

## Short Term Enrolment Projections 2021-2024 March 2021

***Recommended for approval by SCAD 24 March 2021, to be approved by University Senate April 2021***

This report contains enrolment targets for 2021-2022 and 2022-2023 and enrolment projections for 2023-2024, which have been developed by the Strategic Enrolment Management Group (SEMG). More specifically, this report includes:

- Revisions to 2021-2022 targets: 2021-2022 targets were previously approved by Senate in April 2020, and the revisions are now submitted for April 2021 Senate approval;
- Revisions to 2022-2023 targets: initial 2022-2023 targets were provided for information to Senate in April 2020 as enrolment projections, and the revised targets are now submitted for April 2021 Senate approval; and
- Enrolment projections for 2023-2024: these are submitted to Senate for information.

### **The Development of Enrolment Targets**

The SEMG includes the Provost, Vice Provosts, Deans, faculty members, and recruitment, admissions, and budget office representatives. This group considers enrolment targets and projections annually for the following three years. Each spring, Senate reviews:

- Any revisions to previously-approved targets for the upcoming year that are resubmitted for approval;
- Any revisions to previously-submitted (for information) targets for the first of the two following years, that are resubmitted for approval; and
- Projections for the second of the two following years, submitted for information.

This practice of submitting overlapping enrolment targets enables annual budget planning, which begins 12 months prior to the year of the budget that is being planned.

The enrolment targets are developed as follows:

- Meetings are held with each Dean to review enrolment priorities, applicant demand, program capacity and other issues affecting enrolment;
- The SEMG reviews data on Queen's applications, province-wide applications, sector trends, provincial policy issues and initiatives, and annual faculty and school enrolment plans;

- Preliminary targets for the upcoming three years are presented to SEMG and assessed against the data, and university priorities and goals;
- SEMG recommends rolling three-year enrolment targets and projections to SCAD. The first two years' projections are presented as targets for approval, and the third year's projections are presented for information;
- SCAD reviews and recommends the two upcoming years' enrolment targets to Senate for approval, and provides the third year's projections for information.

## **Impacts of COVID-19**

In March 2020, the university, with a few exceptions, transitioned to remote instruction as the result of the COVID-19 pandemic.

Remote instruction and assessment continued through the summer and fall terms of 2020 and winter 2021. Restrictions on international travel disrupted student travel plans and negatively impacted enrolment, especially new intake, of overseas students in 2020-2021. This may continue to effect student mobility during the 2021-2022 academic year.

Although the timing for a return to fully on-campus instruction remains unclear, it is anticipated that on-campus activities will begin to expand for the 2021-22 fall term, and further expand in 2021-22 winter term.

## **Undergraduate Enrolment Context**

Applications to Queen's for 2021-22 remain strong with over 50,000 applications to undergraduate programs, representing year-over-year total growth of 13%.

The Ontario Universities' Application Centre (OUAC) reports that first-year direct-entry applications to Ontario universities for 2021-2022, from applicants in Ontario, have increased by 2% as of February 3, 2021, compared to the same time last year. Queen's leads the sector in this category with 14% growth. This year-over-year performance builds on a positive five-year trend: during this time, applications to Queen's have grown by 53%, while the sector has seen a 25% increase. Applications to Queen's from international fee-paying students have increased by 12%, driven primarily by applications from applicants who are currently outside of Ontario.

## **Graduate Enrolment Context**

Early indications suggest an upward trend in graduate applications for the 2021-22 academic year. As of February 17, 2021, a total of 8,791 applications have been received for the School of Graduate Studies' administered programs. The numbers are encouraging as they account for a 9.6% increase in applications year-over-year. Compared to February 20, 2020, domestic applications have grown by 14.1%, while applications from international students have increased by 2.5%. We expect this upward trend to continue as we move into the middle of the graduate admission cycle.

## **International Student Enrolment**

The university remains committed to increasing the number, proportion, and diversity of international students on campus. This commitment was a key component of the Internationalization pillar of the university's Strategic Framework (2014-2019) and the [Comprehensive Internationalization Plan \(2015\)](#). International students currently comprise 14.8% of the full-time student population. Ongoing planning with respect to international enrolment will be informed by the Principal's strategic planning process arising from his recently released *Report on the Conversation*, and the specific international planning process currently underway.

In 2020-21, international students made up 10.7% of the first-year undergraduate class, a decrease from 13.2% in 2019-20, due to the impact of the global pandemic on student mobility. Applications for 2021-22 admission have increased 12% compared to the same time in 2020. The first-year international enrolment numbers reflect planned modest year-over-year growth since 2013, when international students accounted for only 2.9% of the incoming first-year class. Queen's has embedded undergraduate recruitment staff in China, India, and Viet Nam to guide applicants during the application process, and support students through the transition to their academic career at Queen's. The university also provides robust international student support through the Queen's University International Centre. The *Committee on International Student Success* continues to identify areas where Queen's can improve the student life and learning experience for international students. The first- to second-year undergraduate retention rate among international students in 2019 was 92.7%.

## **Equity, Diversity, Inclusion, and Indigenization**

In August 2020, Undergraduate Admission & Recruitment struck an Equity, Diversity, Inclusion, and Indigenization (EDII) Task Force, concurrent with the Principal's Declaration of Commitment to Address Systemic Racism. The Task Force included representatives from faculties and schools, as well as current students. Its mandate was to review the Queen's direct-entry undergraduate recruitment and admission process in the context of EDII, and make recommendations that could be implemented for the 2021-22 admission cycle. Work resulted in six recommendations covering admission policies and processes, student financial aid, outreach, and peer support, all of which were approved and endorsed by the Strategic Enrolment Management Group, and subsequently implemented for the current admission cycle. These included a new Equity Self ID form at admissions, the launch of the Commitment Scholars Awards, additional bursaries, revised supplementary application forms, and a peer equity ambassador program. The work of the EDII Task Force built on work to support the increased enrolment of self-identified Indigenous and first-generation students.

## **Indigenous Student Enrolment**

The university continues to enhance targeted and sustained recruitment and outreach strategies to maintain growth of self-identified Indigenous learners at Queen's, at the undergraduate and graduate level. Between 2011-12 and 2020-21, applications from self-identified Indigenous undergraduate applicants have increased by 131%. The University has an Indigenous Admission Policy which has assisted in increasing applications. Undergraduate Admission and Recruitment works in close partnership with Four Directions Indigenous Student Centre, and faculties and schools, to provide support to Indigenous students throughout the application and admission process, and during their studies.

As part of its strategic priorities, the School of Graduate Studies has been relying on the newly-introduced Indigenous and Equity Admission regulations to increase the presence of Indigenous students in graduate programs for the last two years. The number of Indigenous graduate students is expected to continue to grow over the next three years.

## **First-Generation Student Enrolment**

The university is committed to increasing the number of self-identified first-generation students at Queen's — those who would be the first in their family to attend college or university. Senate approved the First-Generation Admission Policy in Fall 2017. This policy was modeled on the success of the Indigenous Admission Policy. Undergraduate Admission and Recruitment has added an additional recruiter, located in the GTA, who is dedicated to outreach activities targeted to first-generation students. Student Awards has also introduced a new entrance award to support local first-generation students; in 2020-21, the university welcomed the first cohort of students in the Promise Scholars program. In 2019-20, 3.9% of incoming undergraduate students self-identified as being the first in their family to attend post-secondary.

## Enrolment Tables

Two tables are included in this report:

- Table 1: Student Headcount Intake; and
- Table 2: Enrolment Summary (Total Enrolment).

### Table 1: Student Headcount Intake

#### University-Wide Intake:

For 2021-2022, the total first-year direct-entry undergraduate intake target increases by 60 students, to 4,856, from the previously approved Senate target of 4,796. The increase is due to high applicant demand, and is distributed between the Nursing and Health Sciences programs as follows:

- 25 student places in the Bachelor of Nursing Science program
- 35 student places in the Bachelor of Health Sciences program

There is also a reallocation of first-year enrolment intake between and within programs in response to applicant demand, program capacity, and faculty/school priorities.

For 2022-23 and beyond, the total first-year direct-entry intake increases to 5,084 with the opening of a new residence building in fall 2022. The increased intake will be distributed as follows:

- 153 students in the Faculty of Arts and Science, of which 40 students will be in distance studies;
- 60 student places in the Faculty of Engineering and Applied Science.

For 2021-22 and beyond, the planned first-year second-entry target is 467, an increase of six students from what was previously approved.

For 2021-22, the total graduate intake target decreases by 82 students, to 3,163, from the previously approved Senate target of 3,173. For 2022-23, the total graduate target intake increases to 3,168 and in 2023-24, it further increases to 3,293.

#### Undergraduate Intake by Faculty and Program:

Table 1 shows both first-year and upper-year intake by faculty, school, and program. A brief summary for each faculty/school is set out below.

#### Arts and Science:

The total intake target remains at the previously approved 3,012 students for 2021-22 and increases to 3,165 in 2022-23 and beyond. For 2021-22, the intake target for the Science program has been reduced from the previously approved 923 students to 854; Arts intake is reduced from 1,414 to 1,408. These student spaces have been re-allocated as follows:

- 31 additional places for Computing
- 20 additional places for Kinesiology
- 18 additional places for Concurrent Education-Science
- 6 additional spaces for Concurrent Education - Arts

For 2022-23 and beyond, the intake target for the Faculty of Arts and Science will increase by 153 students, to 3,165, as follows:

- 49 spaces in Arts
- 40 spaces in Science
- 40 spaces in Distance Studies
- 24 spaces in the new Concurrent Education-Kinesiology pathway

For 2021-22 and beyond, the upper-year Arts and Science transfer student target is increased by five students to 118.

**Bader International Study Centre (BISC):**

For 2021-22 and beyond, the first-year target remains unchanged at 155.

**Faculty of Engineering and Applied Science:**

For 2021-22, the first-year intake target remains unchanged at 790 students.

Beginning in 2022-23 and beyond, the first-year intake target will increase by 60 students to 850, and the upper-year intake target will increase by 75 students to 90 from the previously approved 15.

**Commerce:**

For 2021-22 and beyond, the planned first-year intake target remains at the previously approved target of 500 students.

**Faculty of Health Sciences:**

The Bachelor of Health Sciences program admitted its first cohort of on-campus students in September 2019. Planned intake to the Kingston campus in 2021-22 and beyond will increase by 35 students to 205, from the previously approved 170. An additional intake of 35 first-year students are included in the BISC first-year intake. Previously approved intake targets for the online Bachelor of Health Sciences program remain unchanged at 70 students in 2021-22 and 85 students in 2022-23 and beyond.

In response to increased demand, the Nursing program will increase planned first-year intake by 25 students to 124 from the previously approved 99 beginning in 2021-22 and beyond.

The School of Medicine's first-year intake remains constant at the previously approved target of 108 for 2021-22 and beyond.

**Faculty of Law:**

The intake target for Law remains at the previously approved target of 208 for 2021-22 and beyond.

**Faculty of Education:**

The faculty adjusts the intake targets for the Consecutive Education programs to maintain a balance with the students progressing through from the Concurrent Education program. The target intake for 2021-22 has been reduced by two students, to 410 from the previously approved 412; it increases to 441 in 2022-23, and then decreases to 430 in 2023-24.

**Graduate Intake:**

As highlighted in Table 1, the revised enrolment targets for master's and doctoral programs reflect changes in planned enrolment intakes for 2021-2022. After a review of Faculty enrolment targets for master's programs, the overall institutional target was reduced from the previously planned enrolment of 2,338 to 2,276. Much of this decrease is reflective of the decision of the Faculty of Engineering and Applied Science to adjust its targets in the MEng programs, primarily due to challenges with the recruitment of international students during the pandemic.

The enrolment target for doctoral students has been increased from 331 to 364. This increase is consistent with the Principal's Report on the Conversation that reiterates Queen's commitment to research intensification.

The modified target for graduate diplomas will show a decrease from 504 to 451 due to the suspension of admission for the Gdip in Legal Services Management in the Faculty of Law. The decision of restructuring the Gdip in Immigration and Citizenship Law from a two-term Gdip to a three-term program also affected the Faculty's previously planned target.

**Table 2: Enrolment Summary**

Table 2 shows total enrolment by faculty, school, and program, and includes all enrolment data that inform faculty budgets. Also included is a full-time-equivalent column to reflect the various course loads and weighting per student and the associated budget implications for each faculty and school. This table reflects the university's strong undergraduate and graduate retention rates — among the highest in the country — and tracks the flow-through of any enrolment changes included in Table 1.

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The SEMG has worked collaboratively to enhance enrolment planning information for SCAD and Senate. Feedback is welcome, as the SEMG continues to enhance enrolment-related data reporting.

Results of these plans and strategies are detailed in the annual Enrolment Report that will next be submitted to Senate in January 2022.

Enrolment Report to the Senate Committee  
on Academic Development

February 2 2021

Queen's University  
Office of Budget and Planning

Table 1: Student Fall Headcount Intake

Program	2020 Actual		2021 Prev Planned		2021 Planned		2022 Prev Planned		2022 Updated Plan		2023 Planned	
	First	Upper	First	Upper	First	Upper	First	Upper	First	Upper	First	Upper
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
<b>Undergraduate (Full-Time)</b>												
Arts & Science												
BA/BAH	1,473	20	1,414	60	1,408	65	1,414	60	1,457	65	1,457	65
BSC/BSCH	825	13	923	35	854	35	923	35	894	35	894	35
BFAH	16	0	10	0	10	0	10	0	10	0	10	0
BMUS	6	1	15	0	15	0	15	0	15	0	15	0
BCMP/BCMPH	289	8	194	5	225	5	194	5	225	5	225	5
BSCH KINE	217	0	155	0	175	0	155	0	175	0	175	0
BMT	1	5	0	13	0	13	0	13	0	13	0	13
Con-Ed Arts/Science/Music/KINE	400	0	276	0	300	0	276	0	324	0	324	0
Distance Studies (BA1)	47	12	25	0	25	0	25	0	65	0	65	0
Non-Degree/Certificate Programs	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal Arts &amp; Science</b>	<b>3,274</b>	<b>59</b>	<b>3,012</b>	<b>113</b>	<b>3,012</b>	<b>118</b>	<b>3,012</b>	<b>113</b>	<b>3,165</b>	<b>118</b>	<b>3,165</b>	<b>118</b>
Commerce	591	0	500	5	500	5	500	5	500	5	500	5
Engineering	997	0	790	15	790	15	790	15	850	90	850	90
Bachelor Health Science - Distance	27	3	70	0	70	0	85	0	85	0	85	0
Bachelor Health Science - On Campus	219	0	170	0	205	0	170	0	205	0	205	0
Nursing	129	0	99	0	124	0	99	0	124	0	124	0
Bader ISC	91	0	155	15	155	15	155	15	155	15	155	15
<b>Subtotal Direct Entry</b>	<b>5,328</b>	<b>62</b>	<b>4,796</b>	<b>148</b>	<b>4,856</b>	<b>153</b>	<b>4,811</b>	<b>148</b>	<b>5,084</b>	<b>228</b>	<b>5,084</b>	<b>228</b>
Education (Yr 5 & Consec)		379		412		410		438		441		430
Law	207	10	208	1	208	9	208	1	208	9	208	9
Medicine	107	0	108	0	108	0	108	0	108	0	108	0
Post-Graduate Medicine	193	0	178	0	183	0	178	0	183	0	183	0
Nursing-Advanced Standing		48		48		48		48		48		48
<b>Subtotal Second Entry</b>	<b>507</b>	<b>437</b>	<b>494</b>	<b>461</b>	<b>499</b>	<b>467</b>	<b>494</b>	<b>487</b>	<b>499</b>	<b>498</b>	<b>499</b>	<b>487</b>
<b>Subtotal Undergraduate (Fac/School)</b>	<b>5,835</b>	<b>499</b>	<b>5,290</b>	<b>609</b>	<b>5,355</b>	<b>620</b>	<b>5,305</b>	<b>635</b>	<b>5,583</b>	<b>726</b>	<b>5,583</b>	<b>715</b>
<b>Graduate (Full-Time)</b>												
School of Grad Studies												
Research Masters	685		673		655		673		651		699	
Professional Masters	386		538		522		538		530		532	
Doctoral	323		331		364		332		365		388	
Diploma	37		354		291		404		347		399	
<b>Subtotal SGS</b>	<b>1,431</b>		<b>1,896</b>		<b>1,832</b>		<b>1,947</b>		<b>1,893</b>		<b>2,018</b>	
Smith School of Business												
Masters	1,092		1,127		1,099		1,122		1,110		1,110	
Diploma	150		150		160		150		165		165	
<b>Subtotal Smith</b>	<b>1,242</b>		<b>1,277</b>		<b>1,259</b>		<b>1,272</b>		<b>1,275</b>		<b>1,275</b>	
<b>Subtotal Graduate</b>	<b>2,673</b>		<b>3,173</b>		<b>3,091</b>		<b>3,219</b>		<b>3,168</b>		<b>3,293</b>	
<b>Budgeted Total Enrolment</b>	<b>8,508</b>	<b>499</b>	<b>8,463</b>	<b>609</b>	<b>8,446</b>	<b>620</b>	<b>8,524</b>	<b>635</b>	<b>8,751</b>	<b>726</b>	<b>8,876</b>	<b>715</b>



**Enrolment Report to the Senate Committee  
on Academic Development**

*February 2 2021*

**Queen's University**

**Table 2: Enrolment Summary**

**Office of Budget and Planning**

Program	Fall Full-Time Headcount				Annualized FTE				
	Actual	Planned			Actual	Planned			
	Fall 2020	Fall 2021	Fall 2022	Fall 2023	2020-21	2021-22	2022-23	2023-24	
<b>Undergraduate</b>									
Arts & Science									
BA/BAH	6,075	5,971	6,053	6,067	6,064	6,230	6,307	6,322	
BSC/BSCH	3,799	3,716	3,648	3,579	3,885	3,811	3,735	3,668	
BFAH	70	61	55	51	73	62	56	52	
BMUS	64	57	56	56	65	64	62	62	
BCMP/BCMPH	995	1,013	1,043	1,019	995	1,023	1,044	1,024	
BPHEH	4	4	4	4	3	6	6	6	
BSCH KINE	707	701	695	675	727	716	715	693	
BMT	14	23	31	28	15	27	34	31	
Con-Ed Arts/Science/Music/KINE	1,044	996	1,042	997	994	977	1,043	994	
Distance Studies (BA1)	275	226	255	261	412	370	395	399	
Non-Degree/Certificate Programs	100	97	96	94	386	334	332	332	
<b>Subtotal Arts &amp; Science</b>	<b>13,147</b>	<b>12,865</b>	<b>12,978</b>	<b>12,831</b>	<b>13,619</b>	<b>13,620</b>	<b>13,729</b>	<b>13,583</b>	
Commerce	2,017	2,034	2,010	2,009	2,052	2,112	2,087	2,085	
Engineering	3,321	3,337	3,467	3,461	3,430	3,600	3,713	3,698	
Bachelor Health Science - Distance	170	175	195	209	276	289	304	316	
Bachelor Health Science - On Campus	335	552	751	846	346	533	719	807	
Nursing	398	421	433	451	401	427	438	455	
Bader ISC	91	155	155	155	115	210	210	210	
<b>Subtotal Direct Entry</b>	<b>19,479</b>	<b>19,539</b>	<b>19,989</b>	<b>19,962</b>	<b>20,239</b>	<b>20,791</b>	<b>21,200</b>	<b>21,154</b>	
Education (Yr 5 & Consec)	391	425	456	445	939	847	865	868	
Law	612	614	613	616	670	682	681	684	
Medicine	422	423	423	421	421	423	423	421	
Post-Graduate Medicine	553	540	540	540	558	532	532	532	
Nursing-Advanced Standing	98	100	101	101	144	145	146	146	
<b>Subtotal Second Entry</b>	<b>2,076</b>	<b>2,102</b>	<b>2,133</b>	<b>2,123</b>	<b>2,732</b>	<b>2,629</b>	<b>2,647</b>	<b>2,651</b>	
<b>Subtotal Undergraduate (Fac/School)</b>	<b>21,555</b>	<b>21,641</b>	<b>22,122</b>	<b>22,085</b>	<b>22,971</b>	<b>23,420</b>	<b>23,847</b>	<b>23,805</b>	
<b>Graduate (Full-time)</b>									
School of Grad Studies									
Research Masters	1,273	1,301	1,277	1,328	1,173	1,247	1,220	1,275	
Professional Masters	635	747	800	805	859	909	964	976	
Doctoral	1,452	1,569	1,628	1,663	1,418	1,522	1,587	1,626	
Diploma	38	377	418	470	53	296	420	486	
<b>Subtotal SGS</b>	<b>3,398</b>	<b>3,994</b>	<b>4,123</b>	<b>4,266</b>	<b>3,503</b>	<b>3,974</b>	<b>4,191</b>	<b>4,363</b>	
Smith School of Business									
Masters	1,198	1,299	1,268	1,269	1,198	1,299	1,268	1,269	
Diploma	150	160	165	165	95	105	110	110	
<b>Subtotal Smith</b>	<b>1,348</b>	<b>1,459</b>	<b>1,433</b>	<b>1,434</b>	<b>1,293</b>	<b>1,404</b>	<b>1,378</b>	<b>1,379</b>	
<b>Subtotal Graduate</b>	<b>4,746</b>	<b>5,453</b>	<b>5,556</b>	<b>5,700</b>	<b>4,796</b>	<b>5,378</b>	<b>5,569</b>	<b>5,742</b>	
<b>Budgeted Total Enrolment</b>	<b>26,301</b>	<b>27,094</b>	<b>27,678</b>	<b>27,785</b>	<b>27,767</b>	<b>28,798</b>	<b>29,416</b>	<b>29,547</b>	