



PIN Summit 2025

*A Strategic Path to Addressing
Challenges*

Presented by: Stuart Cullum, President
September 2025



From our home to yours

Red Deer Polytechnic acknowledges that North Island College campuses are situated on the traditional territories of the combined 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions.

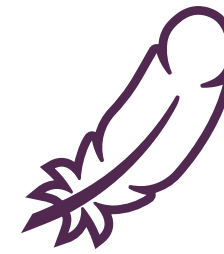




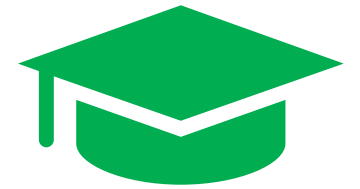
~11,000 students
(credit, non-credit, apprentice)



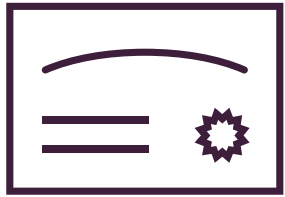
46% of students
from outside central Alberta



~500 Indigenous students
~1,200 international students



95% of learners obtain **relevant employment**



80+ programs
nearly **1,000 new** Credit +
Apprenticeship seats



94% of employers satisfied
with quality of grads



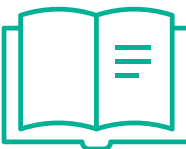
Trades enrolment **up 45%**
since 2022/2023



39% of students
aged 25+



580+ Events Delivered (24/25)
470,00+ Visitors to campus



102 Applied Research Projects
190 Industry Partners

An aerial photograph of a city, likely Red Deer, Alberta, Canada. The image shows a dense urban area with various buildings, including residential houses and commercial structures. A large river, the Red Deer River, flows through the city, surrounded by lush green forests. A bridge crosses the river in the middle of the image. The foreground is dominated by a dark green, semi-circular graphic element that contains text.

TOPICS:

International Enrolment
Financial Sustainability
Industry Relevant Programming
Artificial Intelligence



Red Deer
Polytechnic

International Enrolment

Situation

- **Significant population growth** in Canada in the past decade, driven largely by immigration of all types
- Last couple of years, post-pandemic: **affordability, cost of living, and unemployment** challenges
- Availability of **affordable housing and timely access to public services** (healthcare in particular) are also challenges facing many regions of the country, exacerbated by population growth
- These matters are multi-faceted and complex for Canada:
 - global economic and political forces are shifting,
 - inflation coupled with lagging productivity,
 - rapid in-migration coupled with an aging domestic population,
 - tighter government spending post-pandemic,
 - acrimony between the national and many sub-national governments delay policy solutions
- Political pressure on the Federal government to find policy solutions resulted in **abrupt and sweeping changes to immigration policy** in early 2024.

A primary target: international students

International Enrolment

Situation

Immigration, Refugees and Citizenship Canada (IRCC) made several changes to the International Student Program:

Effective for 2024:

- 35% reduction of approved study permits for 2024, followed by an additional 10% reduction for 2025, including new Provincial Attestation Letter (PAL) requirement
- Institutional verifications of Letters of Acceptance (LOAs)
- Increase proof of funds requirement for students
- Restriction on spousal open work permits
- Field of Study Restrictions for Post-Graduation Work Permit (PGWP) Eligibility
- Additional English Language Proficiency (ELP) requirements for PGWP

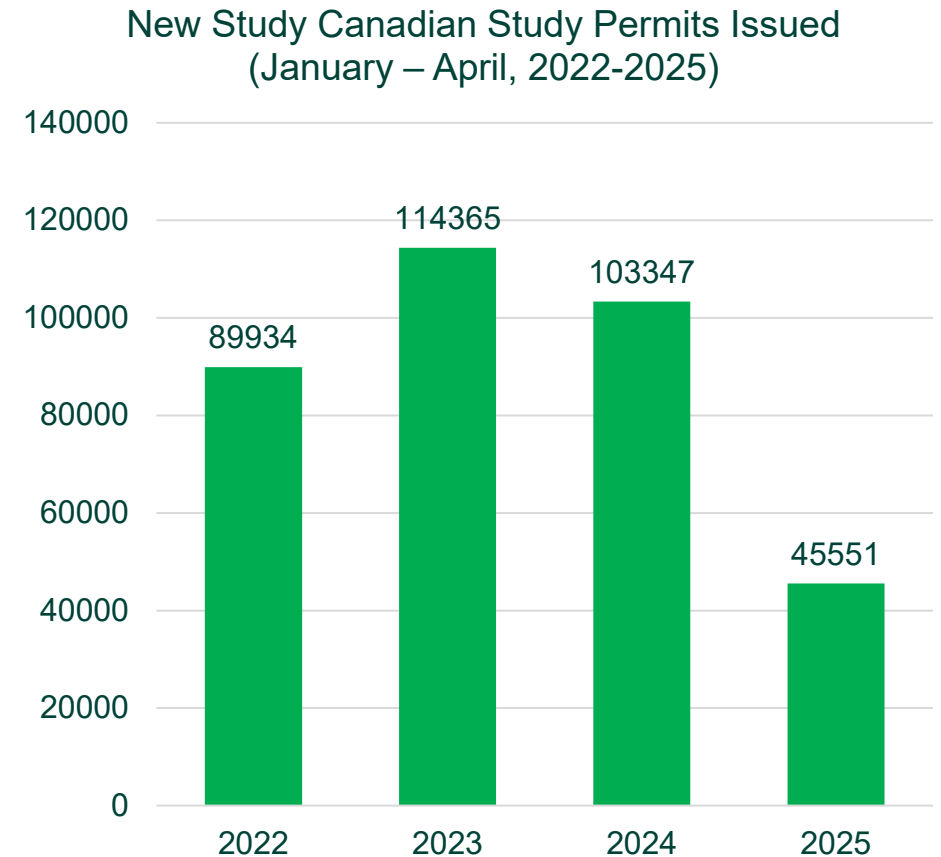
International Enrolment

Further in 2025:

- Unprecedented study permit approval declines
- Changes to CIP code eligibility for PGWP
 - New updates announced June 25, 2025
 - CIP codes removed were re-instated July 4, 2025
 - Another update is expected in early 2026
- On-Shore study permit holders must now apply and obtain a new study permit if changing institutions

The Result:

- Damage to Canada's brand as a study destination
- Widespread uncertainty for prospective students
- Competition among Canadian institutions for a decreased market share
- International competition as students look to other study destinations (i.e. US, UK, Australia, Germany, etc.)



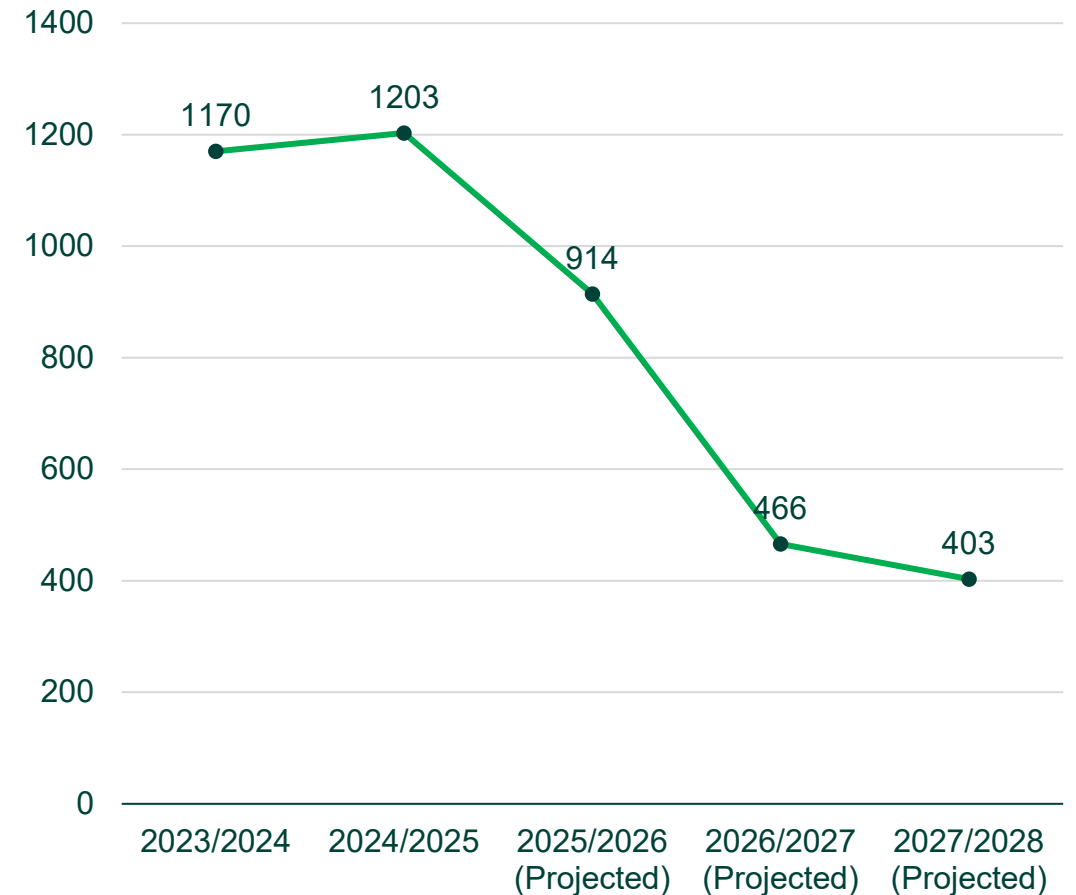
Source: IRCC

International Enrolment

Response

Mitigation strategy focused on:

- Establishment of IRCC Task Force
- Guiding Principles for Industry and Strategic Alignment
- Alignment and Adjustment of CIP Codes
- Collaborative Program Repackaging
- Curriculum Sharing Across Institutions
- Communications Plan





The Road Ahead – Stacking Effect

Factors:

- Prior year (2025/26) carry-over deficit
- Further decline in international enrollment
- Inflation – primarily driven by increased labour costs

Positives:

- Strong Domestic Enrolment
- Program Growth
- Good Progress toward our 2030 Strategic Plan

The Road Ahead – 2026/27

Initial planning for 2026/27 has begun based on these estimates - however, the projection will continue to evolve as underlying factors change, including:

- Funding review results
- Domestic enrolment forecast
- International IRCC impacts and permit challenges
- New grants and partnerships
- New programs: development and implementation
- Further work toward revenue generation
- Initiatives in support of doing things differently
- Ongoing program and structure review

A focus on strategic growth



Industry Relevant Programming

Situation:

How does RDP ensure it is responding to meet industry and community demand locally, provincially and beyond?

In 2023-24:

- 25% of programs had functioning Industry Partner Advisory Committees (IPACs).
- 64% of programs had a mandatory Work Integrated Learning (WIL) components as a part of graduation requirements

Industry Relevant Programming

Situation:

How does RDP ensure it is responding to meet industry and community demand locally, provincially and beyond?

RDP's 2030 Strategic Plan fundamentally changed how we deliver industry programming with the adoption of our strategic plan



IPAC Plan to Achieve 100% by 2030

2025/26	2026/27	2027/28	2029/28	2029/30
70%	80%	90%	100%	100%

WIL Plan to Achieve 100% by 2030

2025/26	2026/27	2027/28	2029/28	2029/30
81%	85%	89%	94%	100%

A System Under Pressure

According to the Government of Alberta's Occupational Outlook

- Alberta's health sector faces staffing shortages in nearly every discipline.
- The pressure will be especially acute in Red Deer and central Alberta.
- The issue of workforce development will only be magnified with **the \$1.8 billion expansion of the Red Deer Regional Hospital**, requiring RDP to increase programming and address critical staffing shortages.



3,500+

Additional Healthcare
Staff required for the
Red Deer Regional
Hospital Expansion

“Red Deer Polytechnic is ready to respond”



Red Deer
Polytechnic

Healthtech Centre for Applied Learning & Innovation



Red Deer
Polytechnic

RDP's Health Focused Innovation Ecosystem

Supporting a refocused health care system

Healthtech Centre for Applied Learning and Innovation (HCALI)

- 1,000 new RDP training seats
- 9 new programs critical to rural health in Alberta
- Multidisciplinary Teaching Clinic (doctors, nurses, techs)
- 20,000 annual patient visits
- State-of-the-art simulation labs
- Virtual Reality & Immersive Technology training
- Collaborative innovation spaces for applied research and industry engagement



Artificial Intelligence

Situation – two-fold:

The adoption of artificial intelligence (AI) applications including generative AI continues to rapidly increase as more students and faculty use it in different ways.

As an organization that needs to be more productive AI is a critical tool.

Response

- Governance & Ethics
- Administrative Response
- Academic Response

6 out of 10

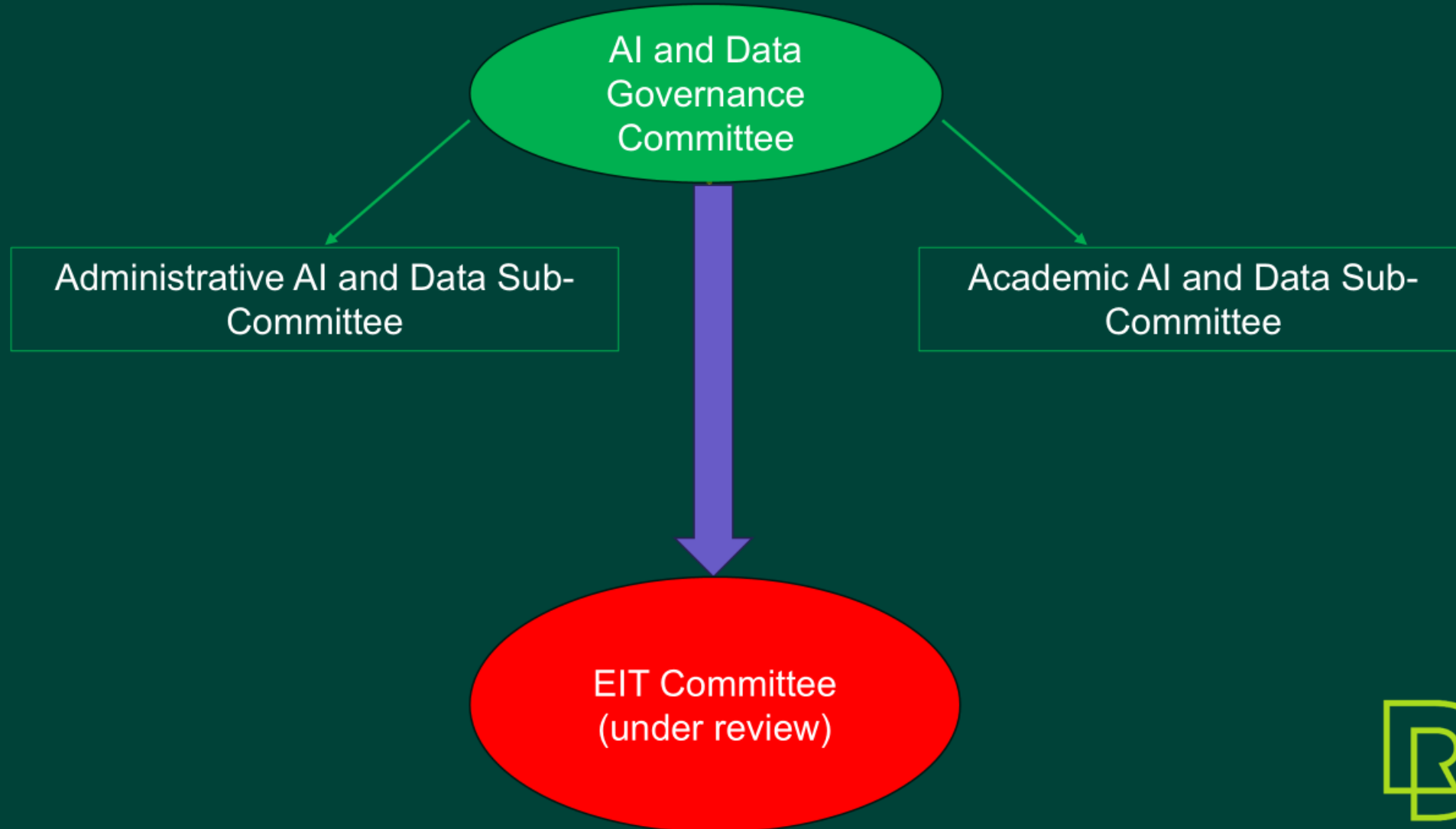
higher education students already use Artificial Intelligence (59%), up from 53% last year.



*Generative AI and the future of education
KPMG, April 30, 2025*



Governance Model – AI, Tech and Data



Artificial Intelligence

Response

- RDP's Centre for Teaching, Learning and Scholarship supports faculty integration of AI into teaching and learning. This includes the use of AI for;
 - Course planning;
 - Assessment design;
 - Support for diverse learners; and
 - Hands-on applications (image and video generation).
- RDPs Workforce Readiness Program is partnering with AMII for;
 - AI literacy;
 - Curriculum packages and more.



Issues Going Forward

Political Factors

- Changes to funding (operating, capital)
- Policy changes or shifts in political priorities
- Additional reporting requirements or accountability (red tape)

Hiring & Competitive Salaries

- Historical impact of wage restraint policies freeze salaries and limit competitive pay
- Competition for talent in market
- Constrained budgets as we catch up