



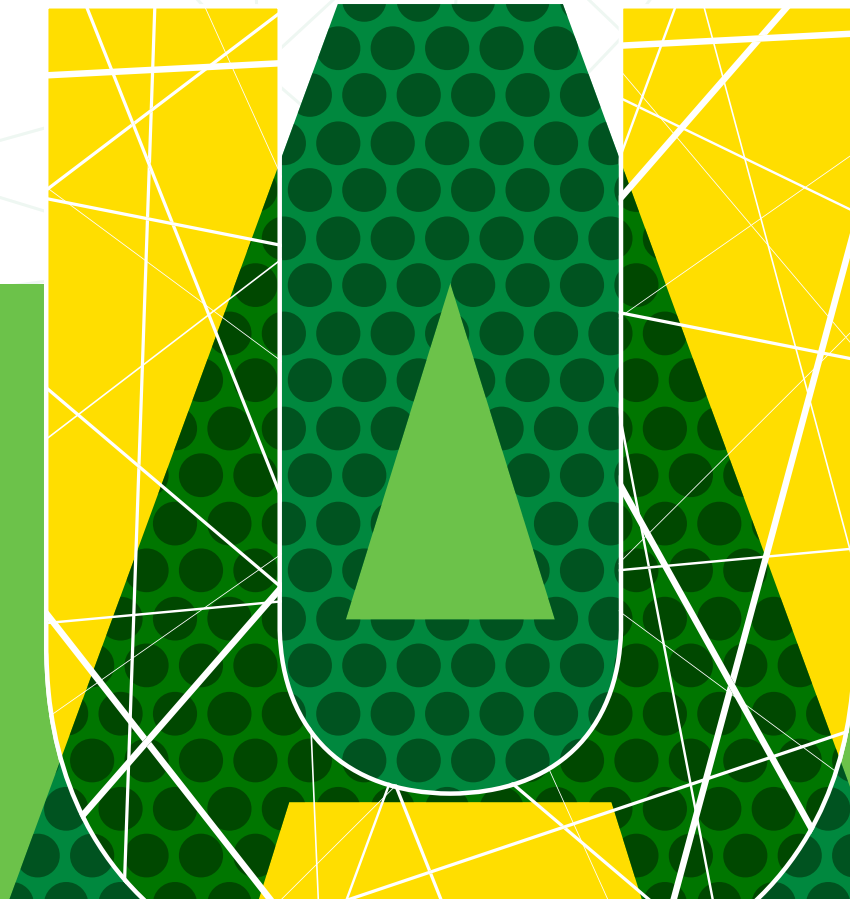
**UNIVERSITY
OF ALBERTA**

Integrated Enrolment Growth Plan

Progress Report: January - March 2025



Amended: June 9, 2025





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Introduction

Under Shape: A Strategic Plan of Impact, the University of Alberta strives to grow to 60,000 students within the next decade.

Growth on this scale offers a transformational opportunity to:

- Ensure continued **access** for Albertan students across diverse backgrounds
- Broaden the university's **impact** in Alberta and the world as a research and teaching intensive institution
- Unlock revenue to foster financial **sustainability**
- Support investment in faculty and staff renewal, student experience and other aspects of our core mission

Launched in October 2024, the **Integrated Enrolment Growth Plan (IEGP)** encompasses priority recommendations to achieve and manage growth along with detailed enrolment projections for domestic, international, undergraduate and graduate students. As we work towards our goals, we will be publishing regular reports which will include updates on some of the recommendations in progress and our enrolment numbers (actual vs projected).

Enrolment Growth

Over the next two years, modest enrolment growth is projected, with significant growth in targeted areas. Actions are focused on establishing organizational capacity and capabilities, and on developing programming and initiatives that will equip the university to grow more quickly over the medium term.



Table 1. Actual Enrolment to Date: 2024/25 - 2025/26 (including Open Studies and excluding PGME)

		2024 AS OF DEC. 1, 2024	2025 AS OF APRIL 24, 2025
Undergraduate	Domestic	31,979	24,621
	International	4,655	2,926
	Total	36,634	27,547
Graduate - Thesis	Domestic	2,380	378
	International	2,461	233
	Total	4,841	611
Graduate - Course	Domestic	2,628	1269
	International	988	168
	Total	3,616	1,437
GRAND TOTAL		45,091	29,595
Proportion	Undergraduate	81%	93%
	Graduate	19%	7%
	Domestic	82%	89%
	International	18%	11%

Table 2. Projected Enrolment: 2024/25 - 2025/26 (including Open Studies and excluding PGME)

		2024	2025
Undergraduate	Domestic	31,979	31,826
	International	4,655	5,242
	Total	36,634	37,068
Graduate - Thesis	Domestic	2,380	2,403
	International	2,461	2,633
	Total	4,841	5,036
Graduate - Course	Domestic	2,628	2,630
	International	988	995
	Total	3,616	3,625
GRAND TOTAL		45,091	45,729
Proportion	Undergraduate	81%	81%
	Graduate	19%	19%
	Domestic	82%	81%
	International	18%	19%



Governance and Oversight

Recommendation: Implement a strategic enrolment management data insights framework, aligned with the university’s Data Strategy and Reporting and Analytics Strategy.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost & VP(A)	Summer 2024	TBD (anticipate a combination of existing resources and one-time development funding for the Strategic Enrolment Management (SEM) portal)	Empowers all those involved in SEM to use a shared approach to analysis; relevant data is integrated into common planning tools.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input type="checkbox"/> On Track</div> <div><input checked="" type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	Enrolment Reporting and Analytics (ERA)I proposed additional resources and approaches to implement the data insights framework.	N/A	Scope definition is critical to minimize resource requirements.



Programs

Recommendation: Implement a comprehensive university-wide approach to guiding and supporting new program development to drive academic, enrolment and revenue goals.

Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost & VP(A)	2024/25: Launch graduate certificate in Sustainability 2025/26: Launch four graduate certificates and one new course-based masters (CBM) 2026/27: Launch eight concentrations to form a new CBM	Strategic investment funding will be determined by available market and research data.	Facilitates a consistent, strategic approach to program development; improved speed to market.

COURSE-BASED MASTERS

Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<input checked="" type="checkbox"/> On Track <input type="checkbox"/> Paused <input type="checkbox"/> Delayed	The 2024/25 Annual Enrolment Report indicates we are at 3,617 course-based master's students as of 2024, +178 relative to the IEGP target of 3,439. This reflects +39 international students above the IEGP target and +139 domestic students above the IEGP target.	Development of online, interdisciplinary graduate certificates that were approved through the recent call for proposals, with plans for enrolment in 2026 or 2027: <ul style="list-style-type: none"> • Cert Data Sci & AI 50 (2026) • Cert AI & Health 50 (2026) • Cert Pop Health 91 (2026) • Cert in Bus Admin 50 (2026) • Cert in Indig Law 50 (2027) • Cert in Politics & Leadership 50 (2027) New masters programs approved last year and predicted enrolments for the first two years starting in 2025 or 2026 (depending on Government of Alberta approval timelines) include: <ul style="list-style-type: none"> • M Sust 50/123 • M N Prac 57/109 • M Real Est Dev 20/34 	One risk is that enrolment targets for new programs may not be met. Additional risks include the downward trend in international applications, which affects enrolment numbers. Lastly, delays in development and/or approval could result in lower than expected enrolments in the next three years.

TARGETED ENROLMENT EXPANSION (TEE)

Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<input checked="" type="checkbox"/> On Track <input type="checkbox"/> Paused <input type="checkbox"/> Delayed	Faculty members are working on proactive TEE proposals with Enrolment Management and Service Partners (EMSPs) and the Provost's Office. Faculty proposals and financials are due April 30, 2025.	<ul style="list-style-type: none"> • Continued advocacy with Advanced Education (AE) for ongoing base funds for existing TEE programs. • Leveraging our success with these programs; request additional TEE funds with AE. 	Risks impacting progress could be delays in faculty submission, changing government priority mandates and changes in budgets due to geopolitical impacts.

Programs (Continued)

Recommendation: Develop and deploy a graduate programs framework, based on the draft developed through the IEGP process and broad consultation with and input from the university community.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost & VP(A) Programs Committee (TBC)	2024/25 (consultation process with university community)	Prioritization within current resources	Supports ensuring that programs meet learner expectations and facilitates clear and streamlined development pathways.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input checked="" type="checkbox"/> On Track</div> <div><input type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	<p>The Graduate Program Framework has been developed, widely consulted on and adapted.</p> <p>Graduate Enrolment, Recruitment and Marketing Partners have been hired in collaboration with the RO, and a Graduate Enrolment Management Committee has been assembled and met twice.</p>	<p>The Graduate Program Framework is scheduled to go to GPS Council and GFC Programs Committee for approval in April.</p> <p>The GEM team and committee are actively working on an institutional graduate enrolment and recruitment strategy, a deliverable identified for the 2025/26 year.</p> <p>In-year marketing, recruitment fairs, digital strategies and marketing materials will be in place in 2025/26, leveraging ongoing work.</p>	<p>Risks are low. The framework is aligned with the Government of Alberta Credential Framework and feedback has been positive.</p>



Programs (Continued)

Recommendation: Invest in alternative modes of delivery.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost & VP(A)	Begin in 2024/25	Investment to build 14 online courses. Additional investment for a market research study on online programs.	Enhances the scalability of existing programs by mitigating delivery bottlenecks and capacity constraints.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input checked="" type="checkbox"/> On Track</div> <div><input type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	<p>Online sections scheduled for Fall 2025: 221</p> <ul style="list-style-type: none">• 153 undergraduate sections; 68 graduate• Office of Continuing Education supported 12 sections with a total capacity of 2,917 seats. Three additional sections to be scheduled for Fall 2025. <p>New online programs in progress:</p> <ul style="list-style-type: none">• Maple Leaf Educational Systems - four sections for Fall 2025 with a total of 120 seats.• Online Graduate Certificate in Sustainability - two sections for Fall 2025 (to be scheduled).• Online Master of Engineering in Construction Engineering & Management - two online courses in development with launch postponed to Fall 2026.	<p>Six new online graduate certificates have been prioritized for development. Four will launch in Fall 2026, one in Winter 2027 and one in Fall 2027.</p>	<p>Risks to progress for new online programs may include content development delays and/or resourcing delays.</p> <p>For the new online graduate certificates, Government of Alberta approval is required. If approval is not granted, this will impact enrolment projections.</p>



Recruitment and Demand Generation

Recommendation: Enhance international recruitment to ensure the U of A offers the fastest offer and a superb applicant and learner experience.

Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost & VP(A)	Immediate	Focus existing investments on international recruitment	Bringing investment levels in international admissions, marketing and recruitment to a level similar to comparators.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<input checked="" type="checkbox"/> On Track <input type="checkbox"/> Paused <input type="checkbox"/> Delayed	<p>Processing automation introduced for Indian and Chinese national curriculums. The U of A is issuing the fastest admission decisions in the U15 for the two largest international curriculums.</p> <p>BorderPass service introduced to support select cohort with study permit processing for Fall 2025.</p> <p>New positions created to cover Africa region, expand digital marketing and increase in offshore contractors to broaden recruitment outreach.</p>	<p>Reviewing the next stage in curriculum evaluation, including use of AI to support application processing.</p> <p>BorderPass or similar service to be extended to all undergraduate students for Fall 2026 for study permit support.</p> <p>Expansion of offshore contractors to expand targeted recruitment efforts.</p>	<p>Government policy changes and negative coverage of international student experience in Canada have led to a significant decrease in demand among international students for Canadian study options.</p>

Recommendation: Enhance strategic international partnership development.

Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
VP (International & Enterprise) Provost & VP(A)	Currently underway and will develop through the VP (I&E) portfolio	Initial investment covered by funds associated with current international restructuring efforts.	Partnerships strategy will enable U of A to broaden our portfolio and resulting enrolment.

FOUNDATION PROGRAM

Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<input checked="" type="checkbox"/> On Track <input type="checkbox"/> Paused <input type="checkbox"/> Delayed	<p>Year One Foundation Program:</p> <ul style="list-style-type: none"> First intake Winter 2025, fastest contract signing to first intake among programs of its type. On track to have 300 new students in the Year One Foundation program during 2025/26. 	<p>Expand Year One Foundation program to include progression to additional faculties. Program moving into the first two floors of the Computing Science building for Fall 2025.</p>	<p>Lab space and instructor availability challenges may impact delivery and growth of Year One Foundation Program.</p>

Recruitment and Demand Generation (Continued)

MOU BETWEEN THE FACULTY OF ENGINEERING AND NORQUEST

Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<input checked="" type="checkbox"/> On Track <input type="checkbox"/> Paused <input type="checkbox"/> Delayed	<p>NorQuest is on track to meet their enrolment target of 40 students for the Fall 2025 semester for the first offering of their program.</p> <p>Students will be eligible to apply to the University of Alberta Engineering Program starting in the next recruitment cycle. NorQuest will review and adjust its program size based on outcomes.</p>	<p>For NorQuest transfer students:</p> <ul style="list-style-type: none"> • Provide transfer students with more resources and opportunities to learn about the disciplines in Engineering (based on feedback received from current transfer students). • Continue to support the Recruitment team's initiatives with transfer students (e.g., providing Engineering student volunteers) and seek input and questions from NorQuest transfer students. 	<p>One risk is the program's ability to prepare students to be successful in the U of A's Engineering program. There are continued conversations and regular check-ins on curriculum development with milestones and deliverables. Once the program launches this Fall, as agreed in the MOU, we will provide NorQuest with an annual report on student success metrics.</p>

MAPLE LEAF EDUCATION SYSTEMS (MLES) AGREEMENT

Status	Analytics	Upcoming priorities and initiatives	Significant Risks
VP (International & Enterprise) Provost & VP(A)	<p>MLES cohort begins in Fall 2025. Target is 30 students. Four online courses offered for Fall term and four online courses for Winter term.</p>	<p>Ongoing implementation of MLES program includes refinement of student intake and registration processes, course scheduling, privacy and security initiatives and set-up of student supports. This program will be operationalized for Fall 2025 intake.</p>	<p>Dedicated coordination support is needed for the ongoing management and delivery of this partnership.</p>

Recruitment and Demand Generation (Continued)

Recommendation: Enhance and broaden the Indigenous recruitment and retention strategy.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost and VP(A)	TBD	Ongoing operating funding	Helps ensure U of A's student body meets goals for Indigenous enrolment.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input checked="" type="checkbox"/> On Track</div> <div><input type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	<p>In 2024, the institutional Indigenous enrolment rate reached 4.7 per cent (compared to 4.4 per cent in 2023, a 11 per cent year-over-year increase).</p> <p>Free Application Days, which provides one waived application fee for new undergraduate direct-entry applicants, was offered again at the start of the 2025 application cycle. There was an 18 per cent increase in applications from First Nations, Métis, and Inuit (FNMI) applicants when compared to the same point-in-time in the 2024 cycle.</p> <p>In the 2024/25 year, the U of A supported in part the delivery of the Centre for Mathematics, Science and Technology Education's Math Academy program at the Enoch First Nation and the Maskwacis First Nation. This program supports the professional development of teaching and support staff.</p>	<p>Continue to refine the FNMI Free Application Days initiative and consider possible expansion.</p> <p>Explore additional opportunities with First Nations communities to collaborate and support the education of their students who study on reserve.</p>	<p>Continue to evaluate the financial supports (programs, advice, guidance) provided to FNMI students to ensure we are meeting their needs.</p> <p>The U of A connects to FNMI communities in several ways. Increased alignment and coordination could be beneficial.</p>



Student Services and Supports

Recommendation: Phased increase in investment in university-wide services for undergraduate and graduate students, proportionate with enrolment growth.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
Provost & VP(A) Mandatory Non-Instructional Fees (MNIF) approvals	Over time, corresponds proportionately with growth.	Phased investment beginning in 2024/25, scaling up when reaching enrolment growth of 55k and 60k (combination of operating and Mandatory Non-Instructional Fees).	Supports retention and meets commitments under the Student Experience Action Plan.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input checked="" type="checkbox"/> On Track</div> <div><input type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	<p>Focused investments related to enrolment growth (all completed):</p> <ol style="list-style-type: none">1. Tory classroom renovations (\$720,000)2. Schedule modernization project (\$260,268)3. Expansion of Clinicians at Counselling and Clinical Services (\$2.0M)4. Increase of cleaning standards in student learning spaces (\$750,000)	<p>The following initiatives are launching Spring 2025:</p> <ol style="list-style-type: none">1. Enhancing Advising project- SEAP2. Implementation of Accommodate - student academic accommodations platform3. Enhancing student communications (streamlining) and navigation of information	<p>Potential barriers include reductions in funding and lack of buy-in from campus partners.</p>



IT and Infrastructure

In addition to the recommendation reported on below, the integration of the IEGP is evident in other core institutional activities including *Built for Purpose: The University's Strategic Campus Plan and our Capital Plan*. The Capital Plan Advisory Committee Terms of Reference was updated to include IEMC review prior to finalizing capital plan recommendations. *Built for Purpose*, including benchmark targets related to space needs based on the IEGP, was approved in March 2025. Annual reporting to the Board on benchmarks identified in *Built for Purpose* will continue.

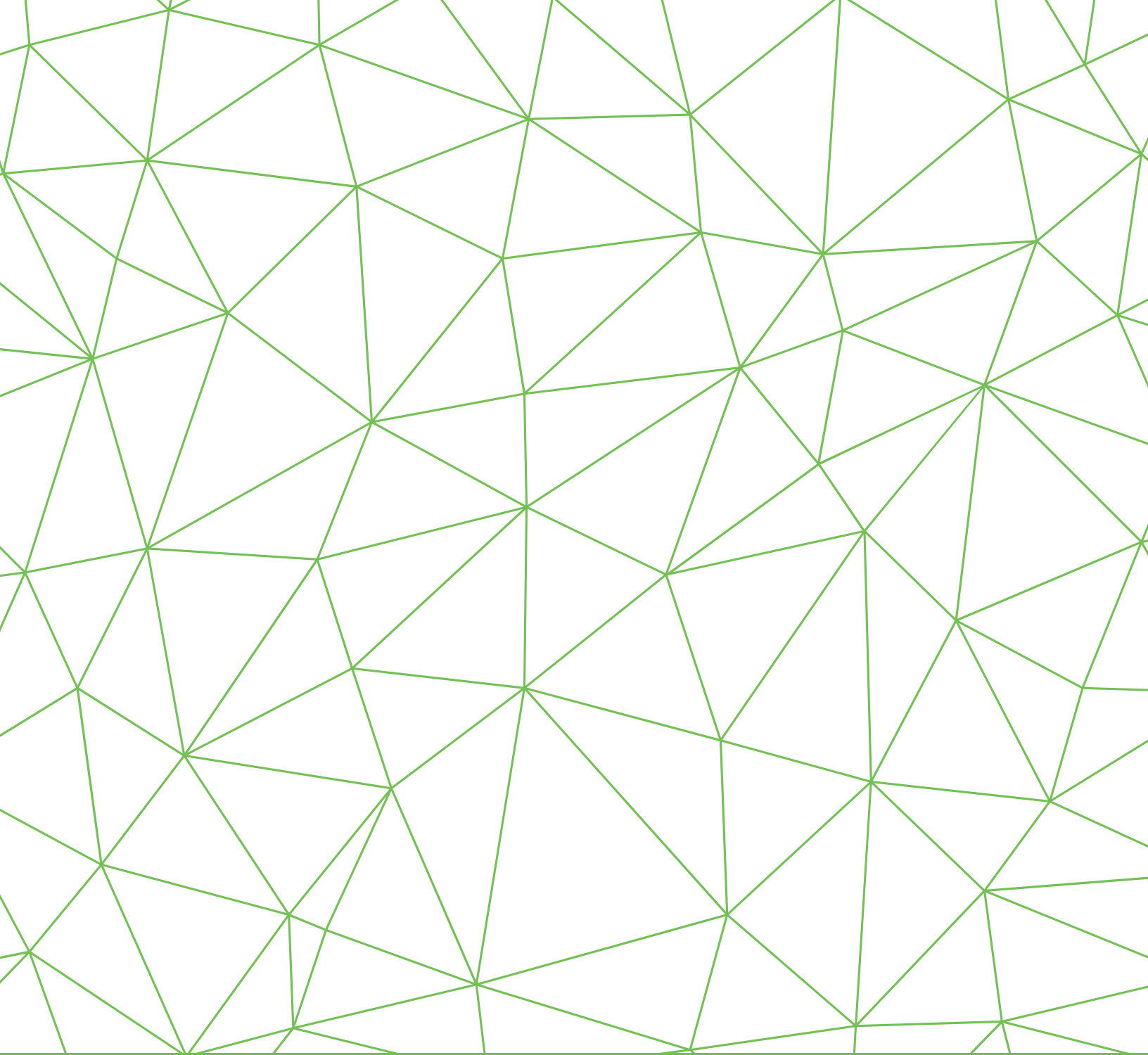
Recommendation: Optimize use of all classroom and teaching spaces via meeting capacity in current scheduling and via expanded scheduling and achieving a blend of learning modalities (online, in person, hyflex or hybrid) to extend the capacity of physical space and increase access.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
VP (USOF) Provost & VP(A)	Begin 2024/25; classroom governance committee to develop implementation schedule	Committee to identify required investments additional to existing funds allocated to IST for classroom renewal (existing funding corresponds to renewal of 50 classrooms per year).	Critical enabler for mitigating capacity constraints in multiple program areas.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input checked="" type="checkbox"/> On Track</div> <div><input type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	Possible analytics to assess progress will be determined as part of the Schedule Modernization Initiative. Examples of data that could inform IEGP include number of classes scheduled outside prime hours, classroom seat utilization rates and the utilization of learning modalities.	<p>The Schedule Modernization Initiative completed an RFP for new class scheduling software in Q1 and is transitioning to design and implementation phases beginning in Q2.</p> <p>This software implementation is critical to enabling the next steps in the project which will streamline class scheduling and consider policy changes required to optimize the schedule.</p>	<p>The project team will be monitoring risks as the project gets underway and will be monitoring the project schedule closely for possible constraints (e.g., resource availability).</p> <p>Lack of buy-in and action in support of schedule optimization is a potential risk. College/faculties will need to be active partners in achieving the intended outcomes. Continuous stakeholder engagement and communication with stakeholders will be important as the project is being implemented.</p>



Advocacy

Recommendation: Develop a tactical approach to engaging government partners, based on areas of enrolment growth set out by the IEGP.			
Decision/authority	Timeline for Implementation	Input/investment required (source)	Impact
VP (ER)	2024/25	N/A (alignment of current resources)	Supports the effectiveness of advocacy for growth funding.
Status	Analytics	Upcoming priorities and initiatives	Significant Risks
<div><input checked="" type="checkbox"/> On Track</div> <div><input type="checkbox"/> Paused</div> <div><input type="checkbox"/> Delayed</div>	<p>After securing LIFT Centre funding in Budget 2025, Government and Community Relation's (GCR) advocacy strategy has shifted to focus on enrolment expansion funding to support LIFT.</p> <p>Conversations have begun with Advanced Education officials towards the necessary enrolment funding to support the LIFT Centre's increasing physical capacity.</p> <p>University leaders have advocated for enrolment expansion funding overall, and have in the past year advanced that objective with nearly all provincial Cabinet ministers.</p>	<p>Working with other Edmonton institutions and comprehensive academic and research universities across Alberta, GCR is developing joint advocacy efforts advancing the need enrolment growth.</p> <p>Enrolment growth may be included in the ongoing work of the Expert Panel on Post-Secondary Institution Funding and Alberta's Competitiveness. The university will advance the need for enrolment growth funding as part of our participation in the Expert Panel's study.</p> <p>University leaders will continue to advocate for enrolment expansion in meetings with provincial officials.</p>	<p>The enrolment growth requests that come from faculties through the IEGP process may not align with the provincial government's focus on targeted enrolment growth to address existing and projected labour shortages.</p> <p>Alberta's accelerated population growth, along with potential tariff impacts, will continue to strain provincial finances. This could limit the availability of enrolment growth funding.</p> <p>The Expert Panel may develop recommendations for enrolment growth funding as part of its review, the result of which is not yet known.</p>





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