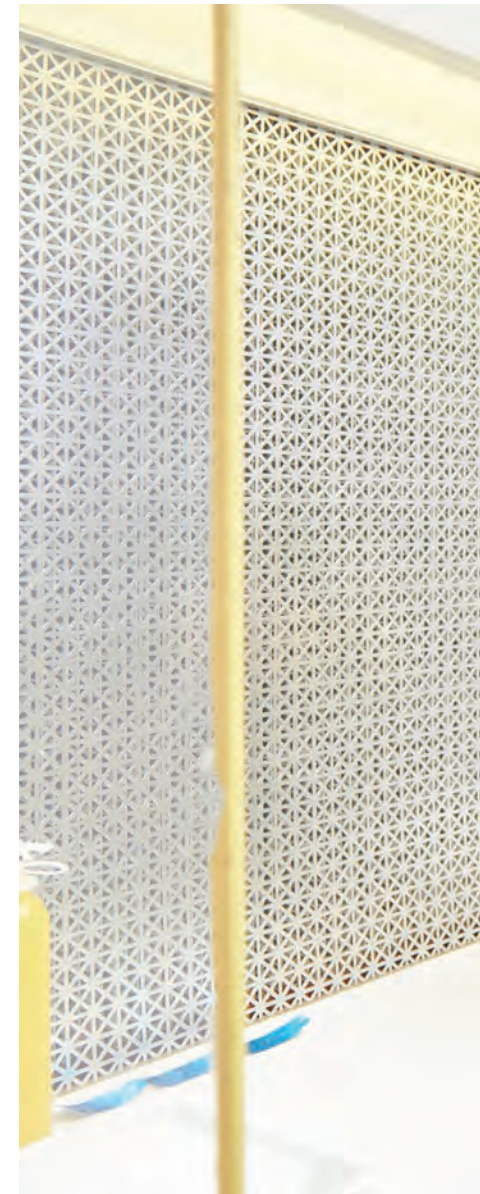
In developing the academic plan for the next five years, we built off MITT's values of *Student-Focused, Employee-Centred, Industry-Driven, and Respect and Inclusion*. We engaged in extensive consultation with our stakeholders – learners, faculty, staff, and industry. We reviewed the past academic plan and institutional documents and completed a scan of industry and governmental trends. Out of this came a living and usable document that will guide the growth of our programs, people, places, and processes.

Our vision is to collectively create an inclusive, supportive, learner-focused environment guided by industry and recognized for excellence in academic and employment preparation. We will continue to keep learners at the heart of everything we do as we re-imagine our campuses and supports to better serve the learners of today and tomorrow. To enable this, we will invest in our people and cultivate a positive culture of continuous improvement. We will look for new ways to evolve, improve and innovate so that both prospective learners and industry look to us as their educational partner for life and our people see us as a place that embraces and values a work-life balance philosophy. Throughout our growth, we will engage with community and industry to foster relationships and create inclusive, accessible, and connected programs and campuses for our learners.

During the next five years, we will measure, reflect, and adapt to the challenges and opportunities we encounter to create the best learning experience for the MITT community.

We thank all of our stakeholders for their input as we developed the new academic plan. We look forward to working collaboratively to achieve the vision and create an outstanding learner journey.

Neil Cooke
Vice-President, Academic





PURPOSE

The Academic Plan sets MITT's academic and learner support direction for the next five years. This living and usable document will be a tool for decision-making and annual activity planning. We will review the plan annually to identify changes in the educational landscape and to allow MITT to adapt the specific activities associated with each of the four priorities.

THE ACADEMIC PLAN INCORPORATES MITT'S MANTRA "START HERE TO GET THERE" THROUGHOUT AS A FOCUS ON CONNECTING LEARNERS TO EDUCATION THAT LEADS TO FULFILLING EMPLOYMENT.

This plan will:

- Build off of the successes of the 2016-2021 Academic Plan and highlight areas that remain an organizational priority.
- Align with and support the implementation of the 2022-2027 Strategic Plan.
- Incorporate the innovative and entrepreneurial approaches used prior to and during the pandemic.



2016-2022 ACADEMIC PLAN REVIEW

Within the 2016-2022 Academic Plan, there were 40 actionable items that MITT aspired to complete. We are proud to say that 85 per cent of these items have been completed or are nearing completion.

The previous academic plan has set a high bar for the new plan, especially with the many challenges we encountered due to the pandemic. Successes from the 2016-2022 Academic Plan include:

- Implementation of a new Learning Management System.
- Evolution of MITT's "Work Skills Model" to support our learner's future success.
- Implementation of a program development and review process, which has set the stage to transition into a program quality assurance process that will support program life cycle decisions.
- Expanded professional growth opportunities for faculty and staff.
- Continued growth of existing partnerships and the development of new partnerships across industry sectors and with community and Indigenous training organizations.

The 2022-2027 Academic Plan will build on the strengths of our previous plan to better support our learners as they prepare for careers in their chosen areas of study.

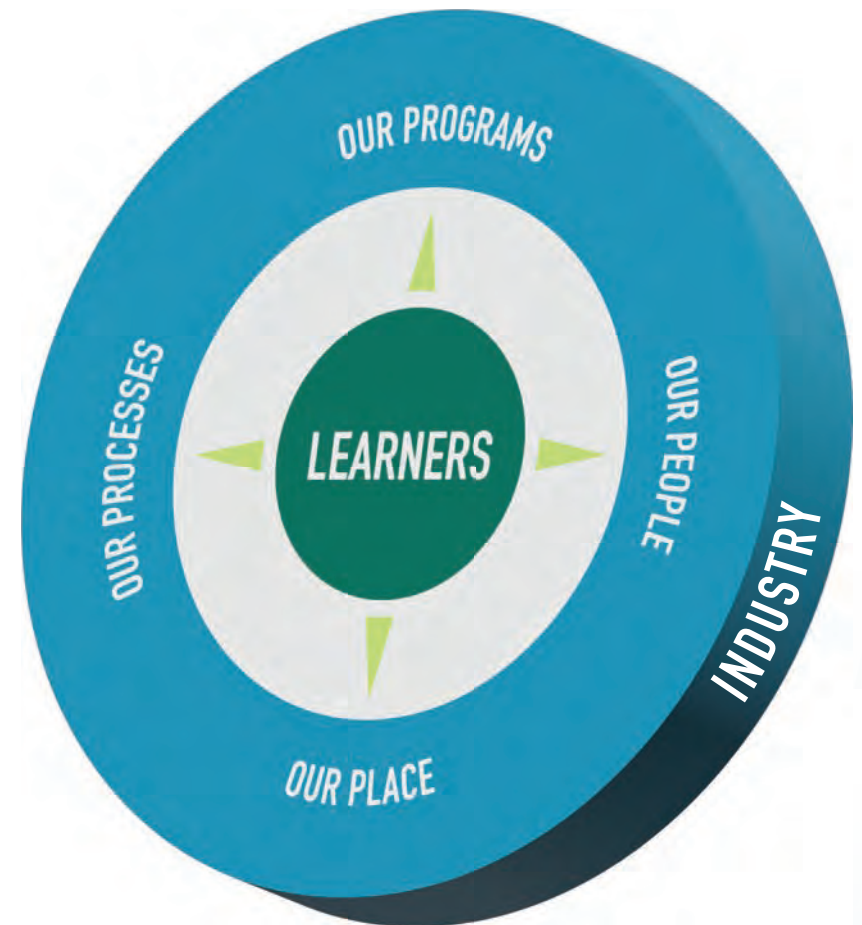
ACADEMIC VISION

**TO CREATE AN INCLUSIVE,
SUPPORTIVE, LEARNER-FOCUSED
ENVIRONMENT GUIDED BY INDUSTRY
AND RECOGNIZED FOR EXCELLENCE
IN ACADEMIC AND EMPLOYMENT
PREPARATION.**

Academic Compass

The Academic Compass provides a visual representation of the learning experience at MITT. It is a guide for where we are going and demonstrates that there are many ways of achieving our goals.

Our Programs are our north star and the primary way we support our learners' hopes and dreams. Our People sit in the east with the rising sun as they provide the light that guides us. Our Place is at the south of the compass and represents the foundation for everything we do. Our Processes are in the west, as they are what we follow throughout the day to be successful.





THE ACADEMIC PLANNING PROCESS

All members of the MITT community play an integral role in the development of our educational opportunities and the success of our learners. Building off MITT's values of Respect and Inclusion, Student-Focused, Employee-Centred, and Industry-Driven, this plan was created through extensive consultation with learners, faculty, staff, and industry.

Consultations were conducted both face-to-face and virtually through various approaches including interviews, focus groups, facilitated discussions, and surveys. A review of the 2016-2021 Academic Plan, as well as institutional documents, was completed simultaneously to ensure the successes of the past continue into the future. The process was completed and validated through a scan of industry and governmental trends. The results were then reviewed and synthesized by both the Academic Operations Sub-Committee and the Academic Leadership Team.

18 Internal consultative sessions

244 Participants

7 External consultative sessions

8 Industry sectors and Indigenous partners



ACADEMIC PRIORITIES

The following priorities will provide academic direction for MITT to support the strategic plan. Although centred on academic and learner services areas, the implementation of the plan and its priorities will rely on the collaboration of all departments within MITT and truly represent the Mission:

TO BE AN EDUCATION PROVIDER OF CHOICE IN MANITOBA, A CATALYST OF SUCCESS FOR STUDENTS AND INDUSTRY, AND A NIMBLE INNOVATOR, DRIVING MANITOBA'S ECONOMIC FUTURE.

Each priority centres on:

- providing an exceptional learner experience that recognizes the changing needs of our learners and the diversity of our learner population;
- recognizing MITT's role in promoting and advocating for the needs of the Indigenous population; and
- responding to existing and emerging industry needs.

PRIORITY 1: OUR PROGRAMS

Learners, industry, and faculty view our existing programs as high quality and of strong relevance to the current employment market. Maintaining relevant programming and building capacity in high-demand areas will be critical to future success. Delivering programs in a way that meets the unique needs of learners and their circumstances will enhance both access and success.





TO ACHIEVE THESE OUTCOMES, MITT WILL:

- Develop a program evaluation model that identifies areas for curricular delivery improvement, expansion opportunities, and a determined program life span.
- Formalize a new program development model that incorporates the key success drivers, such as industry-affirmed program outcomes, essential skills for employment, program costing, learner demand, employer demand, physical and human resources capacity, alternative modes of delivery, and program life-cycle.
- Explore the use of cross-program courses to create greater learner flexibility in enrolment and pathways.
- Standardize program delivery models in a way that effectively and efficiently uses program resources.
- Develop/redevelop foundational, preparatory, and access programs that create pathways to vocational credentials and training opportunities, allowing for targeted support for the inclusion of Indigenous learners and other marginalized groups who may not have access to post-secondary opportunities.
- Ensure all programs have work-integrated or experiential learning opportunities in the program curriculum and directly connected to program outcomes.
- Develop corporate training and professional development offerings that leverage existing areas of expertise.
- Develop industry and sector-based advisory groups that align with present and proposed program clusters to provide feedback on curriculum, facilitate communication with industry members, and aid in identifying new program and training opportunities.

PRIORITY 2: OUR PEOPLE

Passionate and committed educators and support staff require time and resources for innovation and professional development in their areas of expertise. A workplace with clear roles and responsibilities that align with the abilities and expertise of its employees allows for a high degree of productivity, a positive culture, and workplace satisfaction.





TO ACHIEVE THESE OUTCOMES, MITT WILL:

- Review and update position descriptions with the goal of assigning the right work to the right people.
- Create a stronger sense of organizational commitment by focusing on permanent full-time employment relationships and better-defined ongoing part-time relationships.
- Develop a collaborative growth plan focused on continuous development and the achievement of individual faculty and staff outcomes.
- Provide opportunities to maintain industry currency and connection tied to curricular enhancement and expansion of experiential learning.
- Provide educational opportunities that deepen MITT's knowledge, understanding, and appreciation for Indigenous learners and Indigenous ways of knowing.
- Create a comprehensive staff onboarding and orientation program that supports the transition of industry professionals to professional educators.
- Create a strategic program development and ESEP that aligns with identified areas of strength and projected industry/employment needs. This plan would explore the opportunity of identifying Centres of Excellence.
- Strive to be an employer that respects and promotes work-life balance and employee wellbeing.

PRIORITY 3: OUR PLACE

A modern, welcoming, and inclusive campus environment is an essential element of learner success. The continued evolution of MITT's facilities will support the ability to deliver quality programming and meet learner needs outside of the classroom.





TO ACHIEVE THESE OUTCOMES, MITT WILL:

- Identify facility development and redevelopment opportunities that align with the Enhanced Student Experience Plan.
- Re-imagine existing facilities to create campus hubs that allow for the consolidation of core programs, enhancement of academic services, and the provision of gathering spaces for cultural events and celebrations, recognition events, and clubs. These spaces will also allow for industry engagement with learners and faculty and serve as a place for innovation and idea creation.
- Review the impact of existing satellite facilities to determine the most appropriate program offerings and their suitability for new programs and training products.
- Review the potential for alternative learning locations that enhance access for Indigenous learners and other marginalized groups.
- Apply the Indigenous principles of inclusiveness, spirituality, peace, and mutual respect to the development of learner spaces.

PRIORITY 4: OUR PROCESSES

Navigating an educational environment can be complex for learners and industry partners alike. Clear communications, simplified registration and admissions processes, and effective wayfinding for learner services and academic supports are essential to their success. Industry partners look to institutions like MITT to be nimble and responsive in the creation of new programs and training initiatives, as well as the development of partnerships.





TO ACHIEVE THESE OUTCOMES, MITT WILL:

- Review and update student-facing policies and supports to create a learner experience that is engaging, consistent, transparent, inclusive, and responsive throughout each stage from initial prospect contact to alumni engagement.
- Implement a single source for sharing academic information and decision-making opportunities that all internal partners can access, enhancing consistency and the flow of appropriate cross-departmental communications.
- Review academic requirements and implement processes and supports to ensure a learner-centered approach that recognizes the diversity of MITT learners, including Indigenous learners and under-represented groups, and addresses their unique cultural and socio-economic situations.
- Implement recruitment and support processes that target potential learners and address their needs individually.
- Investigate the use of established educational software systems to streamline processes and enhance communication in areas such as program changes, recruitment, enrolment, learner progression, and facility and learner scheduling.



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