Ask SET Anything: All Staff

Bill Flanagan, President & Vice-Chancellor
We’re in a period of major transition but are making significant progress:

- Launched Student Services Center and Shared Services
- On track to meet goal to reduce administrative costs and balance our budget
- By 2022-23, U of A’s grant per FLE will be $12K, in line with U15 average
- Establishing three new colleges
One University

- Leadership united by common vision and brand
- Transformed organizational and academic structures, enhanced strategic alignment, coordination, and effectiveness
- Colleges driving new level of interdisciplinary teaching and research programs and efficient delivery of services
- Staff better equipped than ever to advance university’s mission
- Enhanced and better coordinated level of student services
- Ambitious program of new revenue generation including expanding existing and developing new programs (including online)
Top Priorities for 2021/22

1. Deconsolidation
2. Enrollment Growth (2 years - 5 years)
3. Colleges
4. U of A Online
5. Research and Innovation
1. DECONSOLIDATION

- Financial implications
- Governance reform
- Greater autonomy
2. ENROLMENT GROWTH

- **Alberta Population growth** +2 M by 2046 – 6.3 M (annual growth 1.4%)
- 54% from ***immigration*** – diversity
- **K-12 increase** by 1.1% annually
- U of A applications **up 27% over last 6 years**
- Number of Alberta high school graduates will grow **by 20-25% in next 6 years**
- Growth concentrated **in cities**

### Alberta’s Gr. 12 Population Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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<tbody>
<tr>
<td>2020-21</td>
<td>67,171</td>
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<tr>
<td>2021-22</td>
<td>69,757</td>
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<tr>
<td>2022-23</td>
<td>74,414</td>
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<td>2023-24</td>
<td>79,006</td>
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<tr>
<td>2024-25</td>
<td>80,835</td>
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OPPORTUNITY TO MEET GROWING DEMAND AND ANTICIPATED LABOUR SHORTAGES

Next 2 years—grow by 3,562 students, representing a 15% overall increase in domestic undergraduate enrolment

By 2026—over 50,000 students
3. Colleges

**Academic Leaders Task Group**
- Recommendations coming soon

**College Offices and Strategic Initiatives**
- Consultations within/across colleges - working groups set up

**Strategic Planning**
- Introduce approach and suggested process to BOG in December
4. U of A Online

Online Strategy

● Leveraging and consolidating what has been learned during COVID-19
● Institution-wide coordinated model for developing, producing, marketing, and managing online offers
● Smaller credentials with laddering in mind
● Target launch: January 2022

Continuing Education Strategy
5. Research and Innovation

1. Biomanufacturing
2. Net Zero + Energy Transition
3. Artificial Intelligence
4. Agriculture
5. Indigenous Initiative & Equity, Diversity and Inclusivity
5-YEAR VISION

➢ One university

➢ Expanded enrolment to over 50,000: $180M in new revenue + 25% increase in faculty numbers (500 positions)

➢ Global leader in technology-enhanced teaching and learning and work-integrated learning
➢ Research impact never been greater, advancing economic growth and building an inclusive, equitable, just, prosperous and creative society.
  ○ External funding of over $600 M/year

➢ Secure place within top 100 global universities

➢ Enhanced community engagement, recognized as meeting the needs of our communities

➢ New revenue streams
  ○ Net new revenue of $25M/year
  ○ $1.5B cumulative fundraising
Thank you