



## **Senate Committee on Academic Development**

Report to Senate - Meeting of March 25, 2010

### **Enrolment Plan 2010/2011 – 2011/2012**

#### **Introduction**

At its meeting on March 3, 2010, the Senate Committee on Academic Development considered the Enrolment Plan 2010/2011 – 2011/2012 which was prepared by J. Brady, the University Registrar, following consultation with the Academic Deans and the Principal's ad hoc enrolment working group. A copy of the Plan is attached to this report.

#### **Analysis and Discussion**

The following points should be highlighted:

- each year, a forecast of the undergraduate and graduate enrolment levels is completed for the next two academic years in order to facilitate budget and planning decisions within the institution;
- the attached document presents a short-term enrolment strategy for the 2010-2011 and 2011-2012 academic years and also lays out many factors to consider for longer-term planning;
- the document acknowledges the unique circumstances under which recent enrolment discussions have taken place. These circumstances include but are not limited to: the lack of a government funding framework, anticipation that future funding will be premised on growth, the impending results of the academic planning exercise and current fiscal constraints;
- discussions around the long-term optimal enrolment in both undergraduate and graduate programs will continue once the MTCU funding model has been announced;
- it is essential that Queen's explores non-traditional ways to optimize its total capacity by considering innovative ways to fulfil its academic mission. This may include: more course offerings outside of the traditional fall/winter terms, alternative modes and venues for delivery of degree programs and more collaboration with prospective partners both within and outside the University;
- the short-term strategy proposes modest growth in undergraduate intake of approximately 200 students. It also proposes growth in graduate enrolment of approximately 100 students achieved by filling programs that have not yet reached enrolment aspirations and in programs where faculty capacity exists;

- the working premise of the enrolment plan is that growth can be achieved without reducing the quality of the students admitted to Queen's;
- by restricting upper-year undergraduate accommodation to Residence staff only (i.e. Residence Dons), the University will have the capacity to meet the first-year residence guarantee;
- discussion about longer-term enrolment objectives, opportunities and challenges, will continue and be led by the Principal's ad hoc enrolment working group.

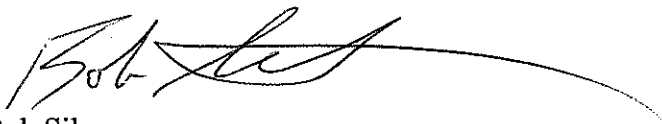
## **C o n c l u s i o n s / R e c o m m e n d a t i o n**

### **Recommendation:**

**that Senate approve the short-term Enrolment Plan for 2010/2011 to grow undergraduate enrolment by up to 200 full-time students and to continue growth in total full-time graduate enrolment by approximately 100 students.**

**The Senate is also asked to empower the University Registrar to make any adjustments as are necessary and appropriate to specific program goals and opportunities to ensure that the total projected enrolment for 2010/2011 is achieved.**

Respectfully submitted,



Bob Silverman  
Acting Chair, Senate Committee on Academic Development

### **Committee Members:**

#### **Members**

N. Chesterley  
J. Emrich  
P. Fachinger  
N. Fulford  
A. Jack-Davies  
P. Oosthuizen  
T. Shearer  
B. Silverman  
D. Stockley  
R. Ware  
P. Watkin (Secretary)

## **Senate Committee on Academic Development**

### **Enrolment Plan 2010/2011 – 2011/2012**

#### **I. Purpose**

This document presents a short-term enrolment strategy for 2010-2011 and 2011-2012, and provides background information to facilitate discussion about the options for longer-term planning. The opportunities and challenges presented by the University's financial position, the impending academic planning exercise, institutional priorities, and Government priorities anticipated in the funding framework policy, provide the back-drop to review overall enrolment strategy in a much broader and longer-term context than the customary annual review. The enrolment plan may be expanded to include enrolment initiatives outside November 1 full-time head count to include, for example, opportunities to develop and enhance on-line course/program delivery, summer options and/or potential off campus alternatives.

#### **II. Background**

Queen's University Senate approves specific full-time enrolment plans and projections after an annual review by the Senate Committee on Academic Development (SCAD), chaired by the Vice-Principal (Academic). SCAD establishes overall enrolment objectives, as well as specific undergraduate admission intake targets, upon consultation with the Deans, and recommends the plan to the Senate for approval. The Senate approves enrolment plans two years in advance to facilitate budget and planning decisions.

The University's enrolment strategy has been articulated to try to maintain undergraduate (first and second-entry programs) at approximately 14,000 full-time students while growing both the absolute number and proportion of graduate students. Constraints on undergraduate growth are reasonably well understood and include academic capacity (instructors and teaching space) as well as residence and student service capacity, and "town/gown" consideration. At the same time, however, the fiscal pressure to pursue growth at the undergraduate level has been a significant driver of the University's budget strategy.

The goal to increase graduate student growth has been funded through the Government's graduate expansion plan. Queen's has achieved its graduate expansion targets, and the long-standing objective of graduate enrolment representing 20% of total full-time enrolment and has fully met the graduate expansion targets established with MTCU; according to current Ministry practice, any additional domestic enrolments will be "unfunded". This situation will exist beyond 2010-11 and a change in the situation is dependent on government commitments to further expansion. That said there are nascent programs in which ongoing growth may be achieved through enrolment reductions in other programs. Ongoing growth is further complicated by the necessity of student financial support and the exposure of student support lines (e.g. Teaching assistantships) that are subject to annual budget reductions.

#### **III. Factors for Consideration**

There are many internal and external inter-related influences and factors that must be considered collectively to fully understand the implications of enrolment options, the most significant factors are outlined briefly below:

1. Ontario's Post-Secondary Funding Framework 2010-2015 - the Ontario Government has ambitious goals for the next phase of their Reaching Higher plan for postsecondary education which is anticipated in March 2010, including increasing the number of post-secondary graduates to 70% of the population, enhancing the student experience, enhancing teaching, and increasing student mobility between institutions. There are indications that additional funding will be focused on general accessibility (growth funding), accessibility for under-represented groups, credit pathway arrangements, and innovative delivery mechanisms. To the extent that these areas will be the priorities for funding, it should be anticipated that untargeted base funding, or any increases therein, may be constrained.
2. Residential Capacity – the Residence system currently has capacity to meet the first year residence guarantee as well as providing limited capacity for upper year undergraduate students, graduate and professional students, exchange students and School of English students. By restricting upper-year undergraduate capacity to Residence staff (e.g., Dons), an additional 270 beds could be available for first-year students within the current inventory of residence space.
3. Student Demand - An analysis of the 2008 and 2009 undergraduate applicant pools indicates that there were opportunities to increase the entering classes in Arts, Science, Engineering, Nursing, Phys Ed and Kinesiology, and Concurrent Education, without going below an admission average of 80%; the Commerce program has significantly higher demand than capacity. The School of Computing has capacity to increase undergraduate enrolment if demand and retention improve. Demand has increased for Applied Science and there may be potential for modest growth in first-year, as well as specific program opportunities to introduce transfer students into upper years. At the graduate level, student demand continues to increase for new programs (e.g., Public Health and Cultural Studies) as well as established programs, and is likely to exceed funded expansion targets in 2010 – 2011.
4. Program Capacity – many factors contribute to determining enrolment limits at the concentration or field level. Arts and Science has many limited enrolment programs where upper year demand exceeds capacity and progression is academically competitive; the Faculty is reviewing programs with low enrolment. As noted, Applied Science is exploring options to introduce more students into upper year in programs with capacity. The advanced standing track in Nursing, which admits students who have completed the equivalent of two university years to complete a continuous five term degree-completion, has been very successful and has grown steadily since its inception in 2007. The limiting factor in Nursing undergraduate growth is clinical placements in Kingston, the School is interested in reviewing innovative options to provide greater Regional clinical access for its students.
5. Teaching Capacity – faculty and teaching space capacity, with recent trends of teaching more students in bigger classes, impede the timetable and enrolment growth potential. Preliminary planning is underway to create additional teaching space, while opportunities to engage in more virtualization and on-line delivery may provide capacity to expand access outside of the traditional classroom models and fall-winter academic cycle.
6. International Enrolment – the Principal's vision for Queen's includes a goal of increasing international (visa) undergraduate enrolment to address objectives related to the undergraduate student learning experience, the University's international reputation and the potential to increase revenue to the institution. Approximately 75% of Queen's undergraduate enrolment has customarily been from Ontario, 20% from outside of Ontario (including outside of Canada), and 5% international visa students. That pattern has been consistent for many years although the University has not struck specific targets for provincial, national or international enrolment. In terms of graduate enrolment,

- domestic applications in the STEM disciplines are not of the magnitude (and in many cases quality) to address the requirement for graduate students; as many as 50% of the top applicants for admission in these disciplines are international students and recruitment of these students is highly desirable. International student enrolment in the STEM disciplines at Queen's ranges between 15 and 35% of in-program year 1-2 Masters and years 1-4 PhD. The SGS has signed agreements with the governments of Egypt and China in an effort to gain access to highly qualified students who are funded by their respective governments for study abroad.
7. Financial Aid – the University expends approximately \$36.5M on student support including graduate funding (internal scholarships and awards, tuition relief, TA, RA, and bursary assistance) and undergraduate merit and need-based assistance; the University has a long-standing commitment to financial access and rewarding excellence, enrolment growth will require greater investment in financial aid, from private and operating revenue sources.
  8. Student Services – growth in demand for student services, both from increasing enrolment and student profile, are under pressure to meet student needs particularly in the areas of Health, Counseling and Disability Services, Career Services and Athletics, increased enrolment will require an increase in investment in these areas.
  9. Town – Gown – The size of the host community of Kingston has a bearing on the size and environment for Queen's students, faculty and staff, and vice versa. Plans or proposals to change the University's enrolment levels or mix, particularly with respect to the number and proportion of international students, will have an impact on the local community. Communication and engagement with the City of Kingston should be a requisite component of the planning process for short and longer-term enrolment strategy. Queen's has a significant regional impact and is the 'local' university for many prospective students; outreach initiatives to encourage participation in post-secondary education will undoubtedly lead to more demand for scarce spaces.
  10. Funding Model and Timing – the government's commitment to increasing university capacity in the Province will require adequate operating and capital funding. The University will need to invest in strategic and innovative growth opportunities to secure increased funding while preserving and enhancing excellence and quality in undergraduate and graduate education.

A thorough analysis of all of these inter-related factors will underpin recommendations related to both long-term and short-term strategic enrolment planning.

#### **IV. Specific Short-term Enrolment Recommendations 2010 – 2012**

The strategy for September 2010 reflects modest growth in undergraduate intake of approximately 200 students for a total incoming class of 3,800 students. It is anticipated that up to an additional 100 students will be accommodated in the Bachelor of Arts Honours program, an increase of up to 40 students in the Bachelor of Science Honours program, an increase of 10 students in the Bachelor of Science (Kinesiology) program, and 55 incremental students in Commerce. In addition, up to 10 additional spaces may be filled in Con-current Education through the expanded Aboriginal admission policy. For September 2011, opportunities to increase intake in Nursing, Computing and Applied Science might be explored as well as increasing upper year enrolment in Computing and selected Engineering programs.

Modest growth is planned for the J.D. program in Law through an increased intake to 165 students from the past steady state of 160 students. Education and Medicine plan to maintain intake at 700 and 100 per year.

Increasing the number of enrolled funding eligible domestic students has been a priority for Queen's and the SGS since the 2004-05 inception of the Government of Ontario's *Reaching Higher* program. Through a combination of new program development, existing program growth and the conversion of a number of Queen's MBA programs to "BIU funding eligible status," we have effectively achieved our target growth. Under the *Reaching Higher* plan, Queen's committed to increase domestic funding eligible graduate enrolment in the order of 800 FTEs (643 Master's FTEs and 157 PhD FTEs) over 2004-05. Our end-state domestic eligible enrolment targets are 1,693 Master's and 792 PhD's. International enrolments in SGS have increased from 308 to 412 in the same time period.

Enrolment projections for 2010-11 to 2011-12 are based on a growth forecast of approximately 3.5% in total full-time students. Most of the new graduate growth is planned to occur in those new programs that have not yet reached enrolment aspirations and in programs where faculty capacity exists. Other factors such as faculty hiring and physical space will have an influence on overall capacity in graduate programs.

*Projections:*

SGSR	Nov 05	Nov 06	Nov 07	Nov 08	Nov 09	Nov 10	Nov 11
Masters	1,348	1,416	1,516	1,534	1,681	1,692	1,777
PhD	921	983	1,034	1,108	1,160	1,220	1,280
Totals*	2,293	2,416	2,552	2,710	2,841	2,932	3,077

\*Total enrolment includes non-degree and qualifying students, 20 in each of 2009, 2010 & 2011

Graduate enrolment in M.B.A. and Master of Management (MM) programs administered through the School of Business is projected to continue to increase through 2011 and 2012. In part the growth stems from the introduction of more double degree options in the MM – Global Management program, and the introduction of a new field, Finance, in the MM program to be delivered primarily in Toronto, as well as the introduction of a Graduate Diploma in Accounting to be delivered on campus in the summer (and therefore not included in the following November projections). Enrolment projections in all graduate programs (BIU and non BIU eligible) offered through the QSB are displayed below.

*Projections:*

Business	Nov 05	Nov 06	Nov 07	Nov 08	Nov 09	Nov 10	Nov 11
MBA,EMBA,NMBA, MBAQC,MBABG	417	488	531	555	630	611	594
Management	0	0	13	18	36	73	93
Total	417	488	544	573	666	684	687

## V. Discussion

The landscape for enrolment planning is clearly more complex and potentially more influenced by external factors than it has been for some time, at least since the Ontario "double cohort"

experience. The options to expand enrolment while maintaining the residential cohort close to current enrolment levels are also more plentiful, but may require greater innovation and entrepreneurial spirit as well as more collaboration with prospective partners within and outside the University. The Queen's "Brand" may provide avenues to deliver degree programs in alternate modes or venues, and enable Queen's to continue its tradition as the quality leader in university education utilizing a variety of formats.

The following tables have been provided for reference:

Table 1 Planned undergraduate intake and total graduate enrolment levels 2010, 2011 and 2012, referenced to 2001, indicating the previously approved and amended plans for 2010.

Table 2 Actual versus Planned Undergraduate intake levels 2004 – 2009

Table 3 Summary of actual and projected full-time enrolment 2004-2012

Table 4 Detailed (Arts and Science) summary of actual and projected enrolment 2004-2012

March 18, 2010









