



MANITOBA INSTITUTE OF
TRADES & TECHNOLOGY

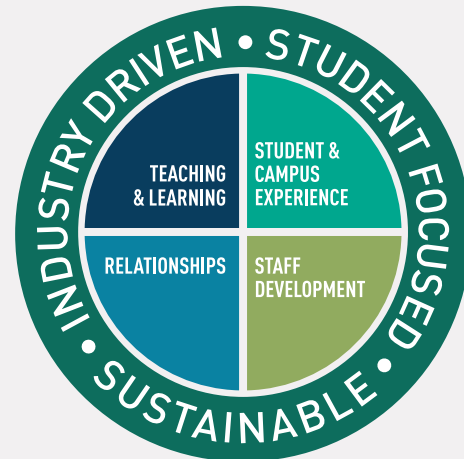


**2019
2020**
YEAR IN
REVIEW

PRESIDENT'S MESSAGE

I am pleased to share this report on MITT's activities during the 2019-20 academic year with the community.

We effectively built upon progress from previous years and made strides in each of the four main areas of our strategic compass (Teaching and Learning, Student and Campus Experience, Relationships, and Staff Development). Guiding our activities were our core principles: Industry driven. Student focused. Sustainable.



As was the case across the globe, MITT's "normal" surrendered to the global COVID-19 pandemic in March and we found ourselves adjusting all aspects of our operations. The college cemented its reputation for being highly adaptive and flexible during this time as our campuses rapidly transitioned to remote working, teaching, and learning while at the same time staying focused on student success in spite of distance. The same was evident when MITT became the first public post-secondary institution to resume in-class program delivery at the start of June.

New technologies (Zoom, Webex, D2L Brightspace, Shutterfly, Hubspot CRM) enhanced pandemic-borne remote recruitment efforts and as well as program delivery and showed that a future state of blended program and support delivery is possible.

Throughout winter and spring, we reached out to government to offer assistance in responding to the labour market fallout of the pandemic and, in the process, identified new learner markets we can support. These efforts align to our ongoing work creating pathways for learners at all stages of their career journey: first career, new career, encore career.

Prior to and during the pandemic, we continued to assert MITT's unique hybrid position in Manitoba's public post-secondary space. Highlights include:

- Launching, with industry and the Province, the Cyber Security Technical Centre of Excellence.
- Finalizing Pembina Trails Early College (PTEC) so we could welcome our first cohort of students in fall 2020.
- Achieving provisional accreditation for Manitoba's only nationally accredited two-year Pharmacy Technician diploma program.
- Starting to merge our affiliated Adult Learning Centres under a common MITT banner, a first step toward re-envisioning ALCs as in-community post-secondary education access centres.
- Developing various foundational credits (post-graduate, health care) to support our commitment to position learners for success in post-secondary.

I am also pleased to say our relationship-building and dialogue continued to be strong amongst diverse audiences, including the federal and provincial governments; First Nations; peer public post-secondary institutions; industry; and community partners.

The resourcefulness and resilience of our staff, our partners, and our communities as we continue to operate in the evolving climate of COVID-19 inspires me. It also gives me confidence. Together, we will navigate uncertainty and overcome barriers to our students' academic and career success so that they may make positive and lasting contributions to Manitoba communities and its economy.

Sincerely,

Dr. Ray Karasevich

President and CEO



“The **resourcefulness and resilience** of our staff, our partners, and our communities as we continue to operate in the evolving climate of COVID-19 inspires me. Together, we will navigate uncertainty and overcome barriers to our students' academic and career success so that they may make **positive and lasting contributions to Manitoba communities and its economy.**”

TEACHING AND LEARNING

Learning is for life. With this in mind, MITT continues finding new ways for learners—from secondary students to adults—to access education and training that fits their unique needs, wherever they find themselves along the lifelong learning continuum.



STRATEGIC ENROLMENT MANAGEMENT (SEM)

SEM-related activities throughout 2019-20 included

- Identifying student audiences and audience-specific program plans that will serve as the foundation of a revised academic plan.
- Expanding Student Services to include a new test centre for pre-screening, Pearson Vue exams, student accessibility accommodation testing, and invigilation for other schools. The test centre supports the Cybersecurity Centre of Excellence project and broader ICT programs as the vehicle to deliver ICT professional certifications/designations.
- Creating pathways to engage traditional and mature learners in academic activities that contribute to achievement of credentials or re-entry into post-secondary through the English Language Institute or Adult Learning Centres.
- Formalizing a Recognition of Prior Learning (RPL) process to position students at the appropriate level in their academic journey.
- Launching a foundational Business Management post-graduate certificate program (fall 2020 launch) that feeds into new industry driven business diploma offerings, which now consists of three, two-year specializations: International Business, Applied Leadership, and Global Supply Chain Management.
- Revising our MOU with the University of Winnipeg to reflect how MITT foundational credentials, as well as adult learning activities, will integrate into select UW programs including network security, film/television, and interactive digital media.

- Enhancing our academic pathway with Pembina Trails School Division through a renewed five-year access agreement and the intake of our first cohort of students in fall 2020. Through our partnership on PTEC, we will help deliver a true dual-credential opportunity to students looking to complete their high school diploma and earn a post-secondary credential in cyber security and software development.

ACQUISITION, IMPLEMENTATION, OF LEARNING MANAGEMENT SYSTEM

In the midst of the campus shutdown, we successfully launched the D2L Brightspace learning management system. The platform, scheduled for campus-wide implementation by fall, is central to MITT's future plans for blended (online, in-class) program delivery.

LAUNCH OF PHARMACY TECHNICIAN DIPLOMA, COMPLETION OF NEW LAB SPACES

The Facilities team created new lab and teaching facilities, which were requirements for our two-year Pharmacy Technician diploma, which received provisional accreditation, to proceed with launch in fall 2020.



LAUNCH OF ONE-STOP SHOP APPROACH TO CAREER DEVELOPMENT, LEARNING

The Centre for Career Development and Lifelong Learning (CCDLL) blends recruitment, career development, and lifelong learning activities to provide learners first career, next career, or ongoing skills development and career advancement.

ONGOING LEARNING THROUGH COMMUNITY OUTREACH — MITT YOUTHBUILD

Students once again gained experience and employability skills while giving back to their community through projects, which included: installing signage at Mother Earth Recycling, building a clothing rack system for Main Street project, and volunteering at Festival du Voyageur.

STUDENT AND CAMPUS EXPERIENCE

Teams across the college engaged in continuous improvement activities throughout 2019–20 to enhance the experience of MITT prospects, students, alumni, and campus guests. That same level of effort applied to continuity of experience activities (rapid switch to remote learning, remote delivery of advising services, recruitment, enrolment and admissions support, etc.,) during the suspension of in-class learning in spring.

CAMS OPTIMIZATION

This was a major collaborative effort between the Registrar’s Office, and programming/IT teams resulted in major upgrades to CAMS (our student information system) to improve its efficiency and data quality. Benefits include improved access to information for students and streamlined portals for instructors.



CAMPUS E-STORE, NEW TUITION AND FEE PAYMENT OPTIONS

These initiatives brought new levels of convenience for students seeking online purchase and at-home delivery of textbooks and swag, as well as more flexible and safe tuition and fee payment options.

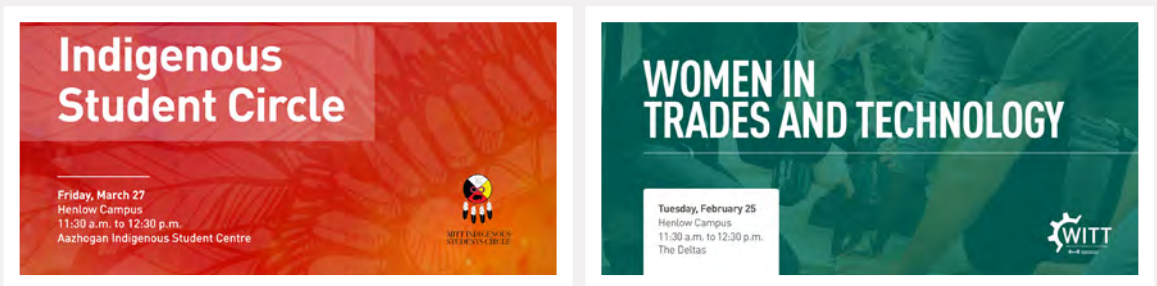
CAREER DEVELOPMENT SERVICES

Our Career Development Services team continued to deliver essential and employability skills training to every post-secondary program at MITT through the Work Skills Series and other in-program activities. The team hosted 32 such events in 2019–20 with more than 700 student participants. Additionally, they:

- Hosted 11 industry events (comprised of panel discussions and speaker presentations) with local organizations including City Looks, MBS Barber Shop, Loblaws, People Corporation, Alt Hotel, Inn at the Forks, The Fairmont, Kitchen Craft, Check Point Software Technologies, Epic, 365 Technologies, SK2 Group, DGH Engineering, Stantec, Lafarge, Friesens and Princess Auto).
- Participated in multiple cross-institution virtual events (with peer post-secondary institutions) that helped students explore career options, develop job search skills, and get advice on career-related concerns.

STUDENT SERVICES

The Student Services team successfully made the rapid transition to remote working and advisors adapted technology platforms (like Zoom) to continue providing support to students. Team members also routinely joined domestic recruitment webinars to help inform prospect students. With the anticipated fallout of COVID-19 on Manitoba’s workforce, Student Services, Domestic Recruitment, External Relations, and Career Development Services developed marketing messaging around financial support and career advice.

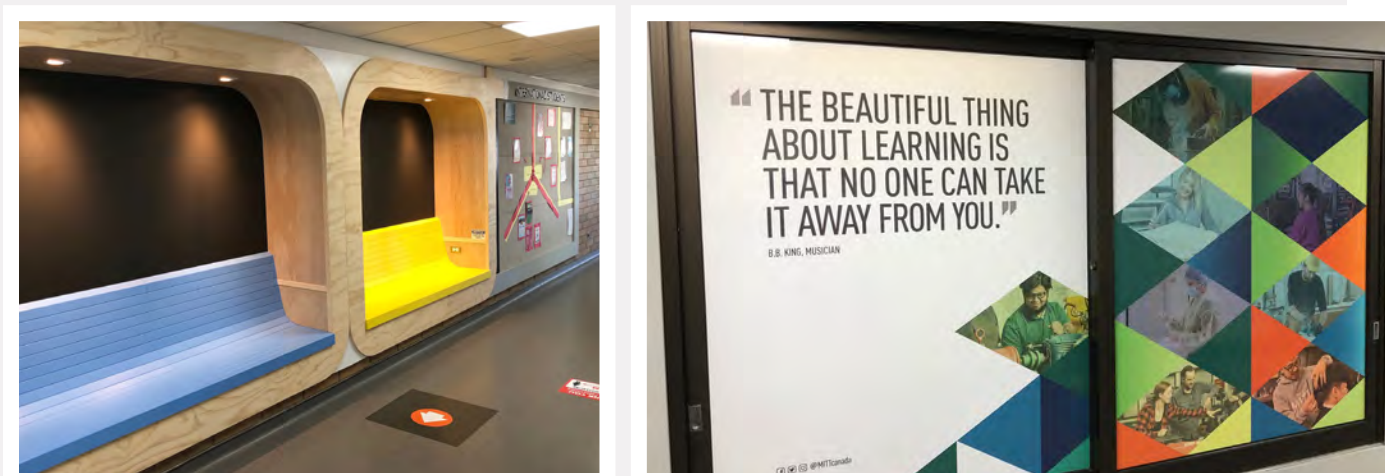


STUDENT LIFE

The Student Life team led a spring Virtual Orientation that had nearly 100 per cent participation. Various student-led clubs continue to meet via Zoom and the monthly student e-newsletter (The Current) provided ongoing and timely updates and resources to students.

FACILITIES AND CAPITAL PLANNING

Facilities and Capital Planning constructed new lab facilities for the Pharmacy Technician diploma program and upgraded seating and common areas at various campuses. In partnership with External Relations, they created a series of inspirational wall quotes for high-traffic campus areas. When the spectre of COVID-19 arrived, they made substantial campus adjustments (wayfinding, public health/safety signage, classroom set-ups) prior to the suspension of in-class learning and in preparation for the June 8 campus reboot for summer intensives. Facilities also took advantage of the shutdown period to complete long overdue maintenance and a number of campus renovation projects.



DOMESTIC RECRUITMENT

Domestic Recruitment prioritized the sales focus of the department and conversion rates, and increased its cross-functional work with Admissions and Marketing, as well as Student Services and Career Development Services—the latter to help create a smoother onboarding experience for students. The team also focused on a prospective student/customer journey and flow (utilizing the Hubspot CRM) and engaged with the Customer Service Representative (CSR) team, Student Services, and Career Development Services to ensure communication and training.



The advent of COVID-19 in spring saw traditional, in-person event-based recruitment transition to virtual events and a more personalized recruitment approach (including webinars promoting program clusters and the creation of virtual campus tours).

INTERNATIONAL

The International Recruitment team engaged in a high degree of online activity before and during quarantine, engaging prospects through email and Facebook Messenger.

They also hosted Zoom webinars on study visas, career awareness, Provincial Nominee Program, and other critical topics that factor into a student's decision-making.

The team participated in various virtual student recruitment fairs; started a social media project that will drive student recruitment efforts in the future; and developed a video series on various topics, including: onboarding recruitment agents, study and work permit application, tutorial videos, and regulatory changes.

EXTERNAL RELATIONS

External Relations, in partnership with Metric Marketing, finalized MITT's brand book and then launched a major domestic recruitment campaign in Q1 2020: "Start here to get there," which featured a mix of digital and traditional media and focused on the following learner audiences: new Canadians, Indigenous learners, under-employed young adults, and high school graduates.

Asset development for the campaign included a significant program-by-program photo shoot.

Open House 2020 included a digital ad campaign, with a bold new look and feel, that led to a richly informative landing page for the event featuring images and testimonials from current students and clear connection points to MITT's recruitment team. The efforts paid off with more than 300 registered visitors.



RELATIONSHIPS

CYBER SECURITY TECHNICAL CENTRE OF EXCELLENCE

The Centre was announced in December and marks significant undertaking that will see MITT, in partnership with industry and the provincial government, build Western Canada’s premier learning and innovation centre for cyber security professionals. At the launch event for the Centre, industry and government announced significant contributions: Check Point Software Technologies Inc. committed over \$1 million in hardware/software/in-kind contributions and the Minister of Economic Development and Training, Province of Manitoba, announced \$550,000 toward the Centre. The announcement garnered numerous media hits. In spring 2020, MITT hired Kathy Knight, former CEO of Tech MB, and a recognized leader in Manitoba’s ICT sector, as Executive Director for the Centre.



INTERNATIONAL

The International Team led MITT’s ongoing efforts to diversify its student population. International engaged in recruitment efforts in key markets such as Brazil, Russia, Ukraine, Vietnam, Mexico, South Korea, Colombia, and China.

The team completed the process of streamlining of agent partnerships—a recommendation from the 2017 review of international.

And they hosted 14 Trade Commissioners from around the world in November.



In March, federal restrictions on travel provided exemptions to international students whose study visa permit was approved on or before March 18, 2020. International students with study visa permits approved after March 18 could not enter the country until travel bans were lifted.

INDUSTRY, PEER POST-SECONDARY, COMMUNITY COLLABORATION

Relationship building with stakeholders continued to be a priority for MITT in 2019–20 and some key activities on this front include:

- Partnering with Manitoba Tourism Education Council (MTEC) on a Language for Specific Purposes program as well as a new Client Service Specialist certificate program that is scheduled to launch in November, 2020.
- Delivering eight, free, in-community digital literacy programs through the Lifelong Learning Institute as part of a collaboration with Tech Manitoba’s DigitALL initiative.
- Helping local steel manufacturer, Mackaw Industries, with a successful Canada/Manitoba Jobs Grant that provided funding for MITT to create/deliver curriculum.
- Working alongside Red River College and Assiniboine Community College with Aleas, a company that helps organizations meet due diligence for international activities with regard to crisis management and risk mitigation.
- Running two Introduction to Residential Construction and one Small Engine Repair program through a partnership with Corrections Canada.
- Offering discounted access for 30 MITT students or alumni from Carpentry, Hairstyling or Culinary Arts and Design to take Film Training Manitoba’s online Set Orientation training. The partnership, dubbed MITT-FTM *Action!* Initiative, received national media attention and was included in *Academica* Top 10.

PUNCHING ABOVE ITS WEIGHT



MITT has an estimated **economic impact** in Manitoba of over **\$141M**

That means **every provincial dollar invested** yields a **\$13.30 return**

GOVERNMENT RELATIONS

During the past year, the provincial government completed a shuffle of post-secondary education to the Minister of Economic Development and Training, separating post-secondary from secondary for the first time in many years. MITT now works closely with both ministries and in 2019–20 continued discussions with government at various levels regarding:

- MITT's status as a post-secondary institution that continues to be funded through K-12.
- Support for MITT's Cyber Security Technical Centre of Excellence.
- How MITT could be part of economic recovery process in the wake of COVID-19.
- Legislative improvements and a long-term funding model.

In 2019–20, MITT also commissioned Acornhill to develop an economic impact report, scheduled for fall 2020 release.

INDIGENOUS LEARNERS

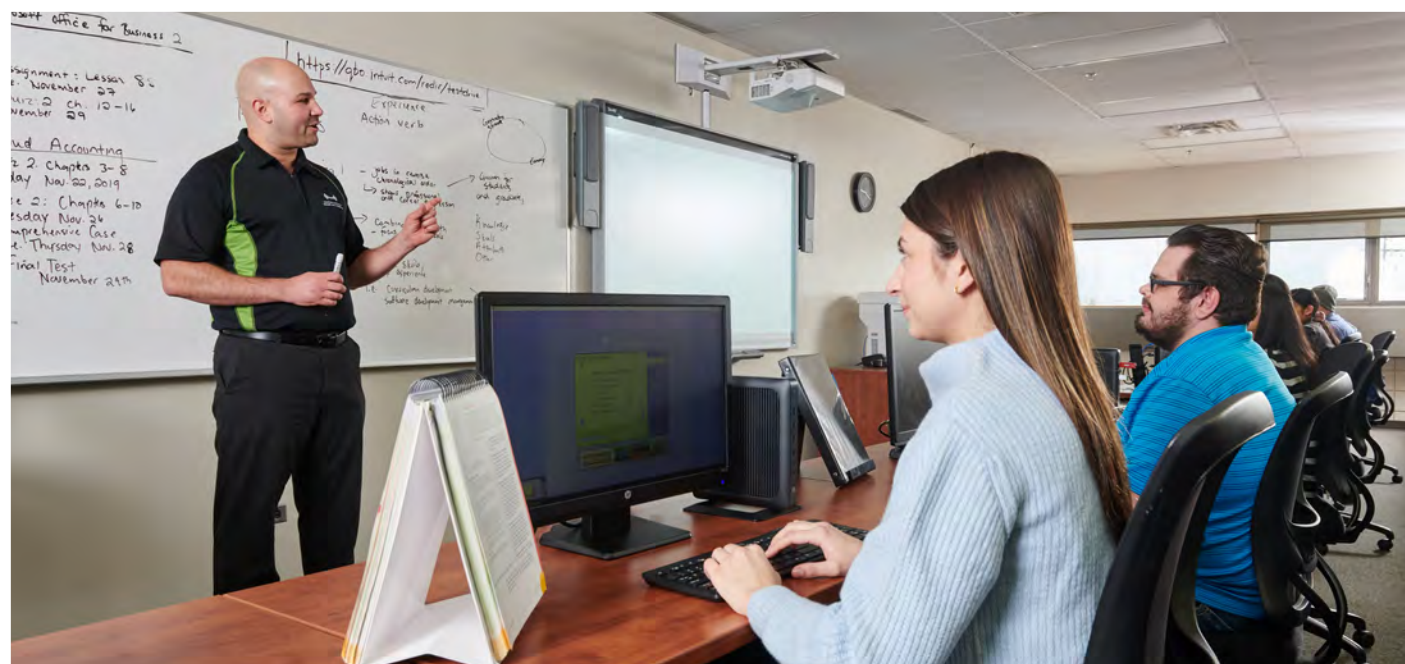
Indigenous learners continue to be an important audience for MITT's program development. Despite losing federal funding for MITT Youthbuild, MITT presented some creative alternative funding opportunities to the Province that would see its 765 Main Street campus continue to provide skills training to Indigenous and new Canadian learners in the community.

MITT made presentations to dozens of First Nations representatives and had several follow up face-to-face meetings to explore in-community training opportunities.

MITT collaborated with Neeginan College and Manitoba Construction Sector Council on a funding proposal for the development of Augmented and Virtual Reality learning tools for Indigenous programming.

Along with Penn-Co Construction, MITT provided curriculum and RPL support in the evaluation of local residents who were being considered for employment on three new school builds in First Nations communities on the east side of lake Winnipeg.





STAFF DEVELOPMENT

Staff development was woven into the academic year in various ways. The annual academic kickoff event for staff in September included guest speakers who spoke about civility and how to prevent burnout. Following the event, instructional staff received an additional two days of professional development.

PEOPLE SERVICES

The People Services team reorganized to improve processes and optimize customer service to staff. They also:

- Revised the performance evaluation process.
- Engaged Harris Leadership Strategies to lead a job evaluation project, which will improve the framework for position descriptions and compensation for all non-unionized employees. This is scheduled to be completed in 2021.
- Launched North Star: an online recruitment and applicant tracking portal software.- Supported LEAN 101 training (no cost) through Canadian Manufacturers and Exporters, as well as conflict resolution and communication training in cooperation with Facilitated Solutions.
- Connected MITT staff to PD opportunities through LinkedIn Learning and SafetyHub.
- Collaborated with MTEC on training to leaders on time management and emotional intelligence.
- Helped create Wellness Wednesdays and Thought Exchange Thursdays, two digital platforms deployed during the first several weeks of the pandemic to help keep remote-working staff connected and informed.
- MITT leadership completed group sessions using One Smart World's 4Di assessment tool, with the goal of improving cross-team understanding and collaboration.
- An all-staff *We Are All Recruiters* awareness program provided timely, program-by-program highlights to empower all staff to act as MITT ambassadors and recruiters in the community.



SUSTAINABLE

MITT continued to focus on effective spending to support PTEC, the Cyber Security Centre of Excellence, new program launches, wellness initiatives, safety and security, even as we planned to address the economic impact of COVID-19.

MITT received the Government’s Fiscal and Workforce Sustainability directions, including the direction related to 15 per cent divisional management reductions and approximately 10 per cent in operating spending because of these exercises.

In spite of financial impacts of COVID-19, MITT has been able to identify sufficient savings to offset the projected deficit in 2020–21.

Management contracted the Duha Centre of Excellence to map the student journey from a LEAN perspective and build an action plan to improve related processes. Incorporation of LEAN principles has been a priority at MITT for the past two years. Duha’s involvement builds past efforts, which included training a cadre of on-campus LEAN leaders who work in key areas of the organization.

MITT invested considerable time and group work on its Emergency Response Plan, along with external partner DEM Solutions, which morphed into rapid response/ongoing activity during the COVID-19 pandemic. By the third week of March, all programs had moved to online/distance delivery and staff commenced working from home. Following a successful migration to online delivery, MITT briskly developed a flexible response planning framework and became the first post-secondary in Manitoba to return to in-person classes. Going forward, this flexible response framework will allow for quick and efficient transition from in-person to blended to fully remote program delivery as the pandemic, public health, dictates.

External Relations and Domestic Recruitment created an expansion to MITT’s marketing campaign to target emerging learner groups: either individuals who, because of COVID-19, became unemployed or now sought new career opportunities. The new messaging focused on the fact that MITT is here to help with career and financial advice (essentially removing barriers to enrolment) and reinforced that MITT was still actively involved with students, even though it was through remote means.

MITT secured funding from the Province for its English Language Centre (Erin campus) to continue its collaboration with Opportunities for Employment on the Refugee Employment Development Initiative (REDI).

Additional alternative revenues created during the pandemic include classroom leases to Apprenticeship Manitoba and Manitoba Film and Music.



96%
OF GRADS ENTERED THE
WORKFORCE AFTER GRADUATION

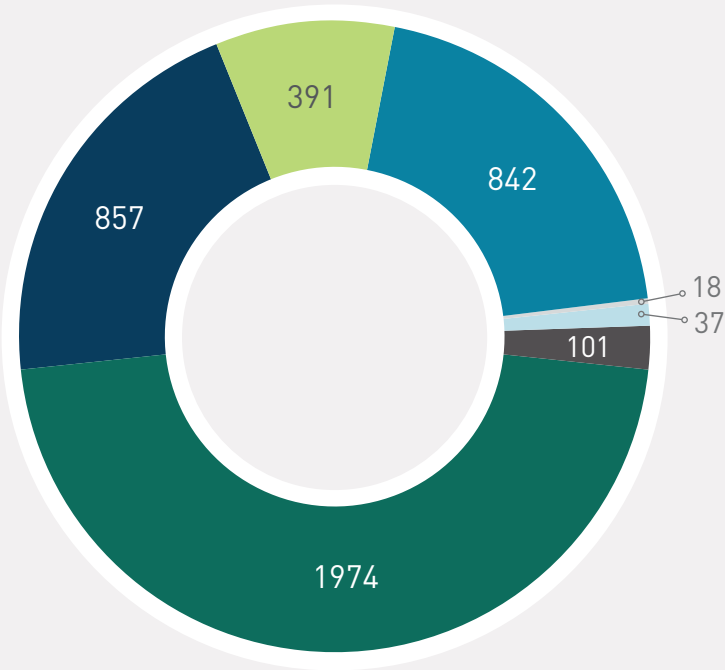
89%
OF GRADS ARE WORKING IN THE
FIELD WHICH THEY STUDIED AT MITT

45% OF GRADS CONTINUED TO FURTHER POST-SECONDARY STUDIES

Data: 2019 Grad survey

ENROLMENT AND FINANCIALS

2019-20 UNIQUE STUDENTS— AGGREGATE ENROLLMENT



English Language Training	842
English for Academic Purposes	
English as a Second Language	
YouthBuild	18
Apprenticeship	37
Lifelong Learning Institute	101
Post-Secondary Programs	1,974
Secondary Programs	391
Adult Learning Centres	857

Total Students
4,220

Secondary programs includes high school students enrolled in individual course(s) and technical program in same academic year.

Post-secondary programs includes students enrolled in EAP course and technical program in same academic year.

EAP is revenue generating, ESL is government funded.



MITT'S FIVE-YEAR GRADUATION RATE IS

85.0%*

**Based on a rolling average graduation rate from 2014-15 to 2018-19.*

Graduation: students who graduated from their program in the academic year they enrolled, or later.



CONSOLIDATED INCOME STATEMENT TWO YEAR SUMMARY OF ACTUAL RESULTS

	2018-2019	2019-2020
Revenues		
Provincial Funding	10,566,515	10,344,782
Federal Funding	2,298,049	2,003,457
Tuition	16,998,319	16,024,736
Student Fees	972,180	2,366,725
Other School Division Revenue	2,013,723	2,242,619
Other Revenues	1,217,793	930,201
Program Generated Revenue	326,320	220,401
Total Revenue	34,392,898	34,132,922
Expenses		
Staffing Costs	20,878,291	21,610,251
Services	4,282,942	3,781,409
Facilities Costs	3,081,203	2,901,843
Supplies	2,763,166	2,021,503
Equipment and Amortization	2,156,642	1,643,770
Total Expenses	33,162,245	31,958,777
Net income (loss)	1,230,653	2,174,144



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