



MANITOBA INSTITUTE OF
TRADES & TECHNOLOGY



**2020
2021**
YEAR IN
REVIEW

**MITT acknowledges that
it is on Treaty 1 territory and
the traditional territory of
Anishinaabeg, Cree, and Dakota
Peoples, and the homeland
of the Metis Nation.**

YEAR IN REVIEW

PRESIDENT'S MESSAGE



I am pleased to share this report on MITT's activities during the 2020–21 academic year. As MITT comes to the end of its current strategic plan, we are proud of the accomplishments and achievements not only during the past year but since our inception in 2014. While we continued to follow our strategic compass, we had the significant challenge of the pandemic which added a layer of complexity to every aspect of our operations and lives.

The 2020–21 school year started only six months into Manitoba's response to the COVID-19 pandemic. Our country and province were working on an hour-by-hour basis to try and minimize the impact of the crisis. As a campus community, we closely monitored the situation and continually adjusted protocols to ensure the safety of students and staff, while at the same time providing a meaningful learning environment that led to a successful graduation. All this, within the context of closed borders, balancing the needs of our families, video conferencing fatigue, and rolling waves of variants of concern.

Throughout these experiences, what impressed me most was the resilience of our staff and students who transitioned from uncertainty to an acceptance of the new processes and precautions necessary to learn safely and effectively. At the same time, the agility and adaptability our institute is known for was on full display as we launched new programs; completed crucial deferred maintenance work on our facilities; continued to improve the processes and tools that drive recruitment, enrolment, and teaching; and developed our new, five-year strategic plan.

MITT experienced a significant change in Board members just months ahead of the start of the 2020–21 academic year. We are thankful for their support and encouragement as we shifted and adapted our plans to balance business continuity with academic excellence and care and concern for our community.

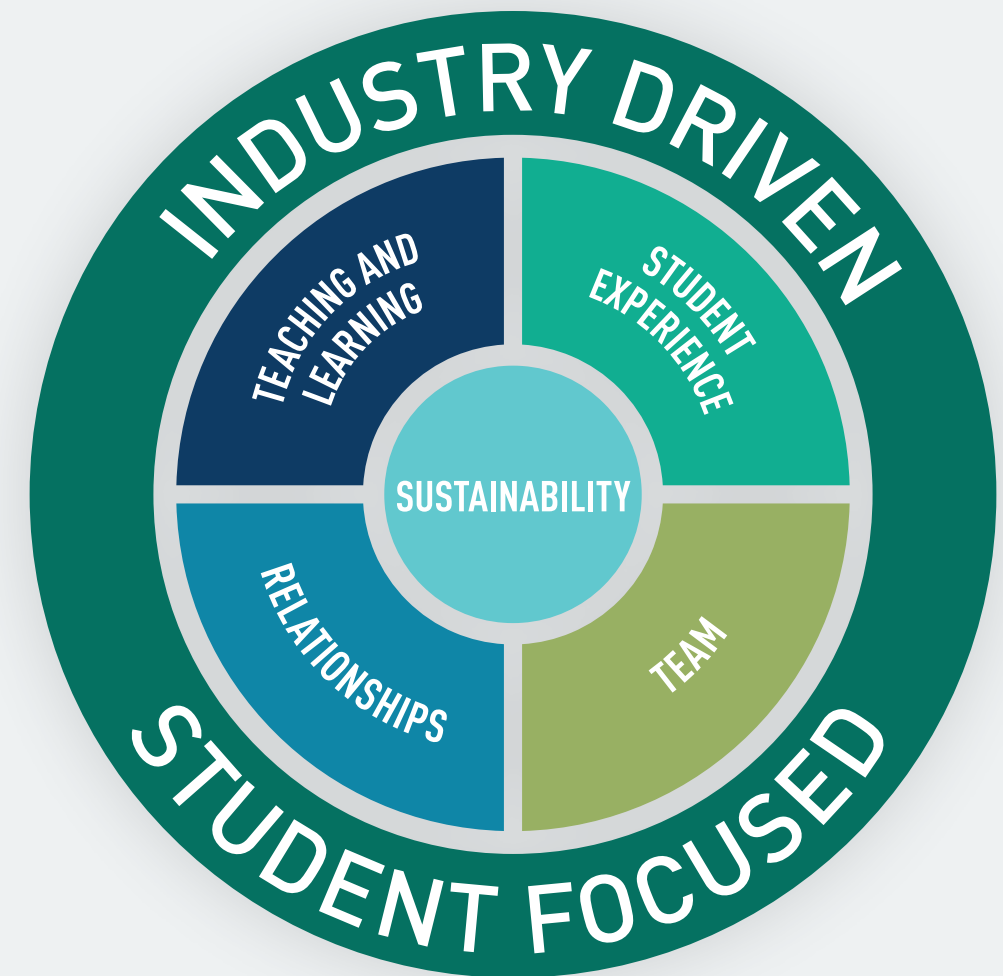
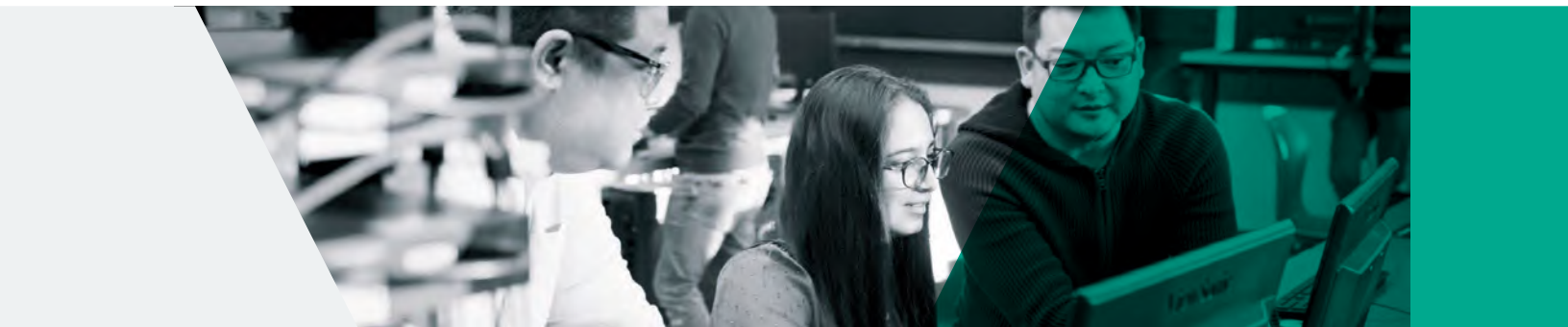
Our students, faculty, and staff inspire me. They found creative new ways amidst the chaos to learn, connect, remain hopeful, and excel. I am confident that MITT is in a strong position to further cement itself as a school of choice for learners and a partner of choice for Manitoba industry, especially during the post-pandemic economic recovery.

My confidence is rooted in the remarkable list of accomplishments from 2020–21 and I am pleased to share highlights from the year.

Sincerely,

Dr. Ray Karasevich

President and CEO



THE STRATEGIC COMPASS

Throughout 2020–21, MITT made progress in each of the four main areas of its strategic compass:

- Teaching and Learning
- Student and Campus Experience
- Relationships
- Staff Development

Three core principles continued to guide these activities:

- Industry driven
- Student focused
- Sustainable

TEACHING AND LEARNING

Throughout the 2020–21 academic year, we successfully and safely maintained a blended approach to program delivery, prioritizing in-class learning for hands-on skills intensive programs. At the same time, we found creative learning adaptations and launched several new initiatives.

ADAPTING PROGRAMS FOR WORK-INTEGRATED LEARNING

Extensive business closures and remote work environments meant work practicum placements for many programs were difficult to secure. Faculty found creative adaptations to ensure students received workplace experience or the experience of completing a project for a community partner.

Two examples include:

Culinary Arts and Design—who turned their campus kitchens into commercial kitchens, so students could do an in-house practicum. Faculty approached St. Boniface Hospital about a partnership and during a seven-week span, more than 2,000 hot meals were prepared and delivered for staff on the frontlines of the COVID-19 pandemic.

Carpentry—throughout COVID-19, students have completed individual scale-versions of larger shed fabrications that would normally be worked on during their program. The program instructor and academic coordinator modified the shed design to create doghouses for donation to The Wild North Dog Rescue in Gillam, Manitoba.

“We are very grateful for such a large donation. I know that the student’s worked hard on their projects all year round and I hope they know their hard work will be of great value.”

Kirsten Komonko, Founder, The Wild North Dog Rescue



@thewildnorthdogrescue on Instagram

KEY PROGRAM LAUNCHES

In addition to learning continuity, we completed several key launches throughout the academic year that positioned us for success in cyber security, and as a central partner in Manitoba’s economic recovery from COVID-19. Highlights of these collaborative efforts include:

- Partnering with EC Council and Hilltop Partner Network to roll out our first training opportunities through CyberWave – MITT’s cyber security centre of excellence and establishing an industry advisory council for the centre.
- Launching our industry-led micro-credentials and establishing a cross-sectoral industry advisory council on micro-credentials.
- Other program launches:
 - o Construction Labourer Certificate.
 - o Client Services Specialist program with Manitoba Tourism Education College (MTEC), which is MITT’s first public-private partnership model collaboration for brokered program delivery
 - o More Feet on the Ground—an online tuition-free certificate in mental health awareness training for students.
 - o Clean it Right—an online, tuition-free certificate in proper COVID-19 cleaning protocols designed for students in the hospitality sector. (Also offered in partnership with MTEC.)
 - o ACTION! Plan Phase 2, which provides a direct entry path for MITT graduates into the film and television sector (with Film Training Manitoba).

ACADEMIC TEAM ENHANCEMENTS

Our academic team reorganized into three clusters:

- Skilled Trades
- ICT, Design, and Applied Business
- Health Care and Human Services

This was a major step in our academic delivery model, one taken to clarify reporting lines and enhance support to faculty.

At the close of the academic year, MITT hired Neil Cooke as our new Vice President, Academic. Neil’s decades of administrative and academic experience in post-secondary education, his educational and professional expertise in heavy trades, and outstanding relationships within numerous industry sectors across Canada will be of great benefit to MITT.

“This partnership with MITT, will position the organization, its students, and Manitoba, in a leading position.”

Heather MacLean,
Executive Director
(Country Manager)
at EC-Council (Canada)

GOVERNMENT FUNDING SUPPORTS ACCESS TO LEARNING AND PROGRAM EXPANSION

Provincial and federal funding allowed us to enhance access and learning opportunities for students who are women or who identify as women in technology programs, as well as Indigenous students. Highlights include:

- Directing a portion of \$25,000 in funding from a Provincial Status of Women grant to provide our Certified Safe Computer User micro-certificate to 27 women.
- More than \$140,000 in support from Future Skills Canada to run a pilot in our Construction Labourer Certificate program that will provide Indigenous learners soft skills that can help them shift into a variety of career paths. These skills provide vital supports for a range of communities where employment was disproportionately impacted by COVID-19.
- More than \$1.2 million from Western Diversification for additional technology for the CyberWave centre of excellence, along with targeted programming toward under-represented groups in technology.
- \$4.5 million in provincial funding for expansion of our weld shop (opening in fall 2022, see rendering below) which will allow for expanded programming and numerous opportunities to further partner with industry.



*Pre-construction rendering, final construction may not be exactly as shown.

INCORPORATING INDIGENOUS TEACHING, TRUTH AND RECONCILIATION INTO CLASSROOMS

We continued to bring traditional Indigenous culture and teachings into curriculum throughout the year. This included:

- Elder-focused curriculum in our Health Care Aide and Unit Clerk program
- Residential School and Indigenous history curriculum in our Medical Office Assistant and Early Childhood Educator programs.
- Indigenous teachings as part of our Intro to College and Work program, a mandatory component of graduation for all international students.



- Guest presentations by Elders on topics such as Truth and Reconciliation for students in our English Language Institute.
- Adapting the Manitoba Association of Newcomer Serving Organizations (MANSO) Indigenous Orientation Toolkit for our ESL classrooms.
- Continuing to provide teaching and learning materials as well as a place for students to gather and learn through the Aazhogan Indigenous Students Centre.

STUDENT SUCCESSES

Our students demonstrated remarkable resilience and dedication as they completed their programs during COVID-19. Congratulations to the more than 1,000 graduates we celebrated virtually in spring 2020, as well as this special group:

Leo Zhang, Manitoba Council for International Education’s International Student of the Year for 2020. Zhang, who studied in the English Language Institute before enrolling in Electrical Applications, and was recognized for his volunteer work at MITT before and during COVID-19.

“Being a volunteer improves my social life [and helps me practice] my language.”

Lei “Leonardo” Zhang
MCIE International Student of the Year for 2020



The Shield and La Colmena, a pair of student teams, placed second and ninth respectively in the Canadian Cyber Defence Challenge.

404 Not Found, our software developer student team, finished second in the iQmetrix Hackathon— also a national event.

Leo Shafai, won gold in the Secondary Electronics Technician portion of Skills Canada’s 2021 virtual event.

STUDENT AND CAMPUS EXPERIENCE

Virtual was the theme for countless interactions with students, staff, and key stakeholders throughout 2020–21. As much as we miss one-on-one interaction, we employed new technologies and platforms to help us grow and sustain connections—from recruitment through to graduation. Other efforts to enhance the campus and student experience included improved financial supports for students; completion of several deferred maintenance projects on our campuses; and beginning or continuing work on our student information system and application processes.

VIRTUAL ORIENTATION AND OPEN HOUSE/INTERNATIONAL OPEN HOUSE

The benefit of virtual orientation and other web-based events was immediately apparent as we saw 100 per cent student participation in early sessions.

Domestic and international recruitment teams hosted various webinars—ranging from bi-weekly cafe events (casual morning Q and As) to dedicated sessions with our immigration advisor—and our Career Development Services team saw a surge in (virtual) employer-in-classroom engagements over the previous year.

The spike in engagement afforded by virtual events carried through to our first-ever virtual Open House and first-ever virtual International Open House events. The former saw significant participant growth over the previous year, while the inaugural international event notched an “excellent” rating from 91 per cent of participants.



VIDEOS, WEBINARS, IN-COUNTRY REPS DRIVE STRONG MARKETING AND RECRUITMENT EFFORTS

Our recruitment and marketing teams worked collaboratively throughout the academic year. Their efforts led to results that exceeded our initial enrolment expectations in light of COVID-19 and included:

- Establishing in-country recruitment representatives in a number of markets to ensure continued successful recruitment in traditional and emerging markets continued while borders were closed and travel was prohibited.
- Enhancing our online and virtual recruitment supports for future students to ensure that “face to face” discussions continued to take place.
- Redefining the international student’s journey, pivoting from traditional recruitment efforts to tech (virtual education fairs, webinars and cafes for students and agents) social media (using a mix of in-country reps and Winnipeg-based social media content providers) to drive recruitment efforts during the pandemic and support authorized agents.
- Developing more robust agent training and reporting, optimizing online tools and resources, and investing in staff professional development.



Thank you to the large number of current students, alumni, and staff who took centre stage for a series of program videos and photos developed for the second phase of MITT’s “Start Here to Get There” domestic campaign with Metric Marketing.

Between fall 2019 and fall 2020, unaided awareness of MITT in Winnipeg nearly doubled, a significant gain made possible by word of mouth, marketing, advertising, and recruitment efforts. MITT now ranks in the top five colleges and universities in Manitoba in the minds and memories of Winnipeggers. (Based on 2020 survey measuring unaided recall.)



FACILITIES TEAM FOCUSES ON STUDENT SAFETY, DEFERRED MAINTENANCE PROJECTS

In order to meet the ongoing public health requirements and to minimize the potential for on-campus transmission of COVID-19, the Facilities team employed a range of protective measures, including:

- Electrostatic foggers to enhance cleaning of classrooms/labs in-between classes.
- Adjusting HVAC controls to maximize fresh airflow.
- Maintaining a general presence on campus and serving as a resource to students.
- Deploying PPE-specific recycling depots at all active campus locations.

Facilities also began deferred maintenance work, including:

- Launching 13 projects, funded by \$1.3 million in provincial support. These efforts will enhance windows, flooring, HVAC, and power management at our Henlow and Pembina campuses.
- Moving to the design phase of a Henlow roof replacement and chiller.

COMPLETION OF CAMS OPTIMIZATION, ADDITIONAL SUPPORTS THROUGH STUDENT SERVICES TEAM

Work on the campus-wide rollout of the D2L (renamed MyLearning) learning management system included:

- Integration of MITT's student information system, CAMS, which successfully completed an optimization project to help it provide better data and student reporting, and;
- Integration of Student Services so they can better evaluate the needs and learning accommodations.

Student Services also formalized a Student Financial Aid and Awards office, launched the COVID-19 Essential Workers Bursary, and led a yearlong series of webinars for students focused on budgeting, time management, and stress management/wellness. The wellness sessions featured MITT instructors, like Jessica Watson and Jill Ma, leading yoga and wellness sessions.



RELATIONSHIPS

Collaboration continued to deepen with industry, government and community, as well as secondary and peer post-secondary partners throughout 2021. Highlights include:

TECH PATHWAY A HIT WITH SECONDARY STUDENTS

Pembina Trails Early College (PTEC), a pathway program for secondary students into ICT careers, saw substantial growth in applications, including more than eight times the number of female applicants over the previous year.

ONGOING DIALOGUE WITH PROVINCE AROUND MITT FUNDING MODEL

Since 2020, MITT has collaborated with the Province of Manitoba to explore a governance excellence model for MITT, proposed legislation amendments to better align with other post-secondary institutions, and the formation of an MITT-specific working group with representation from the newly formed Department of Advanced Education, Skills and Immigration as well as the Department of Education (K-12). The purpose of this working group is to explore transitioning MITT's legislation and funding from the K-12 ministry to the Advanced Education, Skills and Immigration. This new vision would see MITT continuing as a hybrid technical institute; albeit with greater ties to higher education and economic development interests.

ENGAGING BUSINESS LEADERS ON COVID-19 RECOVERY, LABOUR MARKET NEEDS

Conversations with various economic development organizations (Economic Development Winnipeg, the Winnipeg and Manitoba Chambers of Commerce, the World Trade Centre) aimed to position MITT at the forefront of addressing labour market needs, during COVID-19 and beyond. Numerous conversations have also been focused on how to best support industry to engage in work-integrated learning opportunities.



EXPANDING RELATIONSHIPS, TRAINING OPPORTUNITIES IN WINNIPEG'S NORTH END

MITT's Azhogan Skills Training Centre at 765 Main Street continued to meet the needs of Indigenous learners through an ongoing partnership with Indigenous Youth Development Canada (a national project led by Algonquin College to help Indigenous youth obtain trades training).

while attending school). We also continued to build our relationships with the leadership team at Neeginan/Centre for Aboriginal Human Resource Development Inc. (CAHRD), and work on revisions to our Memorandum of Understanding. MITT is the primary partner on Neeginan/CAHRD's vision for a new Industrial Skills Training Centre located in Point Douglas, which will focus on expanded skills training opportunities for Indigenous learners.

PARTICIPATION IN NATIONWIDE DISCOURSE AROUND MICRO-CREDENTIALS

Members of our Business Development and Academic teams joined a pan-Canadian working group on micro-credentials to help keep us informed on trends in this key growth area. They also continued conversations with various industry partners throughout the academic year on potential micro-credential opportunities to ensure MITT is top of mind for rapid training delivery and economic recovery efforts.

PARTNERSHIP ON INDIGENOUS-FOCUSED SCHOLARSHIPS

MITT, along with Yellowquill College, will become the first recipients in fall 2021 of a new scholarship for Indigenous students co-founded by the Southern Chiefs Organization and Vickar Auto Group. The partners each invested \$25,000 into the endowment fund, which will be disbursed annually to a student at MITT as well as at Yellowquill. This award adds to MITT's portfolio of financial aid opportunities specifically focused on supporting Indigenous learners.

INTERNATIONAL RECRUITMENT INTRODUCES GLOBAL TEAM

Our International Recruitment team engaged in-country recruitment representatives in a number of countries including Brazil, China, India, Colombia, South Korea, Hong Kong, Africa, and the Philippines. They also engaged in-country bloggers and social media influencers in key markets (Korea, India, Brazil) as well as Winnipeg-based social media content providers (for China and the Philippines) to support recruitment efforts during the pandemic.



Our blended program delivery helped ensure students in hands-on skill intensive programs continued to train on campus.

STAFF DEVELOPMENT

From our staff kick-off event in September 2020, which focused on resiliency, preventing burnout, and finding success through adversity, the theme and focus of staff development throughout 2020–21 was the creation of a psychologically healthy workplace.

INITIATIVES SUPPORTING PSYCHOLOGICAL HEALTH

Our People Services team took the lead on a variety of learning and staff-engagement opportunities to initiative the conversation around mental health in the workplace, including:

Guarding Minds@Work, a comprehensive resource to help us identify and measure the employee experience (through an all-staff survey) with psychosocial factors known to have a powerful impact on organizational health, the health of the individual employees, and the overall operations of the institution. Analysis of survey results will yield to development of an action plan to address identified areas of need.

- A Lunch and Learn series focused on health, sleep, stress, and wellness.
- Customized online training on resiliency skills for stress, uncertainty and positive mental health, as well as conflict resolution training.
- Creation of a Disability Management policy to provide better guidance to employees, who are experiencing an illness or injury, on how to successfully remain at or return to the workplace.



Lunch and Learn featuring Keith MacPherson



Lunch and Learn featuring Dr. Jason Bachewich

INCREASED PROFESSIONAL DEVELOPMENT FOR FACULTY

Recognizing the added challenges of a blended program delivery, instructional staff received five additional development days in the fall. The Centre for Learning and Innovation provided additional support to faculty through training on the MyLearning learning management system and by creating an internal mentorship program within the academic staff called MyLearning Mentors. These mentors took an internally developed micro-credential called BLISS—Blended Learning Intensive for Student Success: Foundations.

COMMITTED TO BEING AN EMPLOYER OF CHOICE

Harris Leadership Strategies performed a 360-degree review of Executive Council as well as completed a job evaluation of all non-unionized positions at MITT. The purpose of the job evaluation was to establish an objective system that creates internal equity, so that MITT can continue to attract and retain well-qualified staff and remain competitive with comparable employers in Manitoba. This project will be completed during the 2021-2022 fiscal year.

WORKSHOPS FOR MANAGERS TO IMPROVE TEAM BUILDING, MEETING EFFECTIVENESS

Managers completed training in One Smart World’s 4Di tool. These workshops helped them develop the tools and skills required for effective team-building as well as hosting smarter meetings that are efficient and highly engaging for participants.



SUSTAINABLE

MITT engaged in a variety of activities intended to bolster our long-term success and campus community wellbeing, and support our efforts toward the goals outlined in our strategic plan.

ESTABLISHED PROJECT MANAGEMENT OFFICE (PMO)

MITT launched its PMO to:

- Manage large scale or strategically important projects.
- Assist with the development of project management expertise at MITT.
- Develop and maintain project templates for use.
- Provide/coordinate ongoing training activities.



COVID-19 RESPONSE

Our COVID-19 response throughout 2020–21 built on the work we completed in spring of 2020 and we continued to meet and exceed public health requirements for our campus community.

Teams across the organization ensured continuity of learning and business and their outputs, including our COVID-19 operations model, which was widely shared and adopted by peer organizations.

We created a COVID-19 Continuity Coordinator position within our new Project Management Office, with responsibility for:

- Keeping up with provincial and federal regulations and public health orders.
- Ensuring all faculty and staff were trained on COVID-19 protocols.
- Developing regular communications to all staff and students.
- Managing updates to the COVID-19 Operations Manual.
- Assisting with our contact tracing efforts.
- Providing administrative support during COVID-19 Operations Committee meetings.

LAUNCHED STRATEGIC PLAN PROCESS

In 2021, we contracted Higher Education Strategy Associates (HESA) to complete our 2021–2026 Strategic Plan. They engaged the Board, staff, students, alumni, industry, government, and members of the Indigenous community in consultations, with the goal of having the plan completed by the end of 2021.

TRACKING WELL AGAINST AUDITOR GENERAL REVIEW

The Province of Manitoba’s Auditor General’s office conducted a multi-year review of Manitoba post-secondary governance, policy and management of presidents’ offices and finances. We were pleased to review the report to see that we were mostly on track with their expectations with only small requirements to update or create new policies. MITT will substantially meet the OAG obligations by the end of 2021, well ahead of the timeframe provided by government to all post-secondary institutions.

STAFF-LED SUPPORT OF STUDENT SUCCESS, COMMUNITY AT LARGE

Our Charitable Giving Committee continued to lead efforts in support of our students and the community, including support to our annual United Way Winnipeg staff giving campaign, along with various virtual events and 50-50 draws. The proceeds generated by the committee go toward the MITT staff driven Student Scholarship and Bursary Fund—as well as the community at large through our participation in United Way’s annual corporate drive and events.

COLLEGE-WIDE PHISHING TRAINING

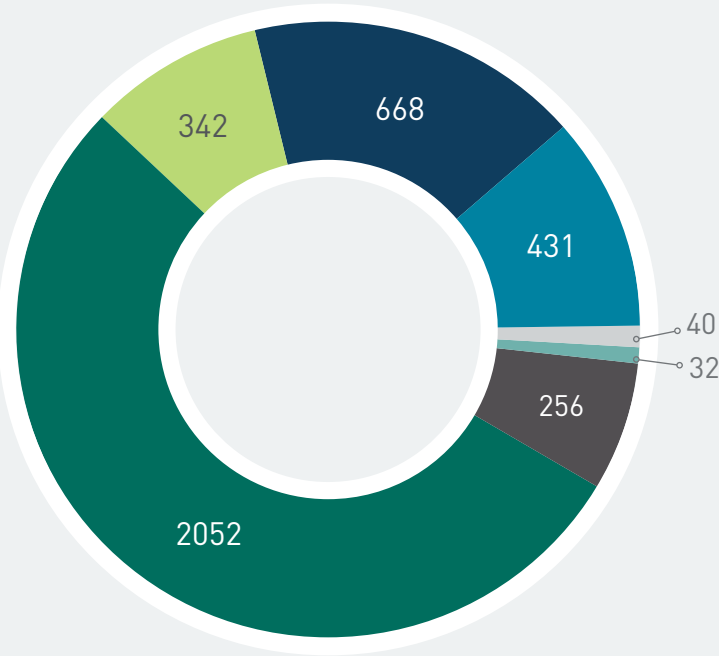
Cyber attacks have spiked across the globe. In an effort to protect MITT and staff, our IT department launched phishing training and implemented a two-factor authentication process for access to our Virtual Private Network (VPN).



In spring of 2021, students and staff from across MITT read our traditional lands acknowledgment for a video that now serves as an introduction to campus events.

ENROLMENT AND FINANCIALS

2020-21 UNIQUE STUDENTS—
AGGREGATE ENROLLMENT



- English Language Training: EAP and ESL 431
- Construction Labourer 40
- Apprenticeship 32
- Lifelong Learning Institute 256
- Post-Secondary Programs 2,052
- Secondary Programs 342
- Adult Learning Centres 668

Total Students
3,821

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

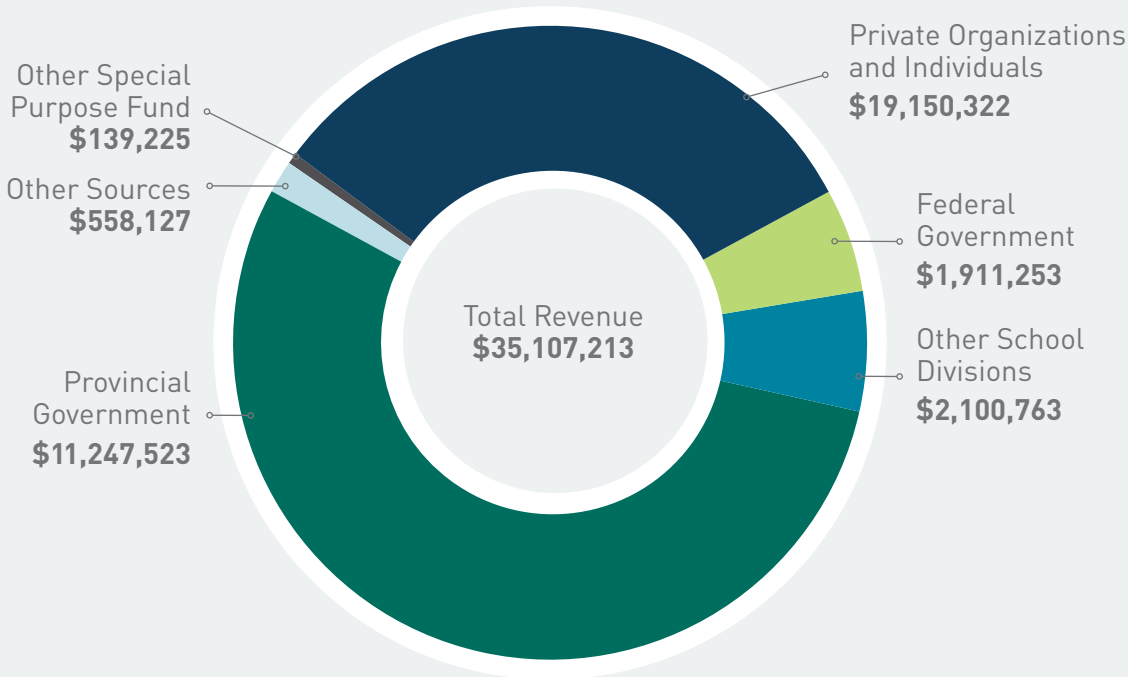
85.5%*

Based on a rolling average graduation rate from 2015-16 to 2019-20.

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

CONSOLIDATED INCOME STATEMENT

	2021
Revenues	
Provincial Government	11,247,523
Federal Government	1,911,253
Other School Divisions	2,100,763
Private Organizations and Individuals	19,150,322
Other Sources	558,127
Other Special Purpose Funds	139,225
Total Revenue	35,107,213
Expenses	
Regular Instruction	5,537,289
Student Support Services	1,125,452
Adult Learning Centres	2,756,964
Community Education and Services	10,237,534
Divisional Administration	6,259,730
Instructional and Other Support Services	643,359
Operations and Maintenance	4,221,685
Fiscal -Interest	318,343
-Other	455,032
Amortization	1,314,184
Other Special Purpose Funds	124,307
Total Expenses	32,993,879
Consolidated Surplus (Deficit)	2,113,334





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