



add to those recommendations in the following response to
ns distributed by the Blue-Ribbon Panel.



Queen's University is one of Ontario's leading institutions for training the highly skilled talent that our province requires for the jobs of today and tomorrow. Queen's is also the fourth-most research-intensive university in Ontario, with faculty and students advancing discoveries and innovations that will help build prosperous, healthy, and sustainable communities.

Queen's track record of success is demonstrated through the results achieved by its students and faculty, including:

- The highest undergraduate degree completion in Canada: 89%;
- 96% of students employed six months after graduation (Ontario average is 90%);
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Queen's University Response to the Blue-Ribbon Panel

These financial pressures come at a time when competition for talent across Canada and around the world is intensifying, and when there is an urgent need for Ontario to ensure that it has the skilled workforce needed to support its competitiveness. From health care to critical minerals and the EV supply chain, now is a time to invest in universities, rather than limiting their ability to adapt to Ontario's urgent priorities.

Queen's is currently looking closely at measures to: further reduce operating costs; increase and diversify international student recruitment efforts in response to declines during and since the pandemic; and identify new revenue generation opportunities. However, measures such as these will not be sufficient on their own to ensure the continued financial sustainability of Queen's University and our graduates' and researchers' contributions to the province's long-term competitiveness. Queen's therefore makes the following recommendations:

Queen's University Response to the Blue-Ribbon Panel

The ability of universities to support these unfunded students and grow to better serve Ontario's students will become more challenging without additional revenue. *Queen's supports the phasing out of the corridor model and allowing enrolment-based grants to grow with each additional funding-eligible student enrolled.* This w

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International students enrich the student experience in Ontario's post-secondary sector. They enhance the vibrancy and diversity of our student populations by bringing global perspectives and enabling the exchange of cultural and social viewpoints at campuses across the province. International students also engage in our local communities through volunteering, entrepreneurship, and other activities.

International students are also key drivers of the cutting-edge research and innovation that is taking place at Queen's, and serve as a valuable and skilled talent pool for Ontario's employers, making the province an attractive and competitive environment for global investments in growth industries. The number of international students pursuing post-graduate work permits is increasing with the largest gains occurring among those intending to work in Ontario. International students are training to become the next generation of highly skilled workers, including doctors, nurses, and engineers, who will serve our province and boost our economy.

While Queen's University has seen a decline in international student enrolment over the course of the pandemic, last year Queen's enrolled more than 4,000 international students from 120 countries, comprising 14% of all enrolments—making them a vital part of Queen's student population. Queen's and Ontario's universities are committed to supporting our international students to ensure their academic success and eventual transition to the workforce. By offering wrap-around supports, helping them settle in their new communities, and providing a welcoming learning environment, universities ensure that international students are fully supported during their academic careers.

Queen's offers specific supports for international students and a number of targeted services within the Queen's University International Centre (QUIC), such as job search supports. However, the demand for services can often outweigh the supply. As housing continues to be a challenge for many communities in Ontario, universities strive to offer greater availability for residence spaces and are eager to work with the government to find solutions to the growing need for student housing.

Attracting high-quality students from around the world strengthens Ontario's capability to compete. However, universities are increasingly dependent on international student enrolment to support financial sustainability. Policies that keep domestic tuition and enrolments flat mean that international student tuition revenue is required to cover ongoing inflationary costs. This dynamic leaves the sector more vulnerable to geopolitical events.

International student tuition is one of the few levers that post-secondary institutions have to address the growing cost of delivering quality education. This has led some institutions across the sector, including colleges, to become increasingly reliant on this revenue stream. ***Increased grant and domestic tuition revenue flexibility would help de-***