



2023-2024

# ANNUAL REPORT



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# A WORD FROM THE PRESIDENT & CEO

MaKami College took meaningful steps in 2024 toward our mission of transforming lives through accessible, high-quality education. Guided by a clear vision, we have focused on breaking down barriers and equipping students with the skills they need to succeed in their careers and contribute meaningfully to their communities.

At the heart of our efforts is a commitment to providing comprehensive support for students through our wrap-around services. This year we introduced new initiatives by adding on-campus daycare facilities, expanding our tutoring and counselling services, and growing our faculty. This ensures all students have access to the resources they need to thrive, regardless of their circumstances. These advancements reflect our belief that education should be a gateway to opportunity, not a privilege limited by physical, mental, or socio-economic challenges.

In alignment with Alberta's 2030: Building Skills for Jobs strategy, MaKami College remains dedicated to addressing the province's critical labour needs by expanding and refining its program offerings. Established programs like the Health Care Aide (HCA) and newer initiatives in fields such as Early Learning Child Care (ELCC) are strategically designed to meet Alberta's workforce demands. Through recruiting, training and placing skilled graduates, these programs are helping to alleviate labour shortages in essential sectors while delivering exceptional outcomes.



Our success is driven by collaboration. This year we also strengthened partnerships with local employers and industry leaders to provide students in every program with real-world learning experiences and direct pathways to meaningful employment. These relationships are integral to ensuring our graduates are job-ready and equipped to excel in dynamic and competitive fields.

Looking ahead, we remain unwavering in our dedication to providing innovative, student-centred education that drives personal growth and strengthens communities. Continuing to align our efforts with Alberta's long-term vision for post-secondary education, we are building a future where opportunity and success are within reach for all.

Thank you for your ongoing support as we work together to create a brighter tomorrow through the transforming power of education.

A handwritten signature in black ink that reads "Marija Pavkovic-Tovissi". The script is elegant and cursive.

**MARIJA PAVKOVIC-TOVISSI**  
PRESIDENT & CEO



# BOARD OF GOVERNORS

**Mark Frederick**

Chair  
Public Member

**Vladimir Pavkovic**

Vice-Chair  
Vice-President

**Marija Pavkovic-Tovissi**

Public Member  
President & CEO

**Dr. Michele Burns**

Member at Large  
Public Member

**Ryan Dolan**

Treasurer  
Non-Academic Staff Representative

# ACCOUNTABILITY STATEMENT

SIGNED BY MARIJA PAVKOVIC-TOVISSI, PRESIDENT & CEO

The institution's Annual Report for the year ended was prepared under the Board's direction in accordance with ministerial requirements established pursuant to the Post-Secondary Learning Act. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this report.

## MANAGEMENT'S RESPONSIBILITY FOR REPORTING

SIGNED BY MARIJA PAVKOVIC-TOVISSI, PRESIDENT & CEO

The institution's management is responsible for the preparation, accuracy, objectivity, and integrity of the information contained in the Annual Report. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, assets are properly accounted for and safeguarded.



# PUBLIC INTEREST DISCLOSURE (Whistleblowers Protection) Act

As per Section 32(1)(3) of the Act, the following is a report from MaKami College on all disclosures that have been made during the 2023–2024 year:

No disclosures have been received by MaKami College.





# SUMMARY OF ACCOMPLISHMENTS

## Goals and Measures of Success



# STUDENT SUPPORTS AND SERVICES

## STRENGTHENING SYSTEMS AND ENGAGEMENT FOR STUDENT SUCCESS

**Enhance student systems, services, and engagement processes to boost academic performance and student success**

In line with our strategic goals, MaKami College has achieved significant advancements in student systems, services, and engagement processes throughout 2023-2024, contributing to enhanced student outcomes.



### Tackling the Technology Barrier

- The addition of small group sessions following the initial Moodle orientation offers tailored support for students who need extra guidance. This personalized initiative has boosted students' confidence and equipped them to navigate our digital learning platform effectively from the outset.
- Student and faculty feedback led to a streamlined Moodle orientation, making it more concise and engaging. Shorter, interactive sessions have boosted student readiness, while faculty-led orientations ensure alignment with each program's needs.
- We expanded the team at the Student Support IT Centre by adding additional full-time IT employees to enhance service quality and efficiency.
- To support students in navigating the digital side of their education, we introduced Moodle Navigator courses. This proactive initiative has been essential in improving students' confidence with technology, tackling one of the primary barriers to program completion.



### Improved Learning Management System (LMS) Functionality

- We have enhanced our LMS by integrating new plugins that streamline grading, simplifying exam booking, and provide direct curriculum access, significantly improving ease of use and functionality. These changes have optimized the educational experience for both students and faculty, fostering a more responsive and supportive academic environment.



## High Quality Innovative Curriculum Design

- Through expanding our use of advanced curriculum development software, we have been able to create online materials that are more engaging, interactive, and intuitive to navigate. This shift not only enriches the learning experience but also helps students stay more connected with the content, promoting deeper understanding and retention. With the addition of an Education Media Designer to our instructional design team, we have taken the initial steps to enhance the curriculum with AI avatars and videos, making the learning process more engaging and interactive for students.



## Data System Improvements

- Advancements to our student directory system, aligned with public post-secondary institution reporting standards, have strengthened our ability to accurately manage and report student data accurately as a public institution.
- To ensure compliance and effective data management through MaKami College's IAI transition, a final reporting model has been implemented in collaboration with the Ministry of Advanced Education.



## Faculty Excellence and Professional Growth

- Instructor policies and procedures have been enhanced to further standardize educational services across programs and campuses.
- MaKami College is dedicated to continuous faculty development through professional workshops throughout the calendar year, ensuring our teaching practices stay at the forefront of innovation.
- We have invested in leadership training and succession planning to support faculty development and growth.



## Building a Campus Community

- Student-led initiatives have been enhanced with the introduction of student volunteering hours. These hours offer students opportunities to engage more deeply with their campus community, foster leadership and involvement, and contribute to workplace experience and resume building. We are continually testing and tweaking this initiative to ensure maximum participation and impact.
- MaKami College is committed to fostering strong relationships with local community organizations near our campuses, such as the Newcomer Centre in Calgary. Through partnership building, we aim to provide cohesive and comprehensive support systems for our students. Providing access to resources that enhance educational and personal development is one of our top priorities. Strengthening these community ties will not only help our students succeed but it also creates lasting connections that benefit both MaKami and the broader community.



# ENHANCING STUDENT SERVICES THROUGH DATA-DRIVEN KEY PERFORMANCE INDICATORS

Analyze key performance indicators to improve and enhance student services and the delivery methods.

In the 2023-2024 academic year, MaKami College took significant steps to improve student services and delivery, leveraging key performance indicators (KPIs) to provide targeted support and enhance the overall student experience.



## Attrition and Graduation Rates

- Implemented quarterly data collection and analysis of attrition and graduation rates to evaluate student progress, identify pain points and create services that address the issues related to withdrawals and stalls in progression.



## Analyzing Student Points of Contact to Influence Support Services

- In collaboration with our IT department, we developed reports from our student directory and learning management systems to conduct cohort reviews across programs. This initiative enhances our understanding of student progression, helping identify areas of success and challenges. Recognizing these trends enables us to allocate resources more effectively, driving continuous improvement and positively impacting the student learning experience.
- The data from program reviews provides deeper insight into student engagement, enabling us to identify key performance indicators that can be influenced by our support services. We can thus tailor proactive and responsive interventions that directly support student success.



## Enhancing Student Recognition

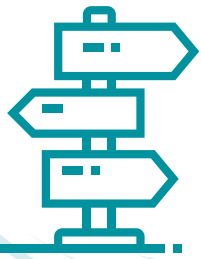
- In collaboration with our Communications team, we enhanced and broadened the process for recognizing students' achievements at the college. This expansion is designed to engage students throughout their journey at the college, fostering a sense of community and motivating them to achieve their academic goals.

# STRENGTHENING SYSTEMS AND ENGAGEMENT FOR STUDENT SUCCESS



## Improving Accessibility Services

- In collaboration with our Accessibility Coordinators and Student Advisory Services (SAS), we have prioritized increasing the utilization of accessibility services by identifying key barriers to student success. Our data reveals that limited access to disability assessments is a significant obstacle to obtaining support. To address this, we have implemented in-house disability assessment opportunities, effectively removing this barrier and ensuring students receive the tailored support they need for academic success. By expanding and optimizing our support processes, we enhance the effectiveness of our accessibility services, aligning with our KPIs to boost service utilization and improve academic outcomes for students with diverse abilities.



## Streamlining Student Mobility and Graduation Pathways

- Guided by our Strategic Academic Learning Team (SALT) leadership and data analysis team, we examined student mobility patterns within programs and identified several possible improvements. In response, we overhauled policies and processes to create a clearer, more efficient pathway to graduation. These improvements have already led to reduced barriers and higher progression success rates.



## Expanding Support for Exam Accommodations

- To improve the efficiency of the examination process, we created an Exam Coordinator within our SALT team, organizing exams, accommodations, and retakes for students. This role has been critical in reducing bottlenecks and delays in accommodation supports.

# EXPANDING CURRICULUM TO MEET STUDENT AND MARKET NEEDS

**Expand MaKami's program offerings to provide additional opportunities for both new and returning students, focusing on careers that are in high demand.**

In 2023-2024, MaKami College made significant strides in expanding and enhancing its program curriculum to offer additional options to new and existing students. These developments reflect our commitment to meeting industry demands, supporting student success, and staying ahead of educational trends.



## Successful Launch of Early Learning and Child Care (ELCC) Programs

- In response to the growing demand for early childhood educators in Alberta, we introduced tiered Early Learning and Child Care (ELCC) certificate and diploma programs in July 2024. The program has surpassed enrollment expectations in both Edmonton and Calgary. Due to strong demand and to better align with labour market needs, we are increasing the number of available spots for the 2024-2025 academic year, ensuring that more students can access this in-demand program and meet the growing workforce requirements.



## Bridging the Gap Between Traditional Education and Career-Ready Graduates

- For over two decades, MaKami College has been closing the gap between traditional education and job-ready graduates by offering practical programs with practicum components that directly lead to employment. This hands-on approach has proven effective, as demonstrated by our high job placement success rate for our graduates. A new and innovative example is the Applied Politics and Public Affairs Specialist diploma, the first of its kind in Canada. Graduates of this program will be equipped with the real-world skills necessary to excel in public affairs, not-for-profits and political environments. This ensures that students are fully prepared to transition seamlessly from their studies to meaningful careers in the field.



## Expanding Hands-on Training Opportunities

- A key initiative was the expansion of our hands-on training offerings within our existing programs. One major milestone is the launch of the Personal Trainer student clinic in June 2024, providing Personal Trainer students with real-world, supervised practical experience, a critical component for their professional development. This clinic will be pivotal in bridging the gap between theoretical knowledge and practical skills in the real world.





## Continuous Program Evaluations

- The creation of a faculty-driven program evaluation plan has established a framework for continuous program performance analysis, enabling us to adapt and improve consistently.
- We have redesigned our Student Evaluation of Instruction and Educational Quality to provide faculty and staff with valuable student feedback on teaching effectiveness and learning experiences within each program. Surveys will be administered to all students at regular intervals, ensuring a consistent flow of feedback throughout the academic year. The results will offer insights into teaching methods, course design, and delivery, helping identify areas that enhance learning. In alignment with best practices in post-secondary education, departments will review these findings, and department heads will create actionable plans to address areas for improvement and further develop effective practices.
- We hosted semi-annual meetings featuring panels of industry leaders and employers who hire our graduates. These discussions provide valuable insights into the current state of their industries, recent changes, and evolving employee requirements. We use their feedback to continuously update our curriculum, ensuring that our graduates remain highly employable and equipped with the latest knowledge and skills for their future careers. This approach keeps our curriculum dynamic and aligned with the needs of both employees and employers.



## Identifying and Addressing Barriers to Education: Expanding Support with an English Language Learning (ELL) Program

- MaKami College is committed to identifying and removing barriers for students who aspire to pursue and complete their education. In response to these needs, we continue to expand our program offerings and student support systems. A key example of this effort is the development of an English Language Learning (ELL) program. Recognizing the importance of foundational language skills, we submitted an application to the Ministry in the summer of 2024 to launch this program. Once approved, it will qualify under the Foundational Learning Assistance program, further broadening our support for students who require language development services.



## New Programs in Development

- Our focus on expanding our program offering continues with the approval of a Digital Marketing and Social Media Management program, which is currently in the design phase. This program will provide students with cutting-edge skills to thrive in the ever-evolving digital landscape.

# ELEVATING PROGRAM STANDARDS AND ENHANCING STUDENT EXPERIENCE

Establish standards, processes, and assessments for both domestic and international student programs to enhance and expand MaKami's curriculum as a public post-secondary institution.

In 2023-2024, MaKami College focused on developing and refining standards, processes, and assessments for our programs to meet the expectations of a growing public post-secondary institution. Through strategic program reviews, innovative curriculum development, and new student engagement initiatives, we have made significant strides in expanding and maintaining the quality of our offerings.



## Improvements to Existing Curriculum

- The Personal Training program is undergoing a thorough review following the completion of its pilot phase. With input from the program head, faculty, fitness industry partners and the instructional design team, we have identified key areas for improvement. This ongoing refinement will ensure that the curriculum remains dynamic and responsive to both student feedback and industry standards.
- After analyzing data from our Learning Management System (LMS) and student surveys, we identified specific areas of the Business Administrative Assistant program that required updates. Through a collaborative curriculum committee, including former students, faculty, employers, instructional designers, curriculum editors, and graphic designers, the program was refreshed to better align with student needs and market expectations. The updated curriculum launched successfully in May 2024.



## Support for Blended and On-Campus Programs

- We are making key adjustments to the faculty in our blended programs to improve the level of support available both virtually and in person for our students. We recognize the need for a hybrid approach that blends the flexibility of virtual education with the benefits of in-person support.

# ENHANCING INSTITUTIONAL POLICIES FOR GROWTH AND ALIGNMENT

Refine, develop, and streamline MaKami's policies, processes, and guidelines to ensure ongoing alignment with our core values and IAI status.

In 2023-2024, MaKami College made significant strides in creating and streamlining policies to support our transition to an IAI-designated institution while ensuring that our core values remain central to every decision. These efforts are integral to establishing a consistent framework that aligns with government requirements, fosters departmental growth, and enhances the student experience.



## Comprehensive Policy Development Framework

- Initially our priority was to ensure our policies met the best practices for public institutions during the transition from the Private Vocational Training (PVT) Act to the Post Secondary Learning Act (PSLA). Following the implementation of this crucial milestone achieved, we shifted to designing a comprehensive framework that guides ongoing policy development across all departments.
- This Master Policy Framework outlines roles, responsibilities, and the document hierarchy within the College. Additionally, we developed standardized templates for policies and related documents, ensuring consistency and preventing duplications or contradictions across departments.



## Empowering Leadership with Resources

- To equip department heads and leadership teams with the resources they need, we provided tools that enable them to develop department-specific guidelines in line with legal and institutional requirements. This approach strengthens internal capacity, allowing MaKami to adapt its policies proactively to meet emerging challenges and seize new opportunities.



## Policy Development for Student Support and Institutional Growth

- We have made significant progress in refining student-facing policies to enhance the student experience and ensure alignment with our obligations as a public institution. The Student Code of Conduct, Graded Assessments Completion Policy, Attendance Policy, and Graduation Path Policy promote transparency, uphold academic integrity, and provide clear pathways to student success. Additionally, the Employee Program Participation Guidelines ensure equitable staff involvement in student programs.
- Looking forward, we are expanding our commitment to accessibility, inclusion, and student support with upcoming policies like the updated Accessibility Policy for students with disabilities, a Prior Learning Recognition Policy to acknowledge and credit past experiences, and revamped guidelines such as the Minors on Campus and Babies in Class Policy. We will also introduce updated procedures for tutoring and the Student Success Centre (SSC) to ensure more effective student services.



# EMPOWERING STAFF POTENTIAL THROUGH TARGETED DEVELOPMENT PROGRAMS

**Identify, create, and implement key development programs for all levels of staff.**

In 2023-2024, MaKami College has made substantial progress in enhancing staff development initiatives, focusing on leadership growth, performance management, and the creation of clear progression paths for faculty members. These efforts are designed to ensure that all levels of staff are empowered to contribute meaningfully to MaKami's evolving goals, meeting our evolving needs and providing high-quality education and services to our students



## Leadership Development Series

- MaKami's management team completed the Leadership Development training in the past academic year. This 10-month program has been a significant commitment aimed at equipping our managers with the skills they need to be better mentors and leaders to our growing employee population. With an emphasis on leadership growth, the program has shaped future leaders within the college, empowering them to lead teams more effectively, drive departmental development, and support MaKami's long-term strategic goals.



## Progression and Career Development Programs

- We are actively working on MaKami's new instructional progression program, aimed at providing faculty members with a clear roadmap for career growth within the institution. This initiative reflects our commitment to retaining top talent by offering structured advancement opportunities, ultimately benefiting both staff and students through improved teaching quality and faculty engagement.



## Supporting Employee Growth through the Alberta Job Grant

- MaKami utilized the Alberta Job Grant in the past year to support staff across various departments in expanding their skill sets and professional capacities. These resources provide employees with the tools they need to enhance their performance, improve processes, and contribute more effectively to institutional goals.



## Performance Management Enhancements

- We are refining our performance management processes to enhance staff development, focusing on skill growth and continuous improvement. These updates aim to foster a culture where staff are encouraged to expand their expertise and contribute to operational excellence at MaKami. We are aligning individual goals with institutional priorities to create a more dynamic, results-driven workforce.

# EXPANDING RESOURCE STREAMS FOR SUSTAINABLE GROWTH

**Work in collaboration with internal and external stakeholders in identifying additional streams of resources and revenue.**

In 2023-2024, MaKami College made strategic progress in identifying and securing additional streams of revenue to support institutional growth and long-term sustainability. We collaborated with internal and external stakeholders to position ourselves to capitalize on new funding opportunities while exploring innovative partnerships and support networks.



## Exploring External Funding Opportunities

- Alongside government support, MaKami is actively pursuing partnerships with third-party organizations to secure funding. This effort includes outreach to community groups and businesses to generate sponsorships, donations, gifts-in-kind and other resources that align with our mission and goals to support our students.

# COLLABORATIONS WITH OTHER LEARNING PROVIDERS

## (E.g. publicly funded post-secondary institutions, First Nations Colleges, or Private Career Colleges)

In 2023-2024, MaKami College began taking steps to transition from a private college to a public post-secondary landscape in accordance with its reclassification by the Government of Alberta. Our priority has been to forge meaningful relationships with Alberta's other 26 public post-secondary institutions. Through exploratory meetings, we have centered our efforts around the creation of potential partnerships that could expand MaKami's educational offerings for our students and graduates. We have been particularly focused on developing program laddering and transfer pathways, which will allow students to move easily between MaKami's programs and those offered by other institutions. This aligns with our broader goal of ensuring our students have flexible options to pursue higher education.

Our President Marija Pavkovic-Tovissi, together with the Board of Governors, and the Executive team, has been actively leading efforts to foster collaboration with other institutions. Establishing these partnerships is a key part of our strategy to create a strong network of support and shared resources across Alberta's post-secondary sector. Collaborating with public institutions is particularly important, as it enables us to explore opportunities for joint initiatives, resource sharing, and collective growth in alignment with the broader educational goals of the province.

To support these initiatives, we aligned MaKami's credit and credentialing systems with the broader post-secondary landscape. This adjustment ensures that MaKami graduates will be able to seamlessly transfer their credits to other institutions, and vice versa, making it easier for students to pursue further education without barriers.

Additionally, MaKami is committed to supporting innovation in education using new technologies. Our experiences during and after the pandemic have shown us that while remote education has become more widespread, teaching practical skills remains a challenge. To address this, we are actively researching AR/VR-based remote education to enhance hands-on training in areas such as massage therapy, sign language, cooking, and sports coaching.

Our research, led by a research associate at our Calgary campus, focuses on two key projects: ChameleonControl, which enables remote instructors to teleoperate a human surrogate using mixed reality for synchronized gestures, and UltraBots, a system that combines ultrasound haptic feedback and robotics to create immersive tactile learning experiences. In early 2025, we will expand this research through an international collaboration with one of the universities in Japan, exploring new possibilities for virtual education and instruction using wearable technologies like Smart Glasses. These efforts position us to make significant advances in remote education for the coming year.



# CAPITAL REPORT

## Types of Project and Funding Sources

Type	Project Description	Total Project Cost	Funding Source*	Funding Received to Date & Source	Revised Funding Sources
Proposed Expansion	Bonnie Doon campus expansion. Due to the recent launch of new in-person programs and the intended launch of two new in-person programs in the upcoming year, capacity for classroom and student support space has been reached. We intend to build out the upstairs portion of the Bonnie Doon campus (approx. 44,000 sq ft) to increase our capacity to facilitate our growth.	\$3.96M	100% PSI	Bank loan funding in process	
Proposed Expansion	Marlborough Mall campus expansion. Due to the recent launch of new in-person programs and the intended launch of two new in-person programs in the upcoming year, capacity for classroom and student support space has been reached. We intend to build out the back portion of the Marlborough Mall campus (approx. 52,000 sq ft) to increase our capacity to facilitate our growth.	\$4.68M	100% PSI	Bank loan funding not yet applied	
Proposed Maintenance	Maintenance and eventual replacement of aging HVAC equipment in the Bonnie Doon campus.	\$500,000	100% PSI	Ongoing funding provided by operating cash flows. Potential financing required from vendor for replacement when required.	

\*% of funding from Government of Alberta, Government of Canada, PSI funds, Donation, Foundation or Industry

# FREE SPEECH REPORTING

<b>Reporting Measure 1: Free Speech Policy Information Proposed Expansion</b>	<p>Please provide the website address where your institution's free speech policy is posted.</p> <ul style="list-style-type: none"> <li>• Has your institution amended its free speech policy during the 2023-24 fiscal year? <ul style="list-style-type: none"> <li>◦ If yes, please explain the change and the reason for making the change.</li> </ul> </li> <li>• Outline any intersecting administrative policies or costs (e.g. venue booking fees, security costs) at your institution that could impact event booking.</li> </ul>
<b>Reporting Measure 2: Cancelled Events</b>	<p>During the 2023-24 fiscal year, were any events at your institution cancelled for reasons related to free speech?</p> <ul style="list-style-type: none"> <li>◦ If yes, provide a description of the event, including context.</li> <li>◦ Discuss the concerns which led to the event's cancellation.</li> <li>◦ Describe how the cancellation decision fit within the institution's free speech policy and include information on other institutional policies that were considered when making the decision.</li> <li>◦ If any complaints arose from the event's cancellation, please provide further details regarding the complaints under Reporting Measure 3.</li> </ul> <p>• No events were cancelled at MaKami College during the 2023-24 fiscal year for reasons related to free speech.</p>

# FREE SPEECH REPORTING

<b>Reporting Measure 3: Free Speech-Related Complaints</b>	<ul style="list-style-type: none"><li>• During the 2023-24 fiscal year, did your institution receive any complaints related to free speech issues?</li><li>• Note: These are complaints that were submitted in accordance with the institution's free speech policy and through the procedures identified by the institution. These are not complaints related to labour disputes or other issues which are captured by agreements and contracts separate from the institution's free speech policy.</li></ul> <p>For each complaint:</p> <ul style="list-style-type: none"><li>• Please provide a description of the complaint, including context.</li><li>• Discuss how the institution managed the complaint. Was the complaint addressed using the procedures set out in the institution's policy? How were issues resolved.</li></ul> <ul style="list-style-type: none"><li>• No complaints were received in 2023-2024 fiscal year at MaKami College through the procedures associated with the Freedom of Expression Statement.</li></ul>
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Total number of complaints

0

Total number of complaints that did not progress through the institution's resolution process as determined by institutional policy.

0

Total number of complaints where it was determined that the free speech policy was not followed.

0



