

2025 - 2029

MITT MID-TERM Strategic Plan Update



It's your *journey*

Land Acknowledgement

MITT is situated on Treaty 1 land and the traditional territories of the Anishinaabe, Cree, Anisininew, Dakota, and Dene peoples and the homeland of the Red River Métis.

Our water is sourced from Shoal Lake 40 First Nation in Treaty 3.

We honour the sacredness of these ancestral lands and waters and the original peoples who walked before us.

We proudly recognize the Treaties that were signed here and acknowledge and respect the history of the area.

MITT values the many relationships that make up our home, and we dedicate ourselves to a spirit of reconciliation and partnership today and in the future. MITT is dedicated to ensuring that First Nations, Métis, and Inuit knowledge, cultures, and traditions are embraced and embodied in the work that we do.



MITT Mid-Term Strategic Plan Update (2025)

Table of Contents

Land Acknowledgement	2
Message from Board Chair and President & CEO	4
Mission, Vision, Guiding Principles	6
MITT’s Commitment to Reconciliation	7
Why a Mid-Point Strategic Plan Update?	8
MITT Today – MITT by the Numbers	10
Strategic Themes	12
Theme 1: Teaching and Learning	14
Theme 2: Student Experience	16
Theme 3: Relationships	18
Theme 4: Team	20
Theme 5: Sustainability	22
Looking Ahead	24

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Driving Change, Leading Innovation, Fostering Inclusion

At MITT, we believe in practical, hands-on education that connects learners to meaningful careers and to the communities they'll help strengthen. In today's rapidly evolving post-secondary landscape, that mission matters more than ever.

Across Canada, recent changes to federal policy on international student recruitment and shifting workforce demands have created significant challenges for post-secondary institutions like ours. These shifts have underscored the importance of agility, diversification, and resilience—and of staying focused on the core values that make MITT a vital contributor to Manitoba's economy and communities.

This mid-point update reflects how we're meeting the moment. Under new leadership and with a refreshed brand, we are reaffirming our commitment to accessible, industry-connected education that is responsive, innovative, inclusive, and future-focused.

Since the launch of our strategic plan in 2022, we've made meaningful progress across five key areas: teaching and learning, student experience, partnerships, team, and sustainability. These themes remain our guideposts as we adapt to new realities and invest in what matters most.

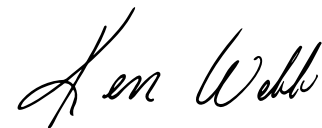
We've also deepened our commitment to reconciliation. With guidance from Indigenous Knowledge Keepers and our Indigenous Advisory Council, we are embedding Indigenous knowledge and perspectives across our campuses and curriculum, creating learning environments built on mutual respect, cultural safety, and shared growth.

To our students, staff, partners, and community: thank you for sharing this journey.

At this mid-point of our strategic plan, we're proud of the measurable progress we've made and are clear-eyed about the work ahead. With data-informed decision-making, a commitment to

building high-value pathways for learners, and the expertise of our faculty and staff, we are positioned to meet today's challenges and thrive beyond them.


With the insight of our faculty and staff, strength of our partnerships, and a shared commitment to practical, purpose-driven education, we're ready for what's next. The challenges are real, but so is our ability to strive forward. And together—with our Board of Governors, leadership team, staff, students, and community—we'll continue shaping a future that works: for Manitoba, and for every learner that comes through our doors.



Ken Webb
Chair, Board of Governors



Neil Cooke
President and CEO



"The challenges
are real,
but so is
our ability
to strive
forward."

Mission, Vision, Guiding Principles

Mission

To be Manitoba's public college of choice, connecting learners from all backgrounds with accessible, industry-driven education that fuels career success and contributes to the province's economy, communities, and innovation ecosystem.

Vision

To be recognized as a leader in developing and delivering inclusive, student-centred, future-focused learning that fosters personal and professional excellence, strengthens Manitoba's workforce, and contributes to a stronger, more innovative province.

Guiding Principles

MITT's strategy is grounded in guiding principles that shape our decisions, culture, and growth. These values are embedded across all strategic priorities:

Collaboration and Partnerships: We build strong, reciprocal relationships with industry, government, and communities.

Equity, Diversity, and Inclusion (EDI): We foster an accessible, inclusive, and culturally responsive environment for all.

Fiscal Responsibility and Organizational Resilience: We maintain sustainable practices to ensure long-term success.

Industry Responsiveness and Agility: We adapt quickly to changing workforce and societal needs.

Technology as an Enabler: We use technology to enhance learning, operations, and effectiveness.

These principles ensure MITT remains student-centred, industry-connected, and committed to excellence.

MITT's Commitment to Reconciliation

Our Treaty Acknowledgement roots us in relationships. It affirms our shared responsibilities and reminds us of the deep connections that bind us to each other and to this place.

We recognize that reconciliation is a journey grounded in mutual respect, trust, and reciprocity—values we are committed to upholding every step of the way.

We honour the past and present contributions of Indigenous Peoples as Knowledge Keepers, community leaders, and partners. Their worldviews continue to shape and strengthen our shared future.

We are committed to ensuring First Nations, Métis, and Inuit knowledge, cultures, and traditions are meaningfully reflected in all aspects of our work and community.

We envision a future where reconciliation

is embedded across every facet of our organization. Our commitment has deepened through continued efforts to respond to the Truth and Reconciliation Commission's Calls to Action related to education and public service.

With guidance from our Indigenous Advisory Council and Knowledge Keepers, we continue to integrate Indigenous perspectives into curriculum and pedagogy, bringing Indigenous histories, knowledge systems, and ways of being into our programs.

We also remain focused on creating safe, inclusive learning environments that welcome Indigenous students and honour their cultures and traditions in both our physical spaces and academic offerings.

Through this ongoing work, we aim to strengthen reconciliation and build lasting, respectful partnerships for generations to come.

Why a Mid-Point Strategic Plan Update?

MITT's 2022–2027 Strategic Plan continues to guide our work and our decisions. This mid-point update serves as a progress report, a moment to see what's working and what needs improvement, and an opportunity to recalibrate in response to real-world shifts, including major federal policy changes that are reshaping Canada's post-secondary sector.

Responding to Rapid Change

In 2024, the Government of Canada introduced significant restrictions on international student enrolment, impacting post-secondary institutions across the country. At MITT, these changes directly affect our ability to support labour market needs through immigration. As an agile organization, we have quickly adapted to the situation by refining our enrolment strategies, aligning program offerings with emerging needs, and strengthening our operational resilience to ensure we remain accessible, relevant, and connected to our students.

Introducing our Evolving Brand

This update also marks the launch of MITT's new brand and website—tools designed to help us better connect with new audiences, attract prospective students, and enhance the overall student experience. The evolution of our identity supports our strategic focus on providing accessible and flexible pathways in education, strengthening how we present ourselves to future learners, partners, and communities. By aligning our public identity with our strategic priorities, we're building stronger connections with future learners, partners, and communities, ensuring our students feel informed, inspired, and at the centre of everything we do.



Strengthening Accountability and Transparency

Our strategic plan is only as effective as our ability to measure, reflect upon, and communicate progress. This mid-term report is an important step in our journey, capturing achievements to date, integrating feedback from MITT's leadership group and Executive Council, and reaffirming the strategic themes guiding our work. It highlights and refines the key metrics we are tracking to ensure our priorities align with the needs of students, employers, communities, and government.

Recalibrating for the Future

As we move into the second half of our plan, this extended update helps us remain responsive to Manitoba's evolving workforce, demographic shifts, and post-secondary policy landscape. It reflects a steady hand during change and a forward-looking commitment to delivering the hands-on, career-focused learning MITT is known for. We are better positioned to meet emerging needs and capitalize on new opportunities by assessing what's working and where we need to adjust.

"We will continue to ensure our graduates are prepared for the future, and our college remains strong and responsive."

MITT Today

As a public college, MITT delivers timely, cost-effective training in skilled trades, health and human services, business, information and communication technology, and design and manufacturing technologies. Whether students are starting a new career, upgrading their skills, or transitioning into new opportunities, our programs are designed to meet them where they are and get them to where they want to go.

Our model emphasizes industry-driven, skills-based learning. We work closely with employers and community partners to ensure programs align with labour market needs and prepare students to thrive in their chosen fields. Small class sizes, work-integrated learning opportunities, and expert instructors help students build confidence, make meaningful connections, and graduate job-ready.

Throughout 2024, changes to federal regulations significantly reduced the number of international students permitted to study and work in Canada. Post-secondary institutions across the country, including MITT, have been impacted by these shifts and the related financial impact. As we look ahead, we know we must continue to be strategic, efficient, nimble, and adaptable. Change is challenging but often necessary. We are meeting this moment with determination and purpose.

MITT has faced uncertainty before. We've used it to rethink how we deliver learning, strengthen our alignment with stakeholder needs, and enhance our long-term sustainability. With that same resolve, we will continue to ensure our graduates are prepared for the future, and our college remains strong and responsive.

MITT by the Numbers

4,000¹

Enrolment (24/25)

95%³

Alumni Employment Rate

94%²

Student Satisfaction

75%

Programs Featuring Work Integrated Learning

90%³

Alumni Satisfaction

50 million⁴

Budget (24/25)

¹ 2024/25 enrolment figures are approximate and reflect a reduction in international enrolment. ² Overall program satisfaction as reported through Student Experience Surveys.

³ MITT Alumni Satisfaction and Employment Survey. ⁴ The financial impact of reduced enrolment will be reflected in MITT's 2025/26 Budget.

Strategic Themes

MITT’s strategic themes define our priorities and guide our work. Developed through consultation with students, staff, partners, and community stakeholders, these themes reflect our commitment to student success, industry responsiveness, and long-term sustainability. We’ve refreshed these themes to highlight the importance of strong relationships and a thriving organizational culture. Rooted in our proven strengths, they position us to grow our impact and reinforce our role as a leader in industry-relevant career training.

Each theme is rooted in our Mission, Vision, and Guiding Principles. Together, they provide a clear path for action, helping us focus resources, measure success, and remain accountable to the communities we serve.

The pages that follow provide a closer look at each theme, highlighting focus areas, performance metrics, and progress to date – insights that will help us stay accountable, adaptable, and aligned with the students and communities we serve.



Teaching and Learning



Student Experience



Relationships and Partnerships



Team and Organizational Culture



Sustainability



THEME 1

Teaching and Learning

Empowering students through **innovative, industry-driven education** that **adapts to workforce needs and enhances career readiness.**



What We're Focused On

Expanding access to education through new online, flexible, and community-based learning models

Removing barriers by developing targeted Access programs

Strengthening quality assurance through annual program review processes and improved data use

Aligning program development by continually adding, revising, and retiring programming as needed to meet real-time labour market needs and government policy changes

Integrating Indigenous knowledge by partnering with Indigenous communities to Indigenize curriculum

Growing opportunities for lifelong learning by expanding Continuing Education and articulation pathways

Leveraging digital tools to enhance student experience and engagement



Organizational Key Performance Indicators (KPIs)

Alumni employment rate

Percentage of post-secondary students employed in their field six months after graduation

Completion and graduation rates

Percentage of students who complete their program of study



Added Metrics

Program review participation

Number of programs undergoing formal annual review (our target is five)

Indigenous learner participation

Tracking and responding to self-identified Indigenous student enrolment trends



Progress to Date

Launched the Centre for Learning and Innovation to support program quality, faculty development, and organizational research

Formalized annual program quality assurance review process that now sees five programs undergo structured review each year

Integrated digital learning management system across programs to support hybrid and online delivery

Worked with community partners to Indigenize some program curriculum

THEME 2

Student Experience

Creating an **inclusive, supportive, and engaging** student journey that prioritizes **success, well-being, and lifelong learning.**



What We're Focused On

Strengthening supports and services that foster academic, personal, and career success

Improving access to student aid to generate greater awareness of financial aid, scholarships and bursaries

Streamlining admissions and onboarding with new systems that improve user experience

Enhancing classroom engagement through accessible digital tools (e.g. Mentimeter and D2L)

Growing pathways for domestic and Indigenous learners, ensuring barrier-free access to high-value training



Organizational Key Performance Indicators (KPIs)

Current student experience

Regular student surveys measuring satisfaction across key dimensions

Graduation rate

Percentage of MITT students completing their program



Added Metrics

Access to support services

Number of students accessing academic, career, or wellness supports

Scholarship and bursary program impact

Increases in both offerings and recipients over time

Digital engagement

Website and social media analytics (e.g., traffic, bounce rates, session duration, pathway to applications)



Progress to Date

Enhanced Student Services and Career and Employment Services to meet growing needs, with increased staffing and access points

Increased the scholarships and bursaries program by significantly increasing two awards, adding six new awards, in addition to enhanced Manitoba Scholarship and Bursary Initiative funds of \$75,000

Established an annual Pow Wow in 2023 to celebrate Indigenous students and strengthen community ties

Strengthened Indigenous leadership and supports by developing an Indigenous Advisory Council and introducing Knowledge Keepers and a leader of Indigenous Initiatives

Initiated ERP (enterprise resource planning) to streamline admissions and improve student information systems

Strengthened Adult Learning Centre supports to better serve adult learners on their career pathway

Expanded work-integrated learning opportunities to more partners, with added staffing to support student placements

Launched new website and brand, improving navigation, clarity, responsiveness, and support from MITT

THEME 3

Relationships and Partnerships

Build and enhance strong, mutually beneficial connections with industry, business, communities, and government to **improve opportunities for students and ensure programs are relevant.**



What We're Focused On

Enhancing industry intelligence to ensure programming aligns with emerging labour market needs

Advancing Indigenous partnership development through a formal Indigenous Framework

Strengthening government and stakeholder engagement in light of recent leadership and policy changes

Expanding articulation and transfer pathways to improve learner mobility and access

Launching Continuing Education to support reskilling, upskilling, and lifelong learning

Laying the groundwork for future engagement through donor engagement and alumni connections

Deepening industry collaboration through partner engagement



Organizational Key Performance Indicators (KPIs)

Employer, community, and industry relationship satisfaction

Ratings of MITT and its students/ graduates, gathered through a bi-annual industry partnership survey

Work-integrated learning intensity

Proportion of College programs featuring embedded work-integrated learning components



Added Metrics

Work-integrated learning employer satisfaction

Employer satisfaction with MITT graduates

Stakeholder engagement participation

Number of formal partnerships and advisory participants

Articulation and transfer agreements

New agreements established and sustained



Progress to Date

Established first-ever President's Student Advisory Council to centre student voice in decision-making

Renewed Manitoba Collaborative Indigenous Education Blueprint participation

Signed new MOUs with Neeginan College, North Forge, and Manitoba Construction Sector Council

Completed economic impact study and stakeholder engagement process to guide strategic direction

Deepened government relationships at provincial and federal levels, particularly in response to federal policy shifts

Established an Indigenous Advisory Council to guide reconciliation and partnership efforts

Launched Alumni and Donor Relations Office to support future engagement and development initiatives

THEME 4

Team and Organizational Culture

Fostering a culture of **leadership, inclusion, and professional growth** to create a **resilient and engaged workforce**.



What We're Focused On

Investing in professional development to ensure excellence in teaching and alignment with industry needs

Fostering leadership capacity across departments, from emerging professionals to senior leaders

Promoting equity, diversity, and inclusion through intentional programming and inclusive practices

Supporting staff wellness by embedding inclusivity and well-being into everyday operations

Implementing an intentional culture-building strategy to strengthen engagement and retention

Building AI readiness by training faculty and staff on the responsible use of emerging technologies



Organizational Key Performance Indicators (KPIs)

Employee satisfaction

Measuring satisfaction, wellness, and engagement through a bi-annual HR survey

Professional development participation

Number of employees accessing formal training and learning opportunities



Added Metrics

Leadership development activity

Frequency of mentorship, coaching, and leadership training programs

Workplace inclusion initiatives

Number and reach of events, training, or campaigns focused on EDI

Committee involvement

Participation rates in key cross-campus initiatives (e.g., wellness, EDI, safety and health)

Employee engagement levels

Measured through regular pulse surveys



Progress to Date

Launched People and Talent Growth Strategy, focused on retention, engagement, and professional pathways

Introduced online training portal and LinkedIn Learning to expand staff development options

Established EDI and Wellness Committees, delivering events and awareness campaigns throughout the year

Launched Bi-annual All-Staff Professional Development Day to foster collaboration and organizational alignment

Updated Board of Governors policies to reflect current governance best practices

Completed job evaluation project, supporting role clarity, equity, and internal alignment

Introduced structured leadership and inclusion initiatives to cultivate emerging talent across the organization

THEME 5

Sustainability

Advancing financial sustainability, digital transformation, and environmental responsibility to secure MITT's long-term success.



What We're Focused On

Diversifying revenue sources to reduce reliance on any single stream or customer base

Establishing ERP (enterprise resource planning) systems to improve efficiency, transparency, and enhancement of staff and student experiences

Enhancing campus infrastructure with a focus on modernization, accessibility, and sustainability

Establishing a capital and deferred maintenance plan to guide facilities investment over the next 5 to 10 years

Developing a re-greening IT hardware strategy to support responsible digital lifecycle management

Creating an all-campus space optimization plan to ensure facilities meet current and future needs



Organizational Key Performance Indicators (KPIs)

Revenue sustainability and economic impact

Tracked through market diversification, grant funding levels, and periodic economic impact studies

Environmental performance

Year-over-year reduction in greenhouse gas (GHG) emissions



Progress to Date

Launched ERP project, with modules in development across core administrative areas

Implemented online application process to streamline student intake and improve service

Expanded Continuing Education and Industry Training to reach new audiences and diversify revenues

Updated Academic Plan to align programming with workforce needs and long-term organizational goals

Optimized operational policies and processes to support improved efficiency and accountability



Added Metrics

Revenue diversity

Number of new or expanded revenue streams developed annually

ERP implementation progress

Percentage of core systems successfully launched and in use

Campus space utilization

Data from space usage studies and optimization initiatives

Digital infrastructure investment

Investment levels in modern IT systems and data management

Domestic and Indigenous enrolment

Enrolments of domestic and Indigenous learners

Looking Ahead

MITT aspires to be an innovative leader in delivering career-focused education that is accessible, responsive, and rooted in the needs of Manitoba's labour market. This mid-term update reaffirms our commitment to being a collaborative, inclusive, and future-focused college. The progress detailed across each of the five themes demonstrates that, even in the face of new challenges, we are moving in the right direction.

*We are moving
in the right
direction.*



As we look to the second half of this strategic plan, **our focus is on sustainability and building momentum.** The recent changes to Canada's immigration policies have created significant fiscal pressures across the post-secondary sector—including for us—and that reality is shaping how we move forward. **We remain student-centred in all that we do, ensuring our programs, services, and pathways reflect the diverse needs of those we serve.** We will continue to work on increasing domestic and Indigenous student enrolment, expanding culturally responsive support systems for Indigenous learners, and embedding reconciliation across our curriculum, partnerships, and campus culture. **We will continue to develop responsive, skills-based training that prepares students for the careers Manitoba's economy needs most.**



Fiscal and environmental sustainability, inclusion, and collaboration will continue to shape every facet of our work. Whether we're evolving our programs, modernizing our infrastructure, or launching new supports and services, our focus will remain on creating high-value pathways that benefit learners and strengthen Manitoba's future.

To ensure meaningful progress, we will hold ourselves accountable through regular executive reviews, public reporting on key metrics and milestones, and active engagement with our stakeholder communities. This commitment to transparency and continuous improvement will guide the second half of our strategic plan and position MITT to lead and to serve in a competitive and rapidly evolving educational landscape.

Together, we are building a stronger, more inclusive, and future-ready MITT.

With shared purpose and a commitment to excellence, MITT is ready to meet the moment and continue delivering meaningful, measurable impact for learners and for Manitoba.



Connect with us



@MITTCanada

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