

Memorandum

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TO: Senate

FROM: Professor Christopher Manfredi, Provost and Vice-Principal (Academic)
Professor Yves Beauchamp, Vice-Principal (Administration and Finance)

SUBJECT: McGill University Staffing Report 2015-2016

DATE: February 15, 2017

DOCUMENT #: D16-40

ACTION REQUIRED: ☒ INFORMATION ☐ APPROVAL/DECISION

ISSUE The McGill University Staffing Report documents staff counts and changes in these figures for the fiscal years from 2011 to 2016.

BACKGROUND & RATIONALE Consistent with past years, the current report covers counts and changes for all categories of employees (academic, administrative and support), as well as information on academic leaves and other temporary absences from employment between 2011 and 2016.

The most noticeable datum in this report is that the absolute number of academic employees (all types) at McGill increased over the five-year reporting period from 4,961 to 5,483 staff members. Most classifications saw a decrease in growth in both reporting periods, but the overall increase in absolute figures is driven by increases to the overall number of Contract Academic Staff in ranked and unranked positions (with the exception of Course Lecturers).

The absolute number of administrative and support staff declined over the five-year reporting period, but increased over the one-year period from 3,462 to 3,539.

Some key figures from this year's report:

- As of April 30, 2016, the number of tenure-track academic staff was 1668;
- Net tenure-track staff headcount increased by 0.7% from April 2015 to April 2016, and increased by 4.1% over the last five years;
- Administrative and support staff at the University slightly increased by 2.2% from April 2015 to April 2016, but decreased by 2.6% over the past five years.

Academic renewal remained the top University priority, revitalizing Faculties and bringing to McGill a large number of highly talented researchers and teachers from within Canada and from around the world.

Administrative and support staff continue to enable professors to design and implement top quality educational programs and successfully engage in the

production and dissemination of research results and other scholarly activities.

PRIOR CONSULTATION	Members of senior administration. This report was presented to the Human Resources Committee and to the Board of Governors.
SUSTAINABILITY CONSIDERATIONS	Although significant growth in the complement number of tenure-track academic staff has been sustained in the last five years, financial constraints linked to reduced government funding have required a slower pace of academic renewal in the last year. Revised targets for the next five years may prove difficult to meet as several Faculties are under complement and actively recruiting, so FY2017 and FY2018 will likely see a surge in new recruits. However, after this adjustment, academic renewal should remain rather stable.
IMPACT OF DECISION AND NEXT STEPS	N/A
MOTION OR RESOLUTION FOR APPROVAL	N/A
APPENDICES	Appendix A: McGill University Staffing Report 2015-2016

McGill University Staffing Report: Fiscal Year 2015-2016

Presented to

**Human Resources Committee
January 12, 2017**

**Board of Governors
February 2, 2017**

**Senate
February 15, 2017**

Co-Presented by the:

Provost and Vice-Principal (Academic)

Vice-Principal (Administration & Finance)

Dear Members of the Board of Governors,

The enclosed “McGill University Staffing Report: Fiscal Year 2015-2016” contains information for the one- and five-year periods ending on 30 April 2016. The report also contains data for all years in-between in order to facilitate the understanding of possible trend lines. The document provides official headcounts as well as changes for all categories of employees at the University. In addition, this Staffing Report includes data on academic staff leaves and other temporary absences from employment for the interval between 2011 and 2016.

The most noticeable datum in this report is that the absolute number of academic employees (all types) at McGill increased over the one- and five-year reporting periods from 4,961 to 5,483 staff members (see Figure 1). Most classifications saw a decrease in growth in both reporting periods, but the overall increase in absolute figures is driven by increases to the overall number of Contract Academic Staff in ranked and unranked positions (with the exception of Course Lecturers).

The absolute number of administrative and support staff declined over the five-year reporting period, but increased over the one-year period from 3,462 to 3,539 (see Table 32).

The drivers for the increases in staff counts and for shifts in the relative weight of various categories over time include the following:

- continued hiring of tenure-track professors, although at a reduced pace
- an increase in services for students
- increases in administrative staff necessary for external reporting and compliance accountability requirements
- changes in the composition of types of employees working in Faculties and administrative units as a result of shifting competency and skill requirements.

Notwithstanding the overall increase in the number of employees, consistent with last year’s Staffing Report, the 2016 data again demonstrate a slowing in the pace of growth in the size of the University’s labour force. For all Faculties, tenure-track academic appointments are approaching the target complements set in Compacts/Agreements. Where resources permit, academic “recruitment licenses” are repurposed by Deans to areas deemed aligned with the top strategic priorities identified by the Provost and are not automatically used to replace retirements or departures.

Despite on-going resource constraints and internal directives to curtail growth in the administrative and support staff, these counts increased modestly in 2016.

We hope that this report is both informative and useful. As always, we look forward to hearing from you about ways in which it can be improved for the purposes of transparency, accountability, and decision-support.

With best regards,

Prof. Christopher P. Manfredi
Provost and Vice-Principal (Academic)

Prof. Yves Beauchamp
Vice-Principal (Administration & Finance)

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Executive Summary

The Annual Staffing Report contains the numerical headcounts for various categories of McGill staff as of 30 April 2016. It provides a snapshot with comparisons to similar counts from one and five years ago. The full Report contains significant detail, and the highlights include the following:

1. As of 30 April 2016, the number of tenure-track professorial and librarian staff at McGill University stood at 1,725.
2. The net tenure-track and tenured professorial staff headcount (excluding librarians) increased by 0.7% from April 2015 to April 2016, and by 4.1% over the last five years.
3. McGill continues to attract exceptional individuals from around the world, underlining McGill's competitiveness in the global academic marketplace for top talent.
 - a. Born Outside of Canada: In 2016, roughly 50% of McGill's new tenure-track professorial staff were born outside of Canada, whereas in each of the past five years the proportion varied between 63% and 69%.
 - b. Recruited from Outside Canada: At the same time, in 2016, 52% of new tenure-track staff were recruited from abroad, whereas in each of the past five years the proportion varied between 43% and 59% (this number includes nine (9) repatriated Canadians in 2016).
4. Modifications to federal and provincial immigration policy in 2012 introduced new criteria for the granting and renewal of work permits (for non-NAFTA citizens) and stipulate a higher standard of French proficiency for Quebec residency. However, new modifications introduced by the provincial government at the end of December 2014 (achieved, in part, through request from McGill) has proved favourable to permanent residency applicants who qualify for the Quebec selection certificate using the grid method.
5. For Contract Academic Staff, the CAS Conversion implemented in FY14 provided a new reference for counting and reporting full-time academic staff these categories. Using this reference as a starting point, the three year changes are:
 - a. CAS Clinicians at McGill's affiliated teaching hospitals and research institutes increased from 1,190 to 1,303 (a 9.5% increase);
 - b. Ranked full-time Contract Academic Staff increased from 171 to 292 (a 71% increase).
 - c. Unranked full-time Contract Academic Staff increased from 106 to 110 (a 3.8% increase).
6. Administrative and support staff are vital to the success of the University in fulfilling its mission and achieving its strategic objectives. However, due to budgetary constraints, administrative and support staff at the university declined by 2.6% over the past five years from 3,635 to 3,539, largely linked to the introduction of the administrative staff voluntary retirement program in fiscal year 2012. The decline in the numbers experienced by Faculties was 2.4%; while administrative units decreased by 2.9%. Whether located in the Faculties (1,603) or in the University administration (1,936), a primary function of these staff members is to facilitate the academic work of professors and to improve the learning environment for our students. Some positions are paid by the central units, but are physically located in the Faculties. Further budget measures in FY 2014 to FY2016 have required additional staff reductions in some units to achieve their assigned cuts. These stringent constraints on new administrative and support staff hiring have now been relaxed, especially for units who have sufficient budget for hiring.

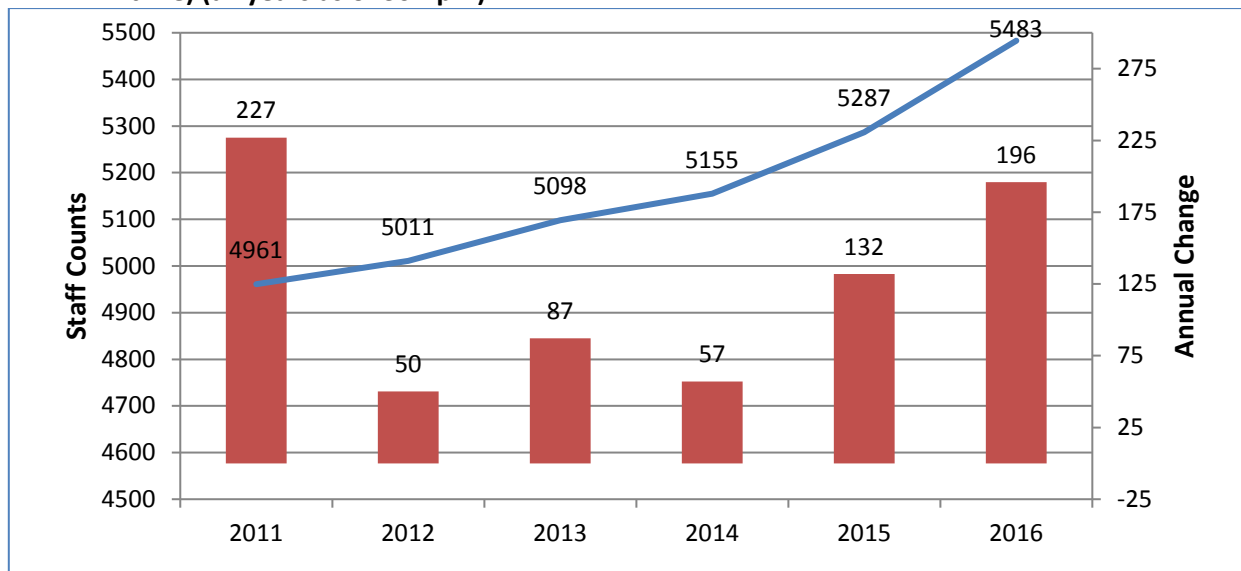
7. Over the course of the five year reporting period, the “management-professional” category has grown by 9.8%, from 1,540 to 1,778, while all other categories of administrative and support staff (excluding Executives) have declined by 12.6%, from 2,008 to 1,746, highlighting the demand for staff with more advanced expertise and skillsets to support the academic mission of the University.

Part I: Academic Staff Changes

Overview

The academic staff, consisting of full-time tenured and tenure-track academics, and full-time and part-time contract academic staff, non-tenure-track librarians, and unionized academics (includes research assistants and research associates, excludes Course Lecturers), all of whom help shape and define the University. Their impact is most directly felt on the academic units into which they have been recruited to teach, conduct research, provide advice and supervise students, and deliver service to the community both internally and externally. The Course Lecturers, although unionized, are not included in the Senate Staffing report, as they are hired on a course by course basis unlike all other staff tallied in this report. The part-time Clinical Staff in Affiliated Institutions (noted as Clinical AI-based throughout this report) form an important part of the teaching mission for the Faculties of Medicine and Dentistry, however they are entirely non-salaried university staff who are based off campus. There are however, other campus-based Clinical staff who are counted as part of the CAS ranked counts. As such figure 2 below shows the overall academic staff count with them removed.

Figure 1: All Academic Staff (ranked, unranked, unionized, excluding Course Lecturers, full and part-time) (all years as of 30 April)



Figures 1 illustrates the overall growth in all academic staff (ranked, unranked, full and part-time, but excluding Course Lecturers now unionized) between 2010-11 and 2015-16: up from 4,961 to 5,483, which represents a 10.5% increase over the five-year period. Despite this growth, most classifications saw decreases, with the exceptions being the Clinical Contract Academic Staff in Teaching Hospitals and in Affiliated Institutions, which are almost exclusively nil-salary appointments.

Figure 2: All Academic Staff – figure 1 adjusted to exclude part-time Clinical Staff in Affiliated Institutions (all years as of 30 April)

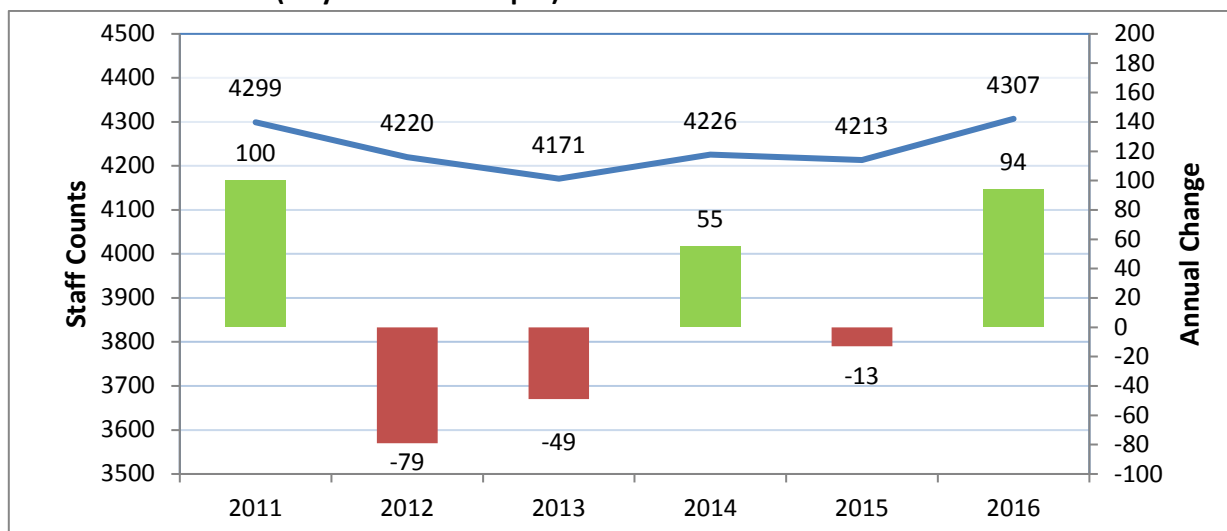


Figure 2 adjusts tallies from figure 1, with “Clinicians in Affiliated Institutions” extracted. In this case, the absolute number of academic staff between the same five-year period increased by only 8 staff (0.2%) from 4,299 to 4,307. The one-year period saw an increase of 94 staff or 2.2%.

Table 1: All Academic Staff Counts, By Faculty

Faculty/Area	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Agr. & Env. Sci	150.7	153.7	152.2	159.7	165.2	170.2	5.0	3.0%	19.5	12.9%
Arts	347.3	350.6	353.1	359.8	374.6	387.1	12.5	3.3%	39.8	11.4%
Continuing Studies	19.0	25.0	24.5	26.5	24.5	28.5	4.0	16.3%	9.5	50.0%
Dentistry	272.5	280.5	276.5	268.5	282.0	294.0	12.0	4.3%	21.5	7.9%
Education	98.0	98.0	99.0	97.0	84.5	89.5	5.0	5.9%	-8.5	-8.7%
Engineering	197.0	193.0	199.0	200.0	198.0	209.0	11.0	5.6%	12.0	6.1%
Libraries	48.0	45.5	46.0	52.0	50.0	50.5	0.5	1.0%	2.5	5.2%
Law	74.5	65.5	66.5	68.5	64.5	65.5	1.0	1.6%	-9.0	-12.1%
Management	99.5	98.5	99.5	104.5	104.5	103.5	-1.0	-1.0%	4.0	4.0%
Medicine	3130.2	3189.9	3269.6	3302.4	3425.6	3560.1	134.5	3.9%	429.9	13.7%
Music	91.0	89.0	88.0	87.0	89.0	95.0	6.0	6.7%	4.0	4.4%
Religious Studies	15.5	14.5	13.5	14.5	15.5	15.5	0	0%	0	0%
Science	385.8	390.3	404.7	408.7	403.2	408.7	5.5	1.4%	22.8	5.9%
Non-Faculty Other ¹	32.0	17.0	8.0	6.0	6.0	6.0	0.0	0.0%	-26.0	-81.3%
Total	4961	5011	5100	5155	5287	5483	196.0	3.7%	522.0	10.5%

NOTE: The tallies for the area “Non-Faculty Other” represent counts for unranked or unionized staff. The units represented here are:

1) 2011 includes Athletics - Downtown Campus, Athletics-Admin Services, Chaplaincy Service, Counselling Service, Macdonald Student Services, Mental Health Service, Student Services and Teaching & Learning Services reporting to the Deputy Provost (Student Life & Learning), McGill-Queens Press reporting to the Provost & Vice-Principal (Academic), and the V-P (Research & Int. Relation), and Sponsored Research.

2012 includes Athletics - Downtown Campus, Athletics-Admin Services, Chaplaincy Service and Teaching & Learning Services reporting to the Deputy Provost (Student Life & Learning), McGill-Queens Press reporting to the Provost & Vice-Principal (Academic), and the V-P (Research & Int. Relation)

2013 includes Athletics-Admin Services and Teaching & Learning Services reporting to the Deputy Provost (Student Life & Learning), McGill-Queens Press reporting to the Provost & Vice-Principal (Academic), and the V-P (Research & Int. Relation)

2014 includes Teaching & Learning Services reporting to the Deputy Provost (Student Life & Learning), McGill-Queens Press reporting to the Provost & Vice-Principal (Academic), and the V-P (Research & Int. Relation)

2015 includes Teaching & Learning Services reporting to the Deputy Provost (Student Life & Learning), McGill-Queens Press reporting to the Provost & Vice-Principal (Academic)

2016 includes Teaching & Learning Services reporting to the Deputy Provost (Student Life & Learning), McGill-Queens Press reporting to the Provost & Vice-Principal (Academic)

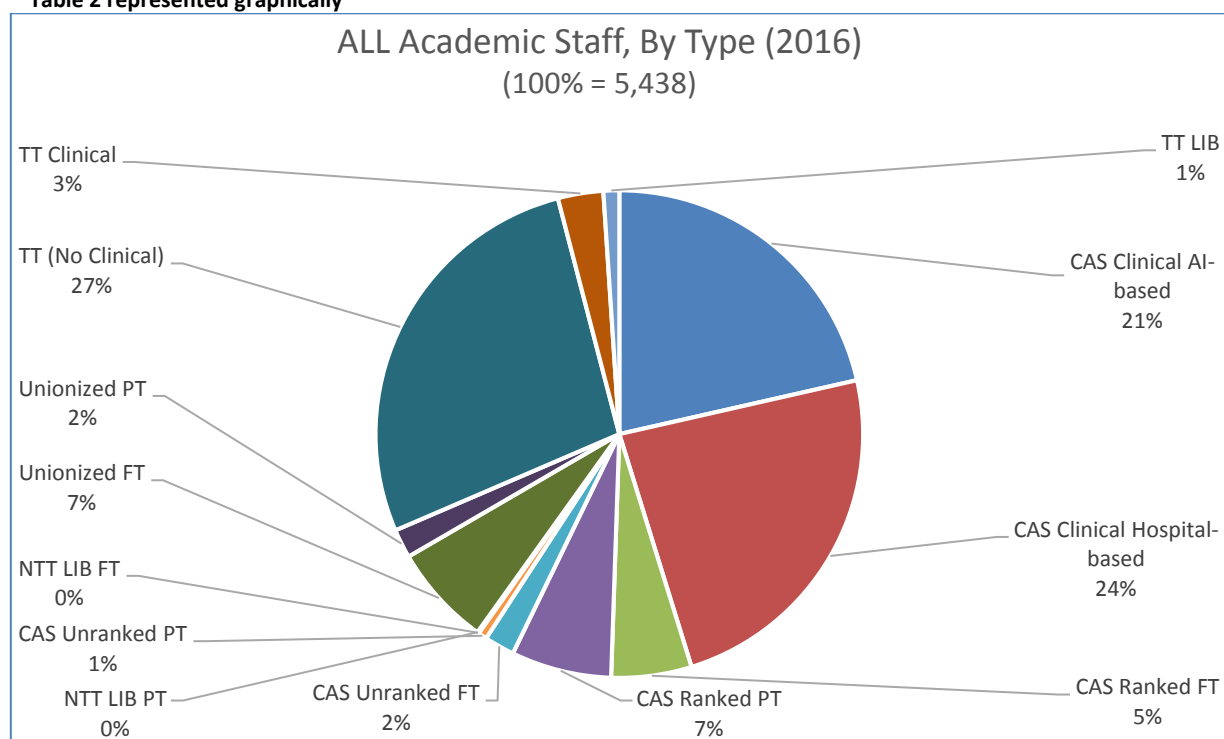
Table 2: All Academic, by Staff Type

TYPE	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
TT (excludes Clinical)	1423.5	1458.5	1466.5	1502.5	1491.5	1502.5	11.0	0.7%	79.0	5.5%
TT Clinical ¹	178	178	177	173	164	165	1.0	0.6%	-13.0	-7.3%
TT Librarian	64.5	60.5	59.5	60.5	58.5	57.5	-1.0	-1.7%	-7.0	-10.9%
SUB-TOTAL (1)	1666	1697	1703	1736	1714	1725	11.0	0.6%	59.0	3.5%
CAS Ranked FT ²	161	154	171	195	266	292	26.0	9.8%	131.0	81.4%
CAS Ranked PT	694	549	521	497	382	365	-17.0	-4.5%	-329.0	-47.4%
CAS Clinical TH-based ³	1069	1164	1190	1204	1255	1303	48.0	3.8%	234.0	21.9%
CAS Clinical AI-based ⁴	662	791	927	929	1074	1176	102.0	9.5%	514.0	77.6%
CAS Unranked FT ⁵	88	90	106	104	99	110	11.0	11.1%	22.0	25.0%
CAS Unranked PT	140	81	27	27	27	32	5.0	18.5%	-108.0	-77.1%
NTT Librarians FT ⁶	7	2	3	6	4	6	2.0	50.0%	-1.0	-14.3%
NTT Librarians PT	2	2	3	1	1	0	-1.0	100.0%	-2.0	100.0%
Unionized FT ⁷	396	396	378	387	363	369	6.0	1.7%	-27.0	-6.8%
Unionized PT	76	85	71	69	102	105	3.0	2.9%	29.0	38.2%
SUB-TOTAL (2)	3295	3314	3397	3419	3573	3758	185	5.2%	463.0	14.1%
Total (1+2)	4961	5011	5100	5155	5287	5483	196	3.7%	522.0	10.5%

NOTE:

- 1) Clinical Tenure Track and Tenured staff are the GFTU or Geographic Full-Time (University) staff or the Clinician Scientist staff in the Faculty of Medicine. These staff must have an affiliation with a McGill Teaching Hospital.
- 2) CAS Ranked Staff include Faculty Lecturers, Senior Faculty Lecturers, Assistant Professors, Associate Professors and Professors.
- 3) Clinical TH-based-staff are full-time staff in one of the McGill Teaching Hospitals in the Faculties of Medicine and of Dentistry. These staff are tightly controlled by the Quebec Ministry of Health. These clinical counts exclude clinical-campus-based staff in other faculties, who are counted in CAS Ranked FT and PT rows above.
- 4) Clinical AI staff are Faculty of Medicine or Faculty of Dentistry part-time staff in an Affiliated Institution which is not a McGill Teaching Hospital. These are nil salary appointments, where staff contribute to the teaching mission of the University, and must maintain an affiliation with McGill as part of their professional accreditation. These clinical counts exclude clinical-campus-based staff in other faculties, who are counted in CAS Ranked FT and PT rows above.
- 5) Current valid Unranked staff classifications are Academic Associate, Senior Academic Associate and Curator.
- 6) Non-Tenure-Track Librarian staff are currently limited to Assistant Librarians.
- 7) Unionized staff are Research Associate and Research Assistants. Course Lecturers and Instructors are excluded from these counts as these staff are hired on a course-by-course basis, and are thus difficult to track for the purposes of this report.

Table 2 represented graphically



Tables 3 a, b: All Academic Staff...

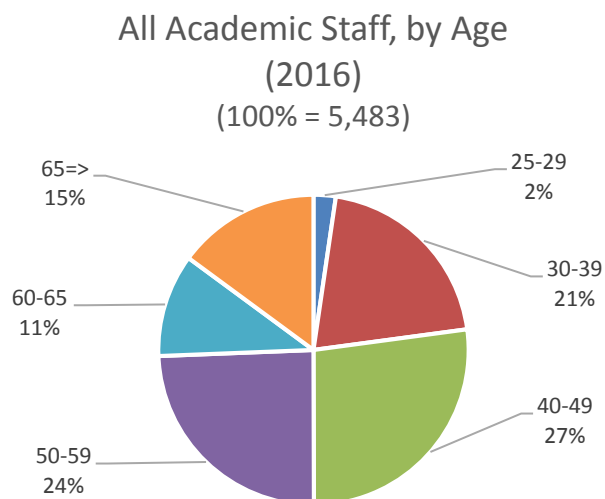
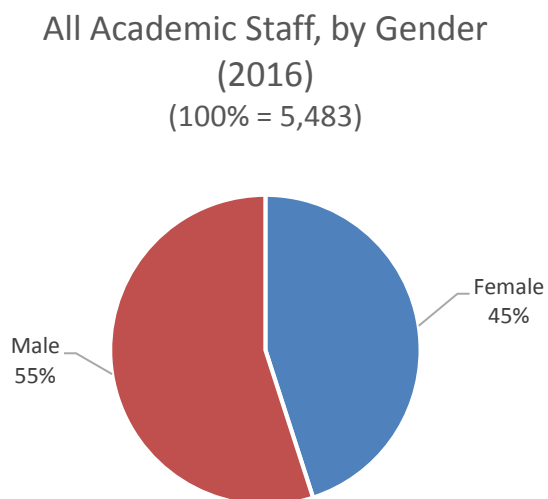
a) by Gender

Gender	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	2062	2075	2151	2206	2323	2469	146.0	6.3%	407.0	19.7%
Male	2899	2936	2949	2949	2964	3014	50.0	1.7%	115.0	4.0%
Total	4961	5011	5100	5155	5287	5483	196	8.0%	522.0	23.7%

b) by Age

Faculty/Area	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	127	97	118	97	126	127	1.0	0.8%	0.0	0.0%
30-39	1053	1088	1063	1051	1078	1127	49.0	4.5%	74.0	7.0%
40-49	1382	1392	1420	1444	1451	1485	34.0	2.3%	103.0	7.5%
50-59	1273	1260	1259	1283	1313	1339	26.0	2.0%	66.0	5.2%
60-65	543	538	558	553	568	588	20.0	3.5%	45.0	8.3%
65=>	583	636	682	727	751	817	66.0	8.8%	234.0	40.1%
Total	4961	5011	5100	5155	5287	5483	196.0	3.7%	522.0	10.5%

Tables 3 a and b represented graphically for 2016



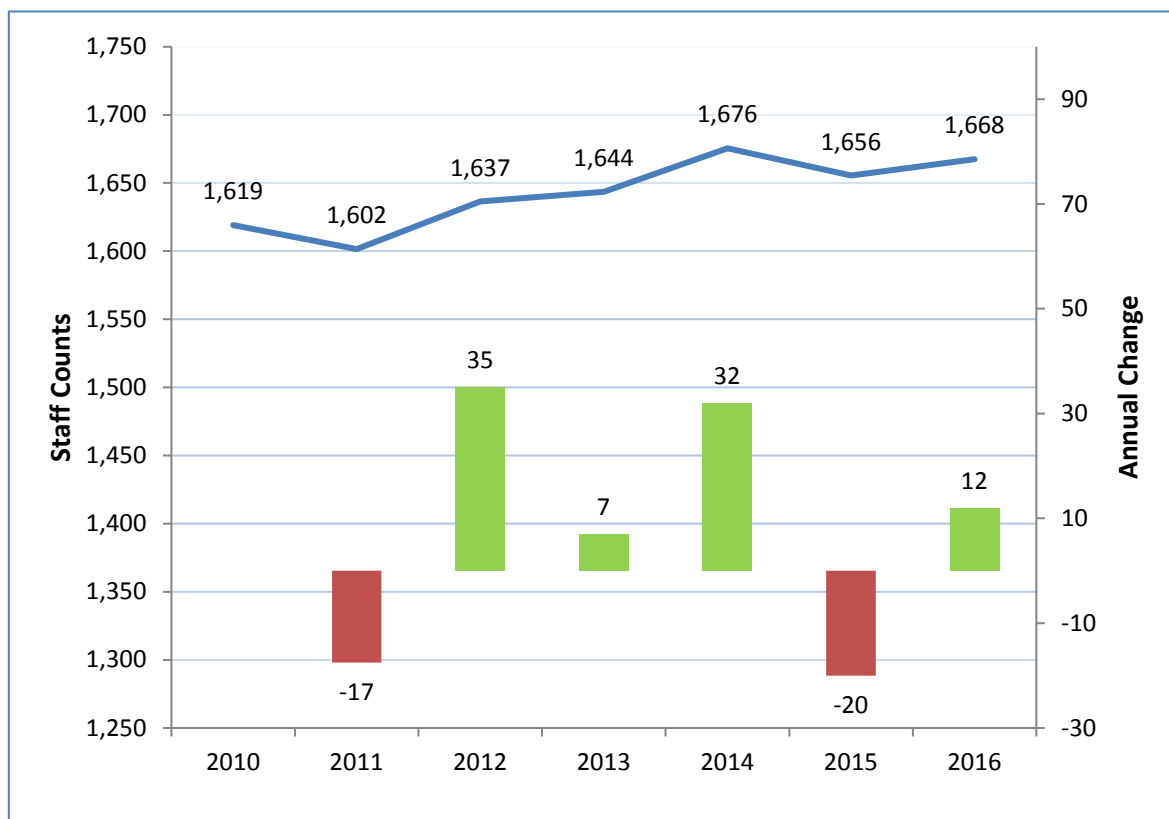
Tenure Track and Tenured Professoriate

In order to support the academic mission of McGill, the University research/scholarship and teaching programs depend a robust plan for renewal of the professoriate (“academic renewal”) and efficient mechanisms for its implementation. Academic renewal invigorates our learning programs, enhances the conduct of cutting edge research and scholarship by professors and graduate students, and contributes to improvements in the collegial administration and governance of the University.

Along those lines, from 1 May 2011 to 30 April 2016, McGill welcomed 422 new full-time tenure-track professors, for a net gain of 66 positions or 4.1% over the five-year period.

Figure 3 illustrates the overall growth in the full-time tenure-track/tenured complement numbers between 2010-11 and 2015-16: up from 1,602 to 1,668. The net decrease of 17 positions in 2011-12 is attributed to the inception of the academic retirement incentive program. Replacement of the departures due to that retirement incentive plan provided a boost to tenure-track recruitment from 2011-12 through 2013-14. The decrease in 2014-15 is due to fewer recruitments during this fiscal year than average contrasted to a higher number of departures than average (56 recruitments versus 77 departures, versus five-year averages of 71 versus 52, respectively).

Figure 3: Tenure-Track/Tenured Professorial Staff Counts (as of 30 April on YYYY)

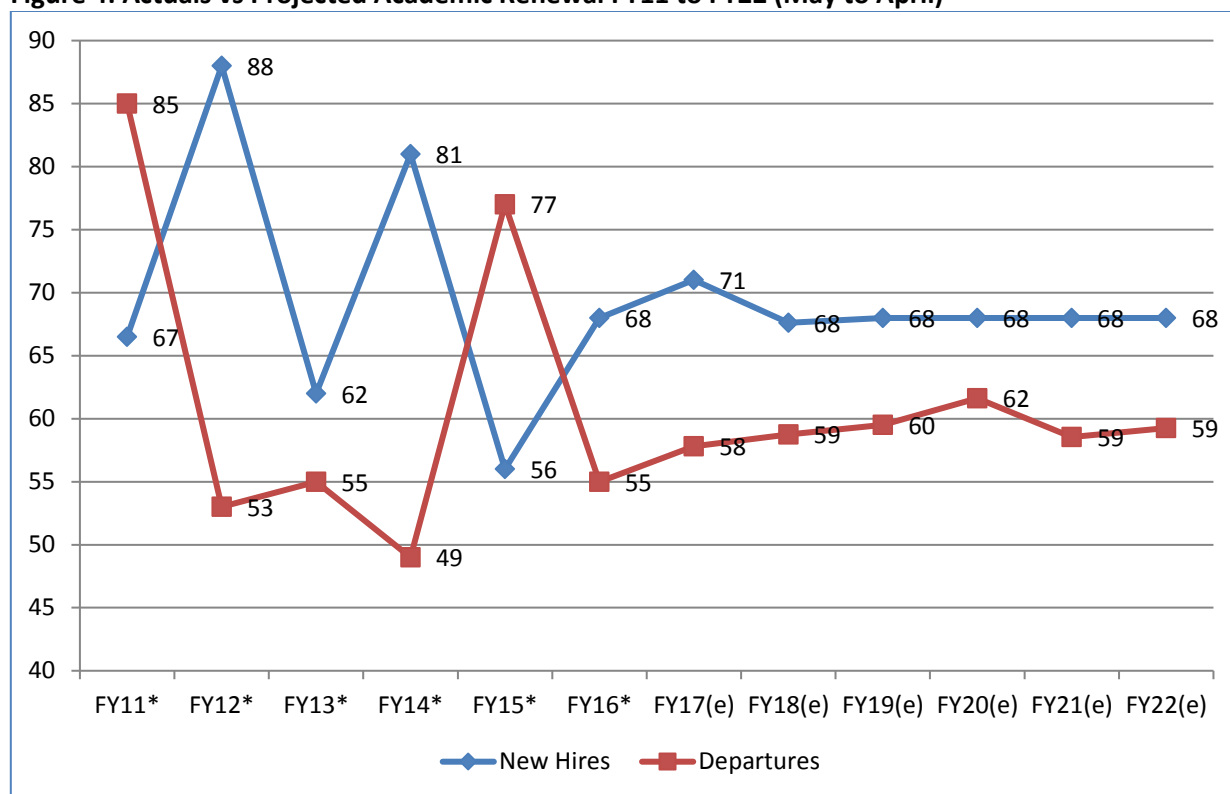


Based on an on-going assessment of the University's academic needs and consonant with McGill's strategic priorities, the target complement for 2015-16 was increased by 39 from 1654 to 1693. Adjustments to the allocation of tenure-track positions were made to remain consistent with McGill's strategic initiatives: three (3) positions were added to the Faculty of Arts, three (3) positions were added in the Faculty of Science, while the Faculty of Medicine's target was increased by 34 positions as part of a right-sizing recalibration of its target complement due to the inception in FY2015 of a hybrid system of position monitoring that now emphasizes salary mass rather than head count. The overall University increase in target complement by 39 positions assists McGill's goal of keeping the undergraduate student-to-tenure-track-faculty ratio steady at approximately 13 students to each professor.

Figure 4 illustrates the most recent forecast for tenure-track hires and departures, projecting equilibrium by academic year 2019-20. The number of departures among tenured or tenure-track professors has fluctuated in recent years and is projected to remain at around 59 on average in the next five years. There was a hiring increases in FY2012 and FY2014 to maintain core teaching and research programs that were affected by the departure of those individuals who took advantage of the academic retirement incentive program first implemented in 2011-12. FY2015 saw a similar number of retirement and voluntary resignations (33 and 35, respectively), which resulted in a spike in departures of 77 for the year. A few new academic programs were also created which required new academic expertise.

The current plan is to keep net new annual increases in tenure-track hires at a maximum of 8 until FY2022.

Figure 4: Actuals vs Projected Academic Renewal FY11 to FY22 (May to April)

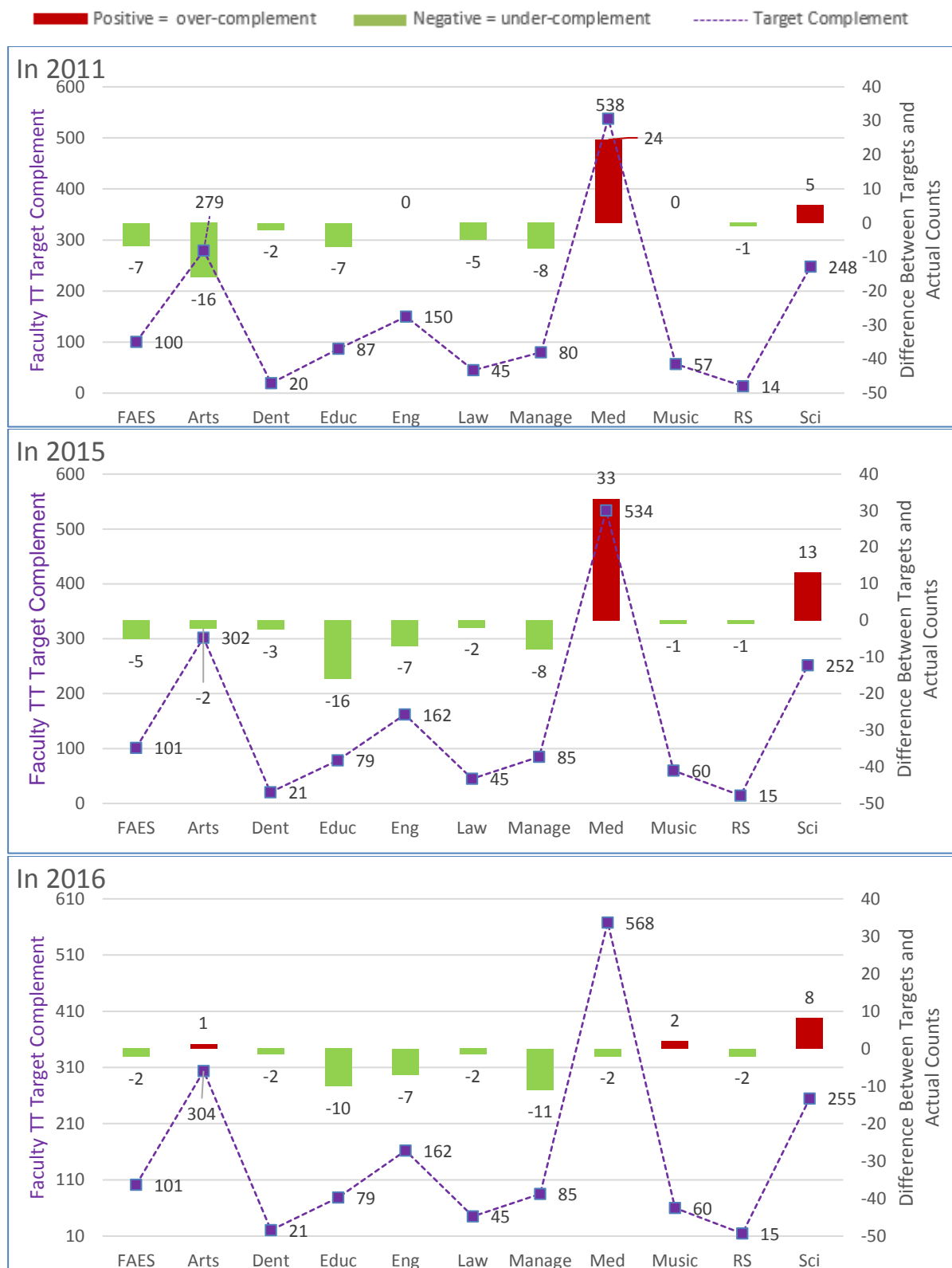


NOTE: * = actuals (e) = estimate

Figure 5 illustrates the contrast between Target Complements and actual over/under target complement counts for tenure-track and tenured staff in each Faculty. In 2011 the University was 16 staff under the target of 1,617, in 2015 it was one (1) staff over the target of 1,656, and in 2016 it was 26 staff under the target of 1,693. The one year change between FY15 and FY16 in University's target complement

(increase of 39) to the target is due largely to a review of the Faculty of Medicine's staffing model. The faculty's target complement was revised, or "right-sized", in November 2015 after a review of various funding sources that support tenure track salaries in the faculty and the introduction of a new "salary mass to salary cap" model to manage headcounts going forward.

Figure 5 a, b, c: Variation of Faculty Target Complements



Risks and trends

Immigration

McGill conducts international searches when recruiting tenure-track academic staff. Each year many of our new professors are hired from outside Canada: the proportion was 35 out of 68 in 2016 at all ranks. Approximately 50% of McGill's assistant professors and librarians arrive on a 3-year work-permit with the expectation from McGill and from the Governments of Quebec and Canada that they will pursue permanent residency during this period. Early in 2013, the Government of Canada began to apply more stringent conditions for work-permit renewals: typically renewals are for shorter periods (1-2 years) and there is an increased demand for employers to demonstrate that no Canadians are available to do the work. As part of the renewal process, the University is now required to obtain a new "Labor Market Impact Assessment" (LMIA) and to re-advertise the position for all non-Canadian and non-residents except citizens from US, Mexico and Chile who are exempted from this rule because of free trade agreements.

French language requirements for permanent residency

In August 2013, the "advanced intermediate" level of French proficiency became the minimum threshold for which points would be allocated to count toward an application for permanent residency in Quebec. Prior to that, the required level was "intermediate".

Risks

As a result of these two immigration policy changes in 2013, McGill has actively sought to mitigate any threats relative to the attraction of new faculty and the retention of professors who have already received multiple work-permit renewals and who have little or no French proficiency. These policy changes may also have an impact on recruitment, especially at the more senior levels where candidates may not have the requisite French proficiency and view the residency process as onerous, or do not want to become Canadian citizens.

Mitigating actions

Since 2013, the University has ensured that part-time French language instruction provided by the School of Continuing Studies is available free-of-charge to professors who must meet the language proficiency requirements. The reappointment/tenure process has also been adjusted to allow professors some additional time to pursue language instruction without compromising their tenure dossiers. The University has had a certified immigration consultant on its permanent staff since August 2015 to provide direct assistance and advice to academic staff navigating the permanent residency process. A second officer was hired in 2016 to meet the demand of personalized services. As mentioned previously, the University has maintained positive contacts with MIDI (Quebec Ministry of Immigration, Diversity and Inclusiveness) that have resulted in improvements to the grid point system used by Quebec to select its immigrants. At present, the vast majority of our new international recruits at the rank of Assistant Professor are able to qualify for a *Certificat de Sélection du Québec* at their first application.

Renewal within the Faculties

As noted above, recruitment, development, and retention of professors form the core of McGill's "academic renewal program". The Office of the Provost and Vice-Principal (Academic) together with the Deans of the Faculties set funds aside annually for recruitment, start-up packages, and also for the retention of researchers in whom we have invested, and who have been or may be offered positions at other institutions.

Table 4 outlines the evolution of full-time, tenure-track/tenured academic staff that has taken place in each Faculty between fiscal years 2011 and 2016. At the end of FY2016, most Faculties were under their target complement, and actively recruiting.

Table 4: Tenure-Track/Tenured Professorial Staff Counts

Faculty ^{1, 2}	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Agr. & Env. Sci ³	93.7	91.7	94.2	96.7	96.2	99.2	3.0	3.1%	5.5	5.9%
Arts ^{4,5,6}	263.3	275.6	280.1	286.8	299.6	305.1	5.5	1.8%	41.8	15.9%
Dentistry	17.5	19.5	19.0	19.5	18.0	19.0	1.0	5.6%	1.5	8.6%
Education ⁴	80.0	81.0	80.0	80.0	62.5	68.5	6.0	9.6%	-11.5	-14.4%
Engineering	150.0	149.0	152.0	158.0	155.0	155.0	0.0	0.0%	5.0	3.3%
Law	40.0	38.5	40.0	43.0	43.0	43.5	0.5	1.2%	3.5	8.7%
Management	72.5	74.5	74.0	80.0	77	74.0	-3.0	-3.9%	1.5	2.1%
Medicine	562.2	571.9	575.9	574.8	566.9	565.9	-1.0	-0.2%	3.8	0.7%
of which, clinicians	178.0	178.0	177.0	173.0	164.0	165.0	1.0	0.6%	-13.0	-7.3%
Music	57.0	59.0	58.0	59.0	59.0	62.0	3.0	5.1%	5.0	8.8%
Religious Studies ⁵	12.5	12.5	12.5	13.5	13.5	12.5	-1.0	-7.4%	0.0	0.0%
Science	252.8	263.3	257.8	264.3	264.8	262.8	-2.0	-0.8%	10.0	4.0%
Total⁶	1601.5	1636.5	1643.5	1675.5	1655.5	1667.5	12.0	0.7%	66.0	4.1%

NOTE: 1) Joint appointment are counted by splitting the staff count among respective Faculties, where applicable. Joint appointments are formalized in the Board letter of appointment.
2) Excludes tenure-track librarians, see the relevant section on librarian staff below.
3) Includes the McGill School of Environment (MSE) which for reporting purposes reports to the Dean of FAES. The MSE is a multi-faculty unit shared with the Faculty of Arts, the Faculty of Law, and the Faculty of Science.
4) The School of Information Studies was formally transferred from Education to Arts (12.5 faculty members) in May-2014.
5) From May 1st, 2016 the Faculty of Religious Studies was transformed into the School of Religious Studies under the Faculty of Arts. This shift will be represented in next year's report.
6) The total count of 0.5 from FY11 onwards reflects the appointment of the Dean of Libraries who holds a 0.5 joint appointment in the School of Information Studies (Faculty of Arts) and a 0.5 joint appointment in Libraries. See the librarian section for an accounting of the other 0.5 portion.

Table 4 represented graphically for 2016

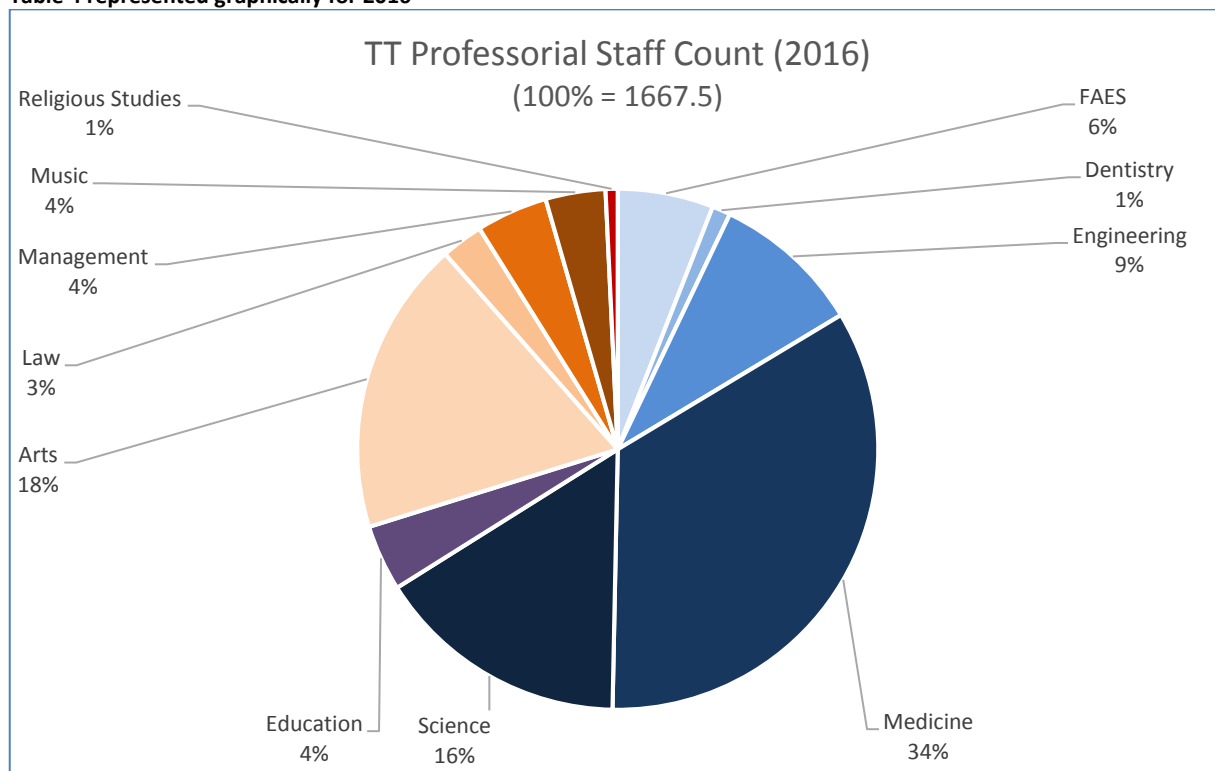


Table 5: Tenure-Track/Tenured Professoriate, New Hires

Faculty	Period Ending (30-Apr-YYYY)						New Hires
	2011	2012	2013	2014	2015	2016	2011-2016
Agr. & Env. Sci	3.0	2.0	5.0	4.5	5.0	4.0	23.5
Arts	10.0	18.3	14.0	16.0	11.0	13.0	82.3
Dentistry	-	3.0	-	0.5	-	1.0	4.5
Education	8.0	3.0	4.0	5.0	3.0	9.0	32.0
Engineering	7.0	11.0	5.0	11.0	3.0	5.0	42.0
Law	-	1.5	2.0	3.0	2.0	1.0	9.5
Management	6.0	5.0	4.0	8.0	5.0	4.0	32.0
Medicine	18.5	20.8	21.0	17.5	14.0	14.0	105.8
<i>of which, clinicians</i>	<i>3.0</i>	<i>3.0</i>	<i>5.0</i>	<i>2.0</i>	<i>1.0</i>	<i>4.0</i>	<i>18.0</i>
Music	2.0	4.0	3.0	2.0	3.0	5.0	19.0
Religious Studies	-	1.0	-	1.0	1.0	-	3.0
Science	12.0	18.5	4.0	12.5	9.0	12.0	68.0
Total¹	66.5	88.0	62.8	81.0	56.0	68.0	421.5

NOTE: 1) The total count of 0.5 from FY11 onwards reflects the appointment of the Dean of Libraries who holds a 0.5 joint appointment in the School of Information Studies (Faculty of Arts) and a 0.5 joint appointment in Libraries. See the librarian section for an accounting of the other 0.5 portion.

Table 52 represented graphically

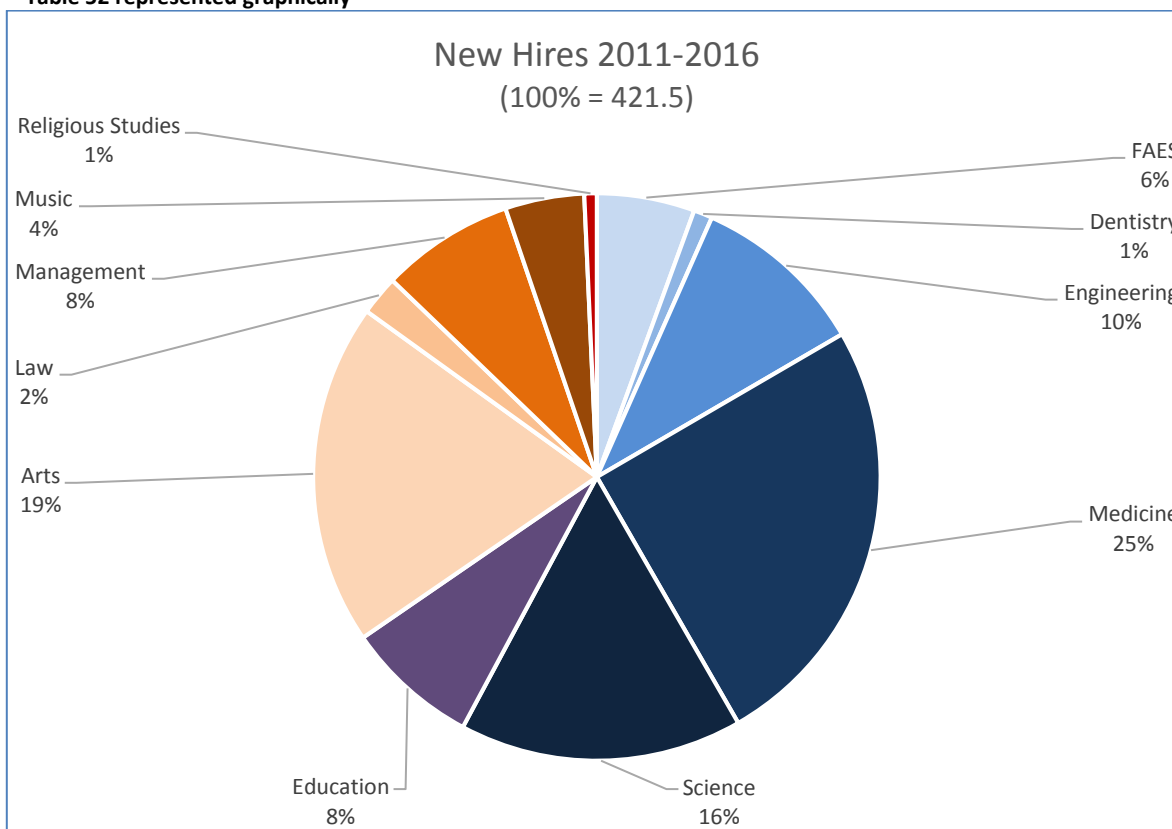


Table 6 a, b, c: Tenure-Track/Tenured Professoriate, Distribution

a) by rank

Rank	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Professor	598.5	606.5	607.5	629.5	637.5	671.5	34.0	5.3%	73.0	12.2%
Associate	661.0	677.0	719.0	720.0	660.0	699.0	39.0	5.9%	38.0	5.7%
Assistant	340.0	351.0	314.0	324.0	355.0	297.0	-58.0	-16.3%	-43.0	-12.6%
ASSTP Spec Cat	2.0	2.0	3.0	2.0	3.0	0.0	-3.0	-100%	-2.0	-100%
Total	1601.5	1636.5	1643.5	1675.5	1655.5	1667.5	12.0	0.7%	66.0	4.1%

b) by Gender

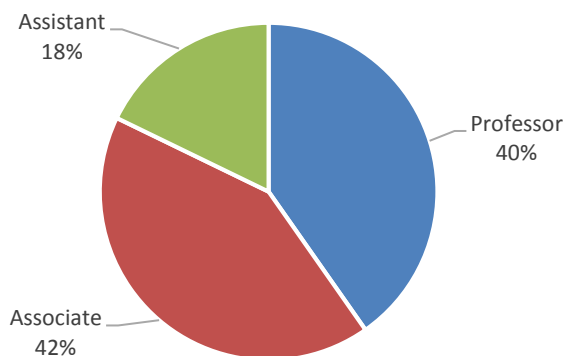
Rank	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	463.5	482.5	492.5	503.5	516.5	528.5	12.0	2.3%	65.0	14.0%
Male	1138.0	1154.0	1151.0	1172.0	1139.0	1139.0	0	0%	1.0	0.1%
Total	1601.5	1636.5	1643.5	1675.5	1655.5	1667.5	12.0	0.7%	66.0	4.1%

c) by Age

Age Tranche	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	6.0	4.0	4.0	2.0	3.0	2.0	-1.0	-33.3%	-4.0	-66.7%
30-39	267.0	285.0	246.0	245.0	232.0	209.0	-23.0	-9.9%	-58.0	-21.7%
40-49	454.0	467.0	490.0	503.0	483.0	468.0	-15.0	-3.1%	14.0	3.1%
50-59	460.5	457.0	464.0	468.0	471.0	473.0	2.0	0.4%	12.5	2.7%
60-64	206.0	197.5	190.5	197.5	193.5	206.5	13.0	6.7%	0.5	0.2%
65=>	208.0	226.0	249.0	260.0	273.0	309.0	36.0	13.2%	101.0	48.6%
Total	1601.5	1636.5	1643.5	1675.5	1655.5	1667.5	12.0	0.7%	66.0	4.1%

Tables 6a and 6b represented graphically for 2016

TT Professorial Staff Distribution
by Rank (2016)
(100% = 1667.5)



TT Professorial Staff
Distribution by Gender (2016)
(100% = 1667.5)

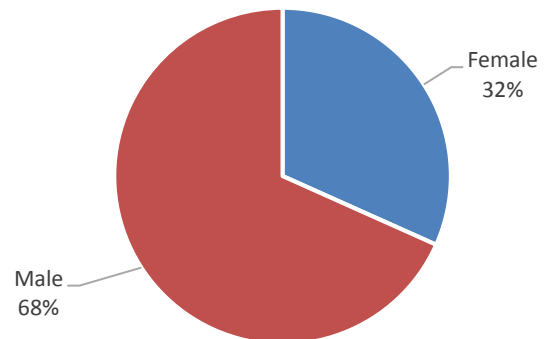
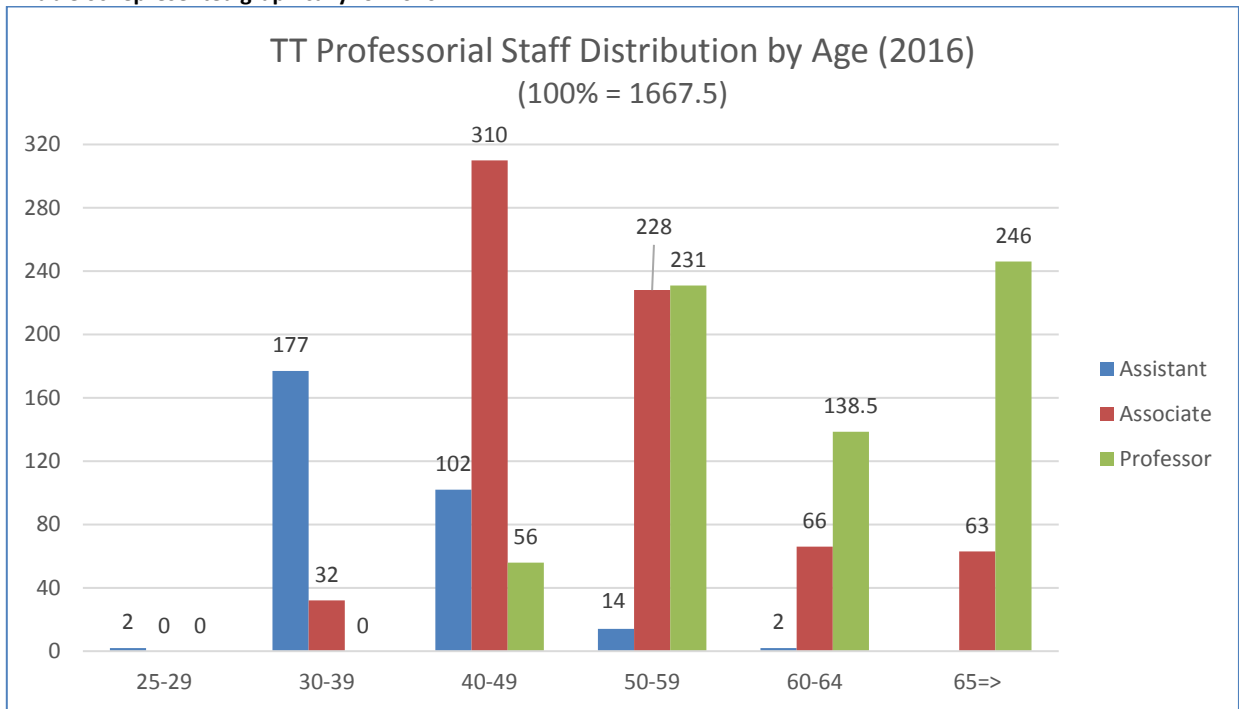


Table 6c represented graphically for 2016



Recruitment of tenure-track and tenured professors: the best from around the world

In line with the University's strategic objective of strengthening McGill's international reputation, accomplished scholars as well as junior faculty members are recruited to our campuses from all parts of the globe. The University's worldwide reputation and global reach are reflected and enhanced by the quality of the educational programs we deliver and of the research conducted by our academics. McGill's world-class status is further reinforced by the diversity of our professoriate and our students as well as by the range and quality of partnerships extending beyond Canada.

Table 7 provides figures on the place of birth of faculty members who joined McGill between fiscal years ending 2011 and 2016. During this period, 66% of newly hired tenure-track professors were born outside Canada. In 2011 the number born in Canada was 32.8%. This number increased slightly to 33.9% in 2016.

Table 7: Birthplace of New Faculty (TT staff)

Region	Period Ending (30-Apr-YYYY)						Total New Hires	
	2011	2012	2013	2014	2015	2016	2011-2016	%
Canada	21	31	23	27	19	34	155	36.8%
USA	18.5	16	16	21	5	15	91.5	21.7%
Europe	16	22	11	19	15	10	93	22.1%
Other	11	19	12	14	17	9	82	19.5%
Total	66.5	88	62	81	56	68	421.5	100%

as a %	2011	2012	2013	2014	2015	2016	2011-2016
Canada	31.6%	35.2%	37.1%	33.3%	33.9%	50.0%	36.8%
USA	27.8%	18.2%	25.8%	25.9%	8.9%	22.1%	21.7%
Europe	24.1%	25.0%	17.7%	23.5%	26.8%	14.7%	22.1%
Other	16.5%	21.6%	19.4%	17.3%	30.4%	13.2%	19.5%
Total	100%	100%	100%	100%	100%	100%	100%

Table 7 represented graphically

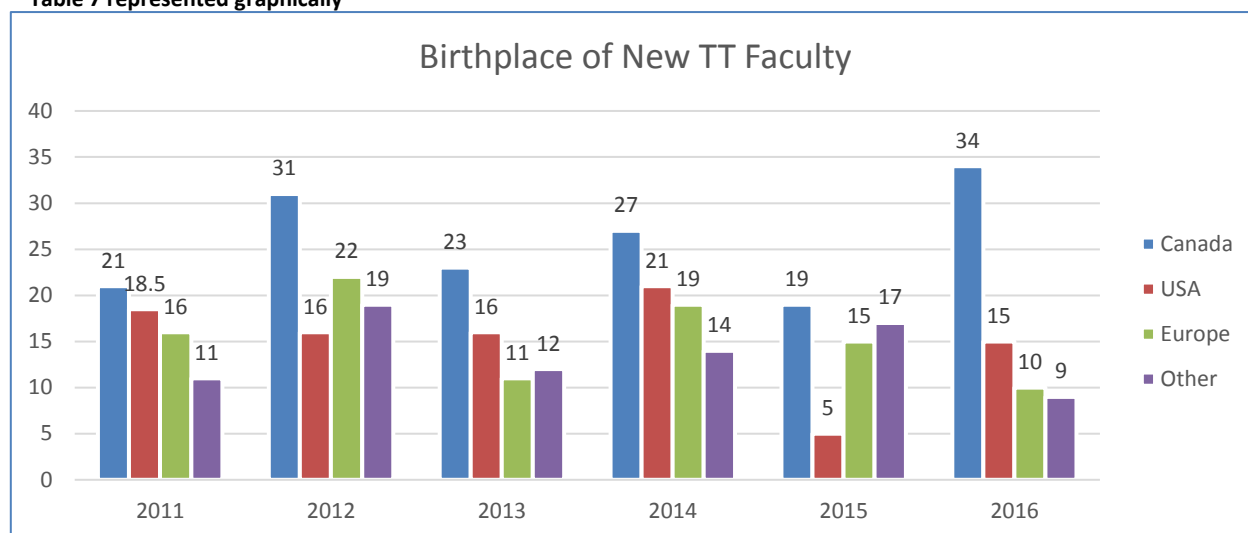


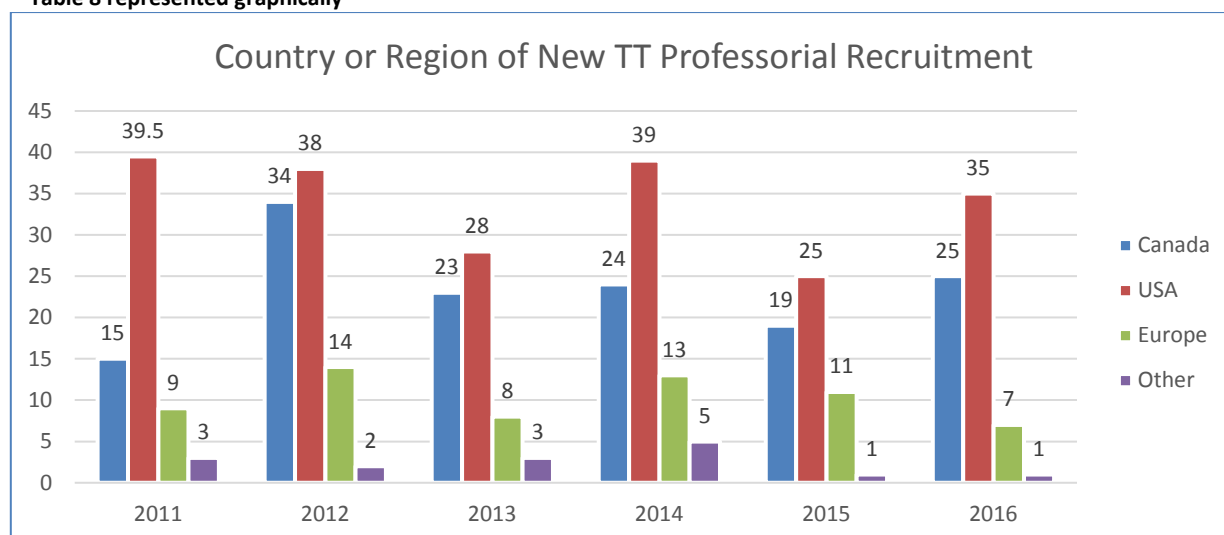
Table 8 presents the countries and regions from which McGill attracts new recruits. This refers to the recruits' most recent location of employment, training, or education just prior to coming to the University. In the period between 2011 and 2016, more than half of our new recruits came from institutions in the United States. The portion of staff recruited from Canadian institutions averages at about 33%, while those recruited from outside Canada averages at about 77% of staff recruitments.

Table 8: Country/Region of New Professorial Recruitment (TT staff)

Region	Period Ending (30-Apr-YYYY)						Total New Hires	
	2011	2012	2013	2014	2015	2016	2011-2016	%
Canada	15	34	23	24	19	25	140	33.2%
USA	39.5	38	28	39	25	35	204.5	48.5%
Europe	9	14	8	13	11	7	62	14.7%
Other	3	2	3	5	1	1	15	3.6%
Total	66.5	88	62	81	56	68	421.5	100%

as %	2011	2012	2013	2014	2015	2016	2011-2016
Canada	22.6%	38.6%	37.1%	29.6%	33.9%	36.8%	33.2%
USA	59.4%	43.2%	45.2%	48.1%	44.6%	51.5%	48.5%
Europe	13.5%	15.9%	12.9%	16.0%	19.6%	10.3%	14.7%
Other	4.5%	2.3%	4.8%	6.2%	1.8%	1.5%	3.6%
Total	100%	100%	100%	100%	100%	100%	100%

Table 8 represented graphically



Non-Operating Sources of Funds: an important component of renewal

McGill University Staffing Reports have emphasised that talented new tenure-track and tenured recruits play a vital role in rejuvenating McGill's academic programs. Regardless of Faculty, rank, or honorific title, members of the McGill professoriate are expected to integrate their research into their teaching. Thanks to considerable reinvestment by the Quebec government (in general and for specific disciplines such as Management and Engineering) at the turn of this century and a considerable number of Canada Research Chairs (CRC) earned by McGill and funded directly by the federal government, the University has been able to design, implement, and so far maintain its academic renewal plan. Recent years, cuts in provincial funding and severe restrictions on tuition increases, however, need to be assessed for their impact on academic renewal. Three other sources of funding have contributed to the calculation of our tenure-track complements by Faculty: endowed or direct donations, salary awards from various sources, and hiring agreements with hospital research institutes.

As of 30 April 2016, two (2) academic staff members at McGill were supported by Canada Excellence Research Chairs (CERCs) and 137 academic staff were supported by Canada Research Chairs (CRCs). These federal programs awards universities up to \$10 million over seven years to support world-renowned researchers and their teams to establish ambitious research programs at Canadian universities for CERCs, and contributes \$200,000 for each senior (CRC Tier 1) research Chair and \$100,000 for each junior (CRC Tier 2) research Chair. The number of CRC chairs allocated to universities changes every two years when the program recalibrates allocations to reflect each university's relative performance in securing federal research grants: the allocation was increased from 160 to 162 chairs in the February 2016. These research chairs are being used primarily for external recruitment, with selective internal use for retention and equity goals. In 2016, externally recruited CERC/CRCs account for 77% of these chairs. Of these 77%, approximately 37.4% of McGill's CERC/CRC recruits come from institutions outside Canada, and approximately 18.7% of these are repatriated Canadian researchers. Several CRC recruitments are linked to our two successful CERC competitions (Human Pain Genetics and Green Chemistry), other recruitments are underway that depend on CRCs, and some internal CRC allocations are expected to ensure full utilization of this valuable funding source. Typically the cycle of hiring and the time-delays associated with senior recruitments account for a gap between allocated and filled CRCs at McGill. In 2014-15 and 2015-16 more than half of all CRC departures were second-term Tier 2s reaching the end of their eligibility period, which represents 34 Tier 2 CRCs to fill. Looking forward, an additional four (4) second-term Tier 2s will end in FY17, eight (8) in FY18, and two (2) in FY19, and two in FY20, for a total of 16 more vacancies to fill. As a result there will be a significant number of junior chairs to fill. Since Tier 1 chairs are indefinitely renewable, there is practically no vacancy.

The Office of Vice-Principal (Academic) and the Deans of the Faculties at McGill determined at the start of the program in 2000 that the best use of CRC chairs would be (almost) exclusively for external recruitment. Simultaneously, the University created the internal James McGill Professorship and William Dawson Scholar programs to parallel the CRCs in order to retain high-performing tenured or tenure-track faculty who might otherwise be recruited to a peer institution with the offer of a Canada Research Chair. As of 30 April 2016, 151 professors held these internal James McGill-William Dawson awards, with the total possible allocations equivalent to the University's CRC chair allocation. These internal awards consisting of an academic stipend and a research fund totalling \$25,000 per year are supported by the University's operating fund.

The academic renewal program has also motivated a reinvigorated emphasis on securing endowed chairs to recognize the achievements of outstanding faculty members, to recruit distinguished external scholars, and in some cases promising young researchers. With the generous help of the McGill donor community we have been able to establish new endowed chairs to ensure that leading academics receive support for excellence in scholarship and teaching. As of 30 April 2016, 129 professors held

named chairs supported by philanthropic giving to McGill. These chairs cover some portion of the chairholders' salaries or provide support for their research activities.

At the present time, the University has been able to partially fund close to 200 tenure-track appointments at the University thanks to career (research) awards and/or to stipulated agreements for professorial appointments in the research institutes of McGill's affiliated teaching hospitals, with the latter being mutually beneficial to both institutions. In short, the CRC chairs, internal awards, endowed chairs, salary awards, and tenure-track agreements provided the financial support and recognition to over one-quarter of McGill's highest performing tenured and tenure-track staff in 2016.

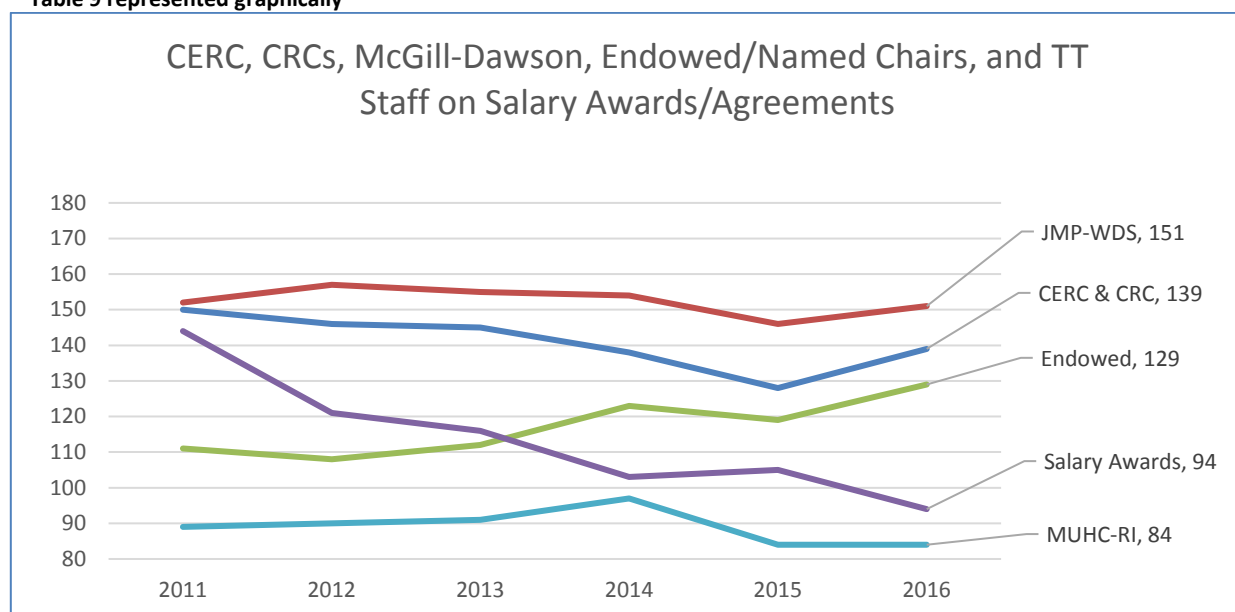
Table 9 documents the trend in numbers for CERC & CRCs, James McGill- William Dawson awards and endowed chairs, salary awards and tenure-track agreements covered by the MUHC-RI over time. These non-traditional sources of funding have been essential to sustain our ambitious academic renewal program over the past five years. It is seen that the most important decline is related to salary awards for clinicians; in particular in the CIHR New Investigator awards that are increasingly competitive.

Table 9: Filled CERC, CRCs, McGill-Dawson and Endowed/Named Chairs, and TT Staff on Salary Awards and TT Agreements

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
CERC & CRC	150	146	145	138	128	139	11	8.6%	-11	-7.3%
JMP-WDS	152	157	155	154	146	151	5	3.4%	-1	-0.7%
Endowed	111	108	112	123	119	129	10	8.4%	18	16.2%
Salary Awards ¹	144	121	116	103	105	94	-11	-10.5%	-50	-34.7%
TT Agreements (MUHC-RI)	89	90	91	97	84	84	0	0%	-5	-5.6%
Total	646	622	619	615	582	597	15	2.6%	-49	-7.6%

NOTE: Some examples of Salary Awards: CIHR New Investigator, Arthritis Society of Canada, FRQS Chercheur Boursier, Hydro Quebec, NIH, Novolait, Osisko, Simons Foundation,

Table 9 represented graphically



Enrolment: an important parameter linked to academic renewal

Student-to-staff ratios offer an important “proxy measure” for educational quality, especially at the undergraduate level. The University’s strategic academic plan, originally expressed in *Strengths and Aspirations* (2006), framed the impetus for academic renewal as linked to the objective of improving the undergraduate student learning experience, increasing student accessibility to professors, decreasing class size, and enhancing advising. This objective was reaffirmed in *ASAP 2012: Achieving Strategic Academic Priorities*, the University’s current strategic academic plan. Conversely, at the graduate level the goal is to increase the number of graduate students supervised per tenured and tenure-track professor as an indicator of research vitality, with the aim of consolidating McGill’s position as the research-intensive Canadian university with the highest ratio of graduate students to tenured and tenure-track staff, especially at the doctoral level.

However, as shown in **Tables 10 a and b**, over the past 5 years the University has increased full-time undergraduate enrolment (Bachelors, degree-seeking) at a somewhat faster rate than the professoriate (net increase in undergraduate students/staff ratio). It is noteworthy that the current ratio of 13.4 full-time undergraduate students-to-tenure-track staff counts is among the best in the U15. The planned increase in graduate students to staff ratio has been steady but modest, considering that more supervisory capacity exists.

Table 10 a, b:

a) Full-Time Degree-seeking Enrolment by Level (fall counts)

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Using Student Data→	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015				
(A) FT Bachelors, degree-seeking	20,925	21,621	21,810	22,163	22,266	22,311	45	0.2%	1386	6.6%
FT, Masters, degree-seeking	3,067	3,208	3,590	3,593	3,593	3,880	287	8.0%	813	26.5%
FT, Doctoral, degree-seeking	3,079	3,141	3,318	3,405	2,460	3,327	867	35.2%	248	8.1%
(B) FT Total Graduate, degree-seeking	6,086	6,349	6,908	6,998	6,053	7,207	1154	19.1%	1121	18.4%
Total (A + B)	27,011	27,970	28,718	29,161	28,319	29,518	1,199	4.2%	2,507	9.3%

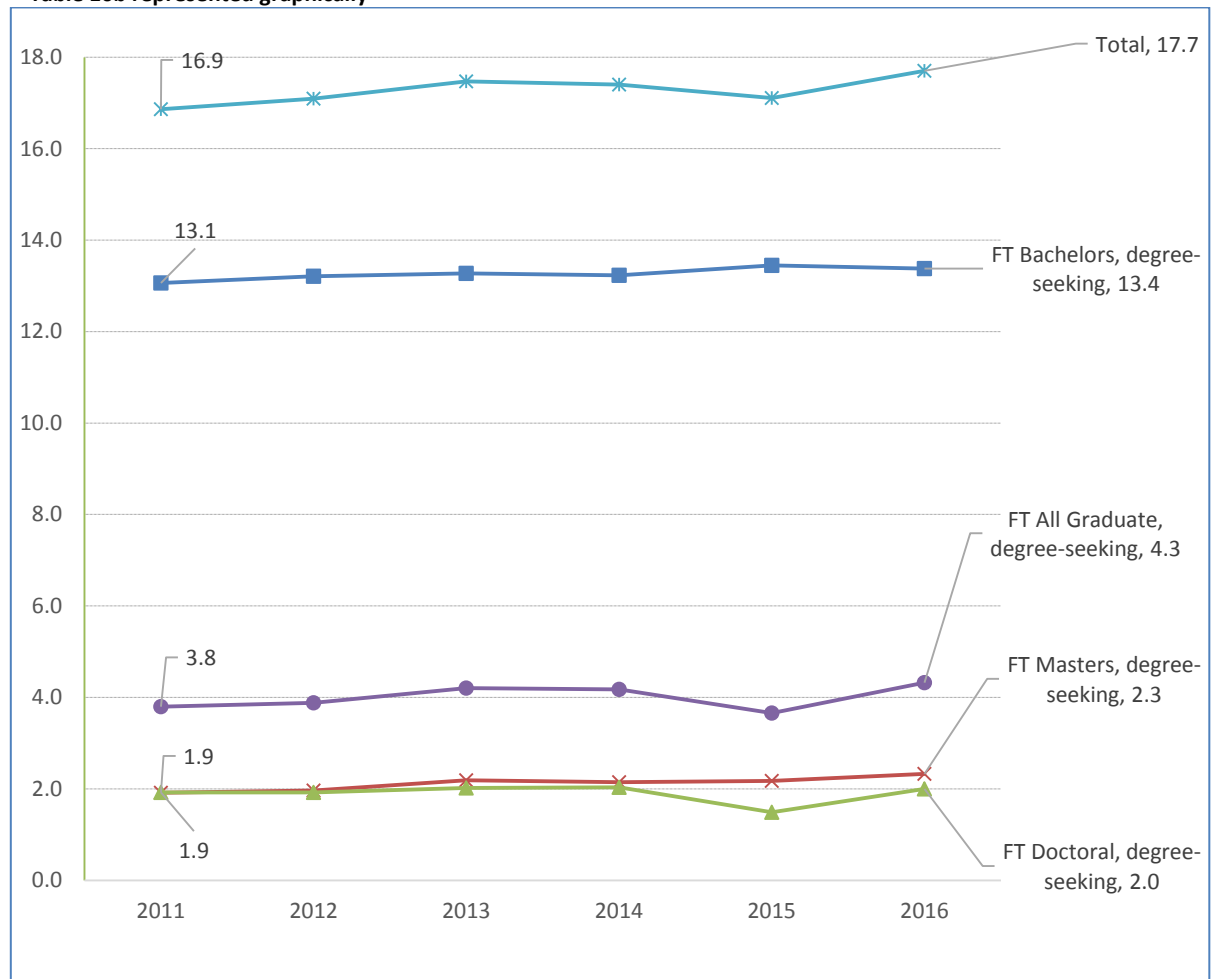
NOTE: Enrolment Services reports to Senate yearly (normally January) on the availability of finalized yearly statistics available online at www.mcgill.ca/es/registration-statistics/

b) Ratio of Full-Time Degree-seeking Students to Tenure-Track and Tenured Staff

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Student Data compared→	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015				
To TT Staff Data→	April 2011	April 2012	April 2013	April 2014	April 2015	April 2016				
(A) FT Bachelors, degree-seeking	13.1	13.2	13.3	13.2	13.4	13.4	-0.1	-0.5%	0.3	2.4%
FT, Masters, degree-seeking	1.9	2.0	2.2	2.1	2.2	2.3	0.2	7.2%	0.4	21.5%
FT, Doctoral, degree-seeking	1.9	1.9	2.0	2.0	1.5	2.0	0.5	34.3%	0.1	3.8%
(B) FT Total Graduate, degree-seeking	3.8	3.9	4.2	4.2	3.7	4.3	0.7	18.2%	0.5	13.7%
Total (A + B)	16.9	17.1	17.5	17.4	17.1	17.7	0.6	3.5%	0.8	5.0%

While tenure-track numbers are a key factor enabling the University to enrol more graduate students, availability of space (especially in research disciplines requiring laboratory space) and graduate student funding obviously influence our capacity and ability to enrol more graduate students and see them successfully to graduation. One of our aims in the coming years is to ensure that all elements are in place to allow the University to continue increasing its graduate enrolments, and more specifically, PhD enrolment. Future staffing reports will explore trends at the level of Faculties rather than only University-wide and will also look into courses taught and graduate students supervised per professor by Faculty.

Table 10b represented graphically



Departure of Tenure-Track and Tenured Academic Staff

The departure of tenure track and tenured academic staff is carefully monitored and tracked, as it feeds into the Provostial Compacts Resource Allocation model of target complements. Staffing requests are made by the Deans each year based on the departures of their professorial staff.

Table 11 a, b: All Tenure-Track and Tenured Professorial Departures Distribution

a) by Major Category

Fiscal Year	Deceased	Dismissed	Non-Renewal	Move to LTD	Move to CAS	Tenure Cohort Termination	Voluntary Resignation	Retirement	Total ALL	%
2010-2011	1	0	0	0	1	3	15	65	85	22.7%
2011-2012	2	0	0	0	0	2	19	30	53	14.2%
2012-2013	1	0	0	0	0	4	33	17	55	14.7%
2013-2014	1	1	0	1	0	4	20	22	49	13.1%
2014-2015	3	0	0	0	0	6	35	33	77	20.6%
2015-2016	0	0	1	0	0	2	28	24	54	14.5%
Total	8	1	1	1	1	21	149	191	373	100%
as a %	2.1%	0.3%	0.3%	0.3%	0.3%	5.6%	39.9%	51.1%	100%	

b) by Fiscal Year and Major Category

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Deceased	1	2	1	1	3	0	-3	-300%	-1	-100%
Dismissal	0	0	0	1	0	0	0	0%	0	0%
Non-Renewal	0	0	0	0	0	1	1	100%	1	100%
To LTD	0	0	0	1	0	0	0	0%	0	0%
To CAS	1	0	0	0	0	0	0	0%	-1	-100%
Tenure-Cohort	3	2	4	4	6	2	-4	-66.7%	-1	-33.3%
Voluntary	15	19	33	20	35	27	-8	-22.9%	12	80.0%
Retirement	65	30	17	22	33	24	-9	-27.3%	-41	-63.1%
Total	85	53	55	49	77	54	-23	-29.9%	-31	-36.5%

Table 11 b represented graphically for 2016

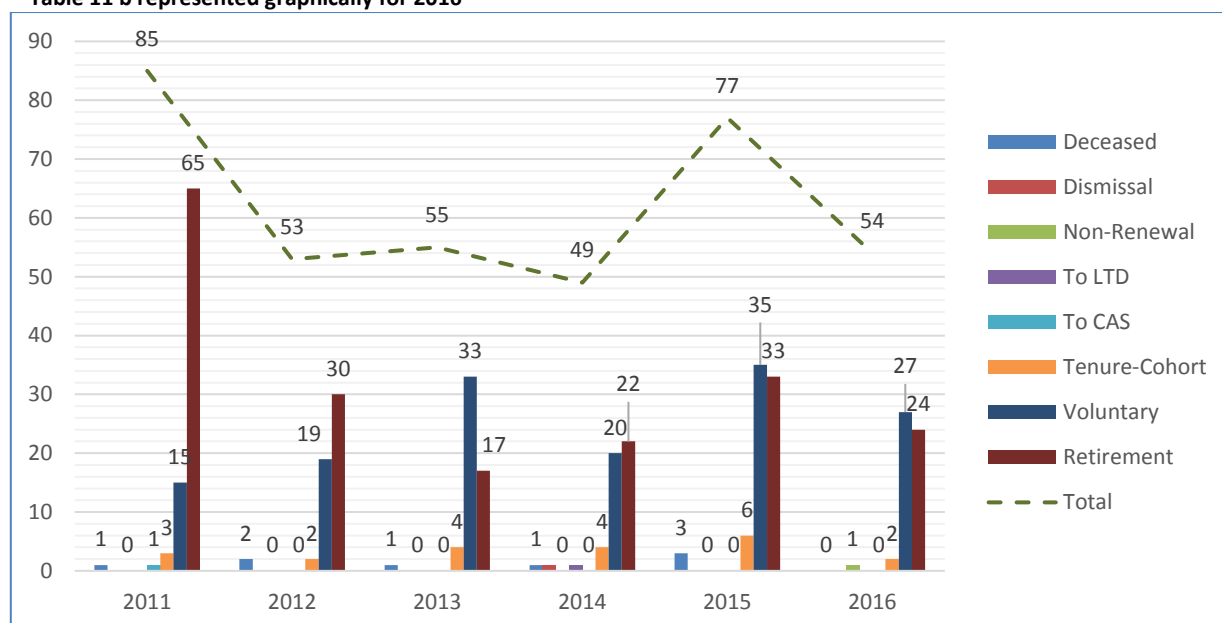


Table 12 a, b, c, d: Tenure-Track/Tenured Professorial Departure Distribution

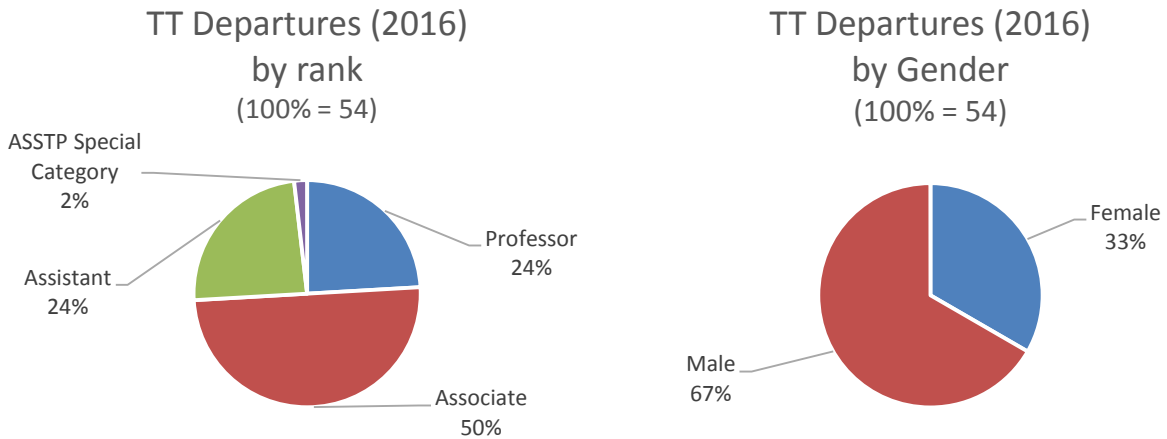
a) by rank

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
PROF	53	26	22	27	34	13	-21	-61.8%	-40	-75.5%
ASOCP	23	23	14	13	25	27	2	8.0%	4	17.4%
ASSTP	9	4	19	9	18	13	-5	-27.8%	4	44.4%
APSC	0	0	0	0	0	1	1	100%	1	100%
Total	85	53	55	49	77	54	-23	-29.9%	-31	-36.5%

b) by Gender

Rank	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	18	8	16	16	16	18	2	12.5%	0	0.0%
Male	67	45	39	33	61	36	-25	-41.0%	-31	-46.3%
Total	85	53	55	49	77	54	-23	-29.9%	-31	-36.5%

Tables 12 a and b represented graphically for 2016



c) by Age

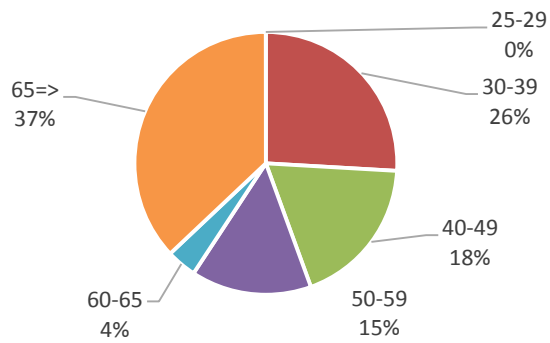
Age Tranche	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	0	0	0	0	0	0	0	0%	0	0%
30-39	4	3	14	11	9	14	5	55.6%	10	250%
40-49	10	8	13	7	20	10	-10	-50.0%	0	0%
50-59	7	9	9	6	11	8	-3	-27.3%	1	14.3%
60-64	4	7	6	4	6	2	-4	-66.7%	-2	-50.0%
65=>	60	26	13	21	31	20	-11	-35.5%	-40	-66.7%
Total	85	53	55	49	77	54	-23	-29.9%	-31	-36.5%

d) by Years of Service

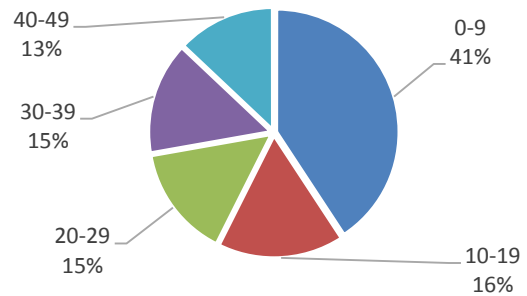
Service Tranche	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
<10	18	15	29	23	31	22	-9	-29.0%	4	22.2%
10-19	5	10	8	4	13	9	-4	-30.8%	4	80.0%
20-29	12	10	6	7	7	8	1	14.3%	-4	-33.3%
30-39	37	13	10	12	15	8	-7	-46.7%	-29	-78.4%
40-49	13	5	2	3	11	7	-4	-36.4%	-6	-46.2%
Total	85	53	55	49	77	54	-23	-29.9%	-31	-36.5%

Table 12 c and d represented graphically for 2016

TT Departures (2016)
by Age
(100% = 54)



TT Departures
by Years of Service
(100% = 54)



Tenure-Track and Non Tenure-Track Library Staff

Integral to the academic mission of the Library of a research-intensive, student-centred University are: (1) maintenance of and new acquisition of research collections, (2) electronic access to materials, and (3) strong links to appropriate pedagogical aids. At McGill, academic librarians ensure that the quality and appropriate array of these resources and services are available to all users for pedagogical and research activities.

Table 13 shows a slight, gradual reduction in the number of full-time tenure-track/tenured librarian staff over the five-year period. This is a strategic decision by the Dean of the Libraries.

Table 13: Tenure-Track/Tenured Libraries Staff

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Tenure-Track	64.5	60.5	59.5	60.5	58.5	57.5	-1.0	-1.7%	-7.0	-10.9%
Total¹	64.5	60.5	59.5	60.5	58.5	57.5	-1.0	-1.7%	-7.0	-10.9%

NOTE: 1) 0.5 tenure-track position from FY11 onwards reflects the Dean of Libraries' joint appointment in the School of Information Studies, Faculty of Arts. For the other 0.5 portion, see the previous section on tenure-track and tenured professoriate.

Table 13 represented graphically for 2016

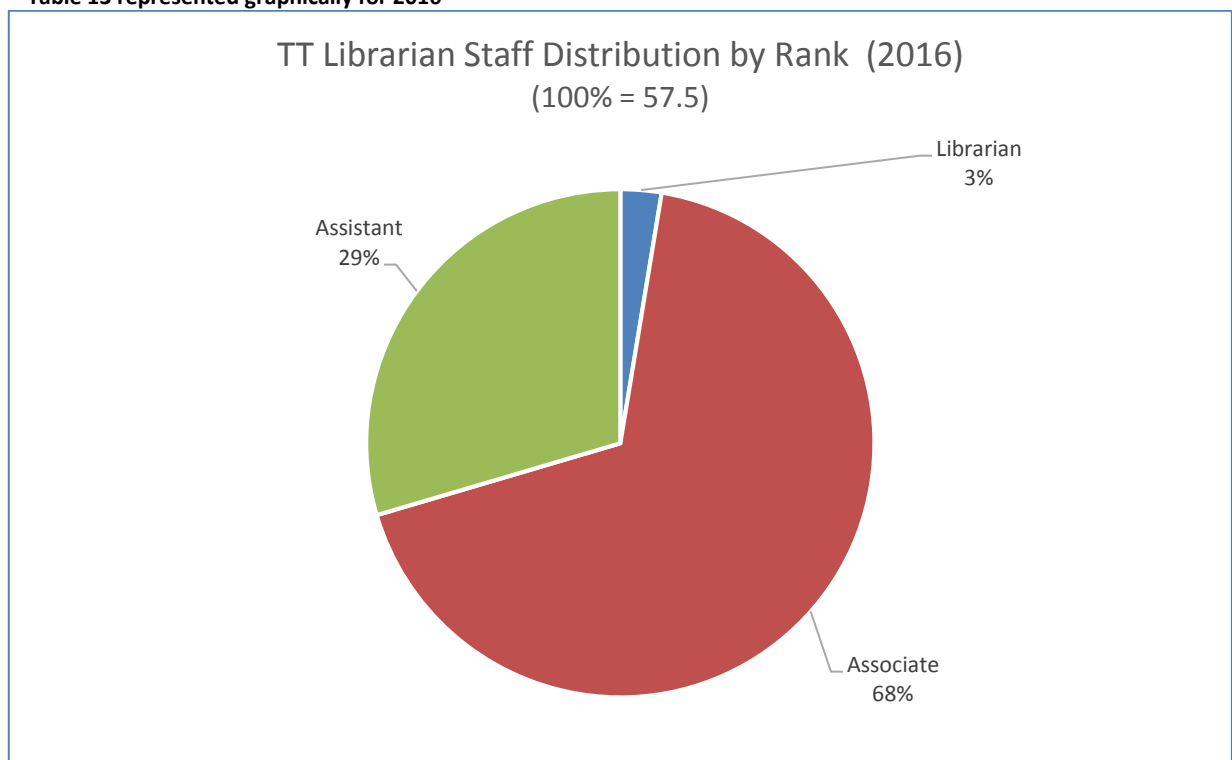


Table 14 a, b: Tenure-Track/Tenured Librarian Staff Distribution

a) by Gender

Rank	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	49.5	48.5	46.5	47.5	44.5	43.5	-1.0	-2.2%	-6.0	-12.1%
Male	15	12	13	13	14	14	0.0	0.0%	-1.0	-6.7%
Total	64.5	60.5	59.5	60.5	58.5	57.5	-1.0	-1.7%	-7.0	-10.9%

b) by Age

Age Tranche	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	7.0	3.0	3.0	2.0	2.0	1.0	-1.0	-50.0%	-6.0	-85.7%
30-39	20.0	26.0	23.0	24.0	20.0	19.0	-1.0	-5.0%	-1.0	-5.0%
40-49	9.0	7.0	9.0	12.0	16.0	19.0	3.0	18.8%	10.0	111%
50-59	14.5	11.0	9.0	8.0	8.0	7.0	-1.0	-12.5%	-7.5	-51.7%
60-64	13.0	8.5	9.5	9.5	9.5	7.5	-2.0	-21.1%	-5.5	-42.3%
65=>	1.0	5.0	6.0	5.0	3.0	4.0	1.0	33.3%	3.0	300%
Total	64.5	60.5	59.5	60.5	58.5	57.5	-1.0	-1.7%	-7.0	-10.9%

Table 14a represented graphically for 2016

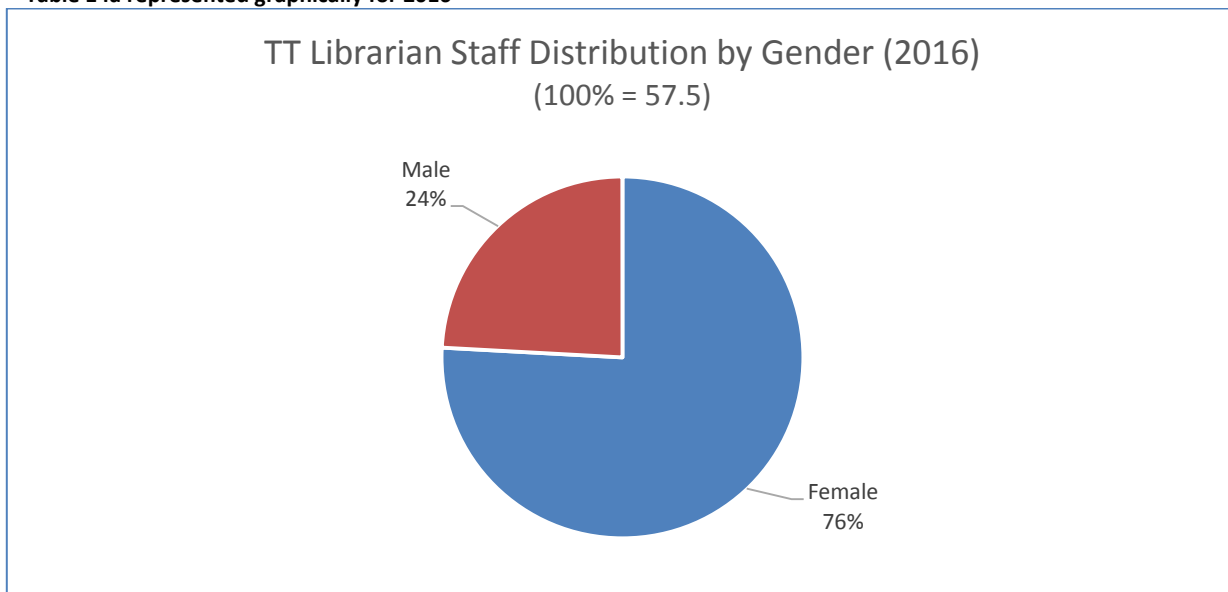


Table 14b represented graphically for 2016

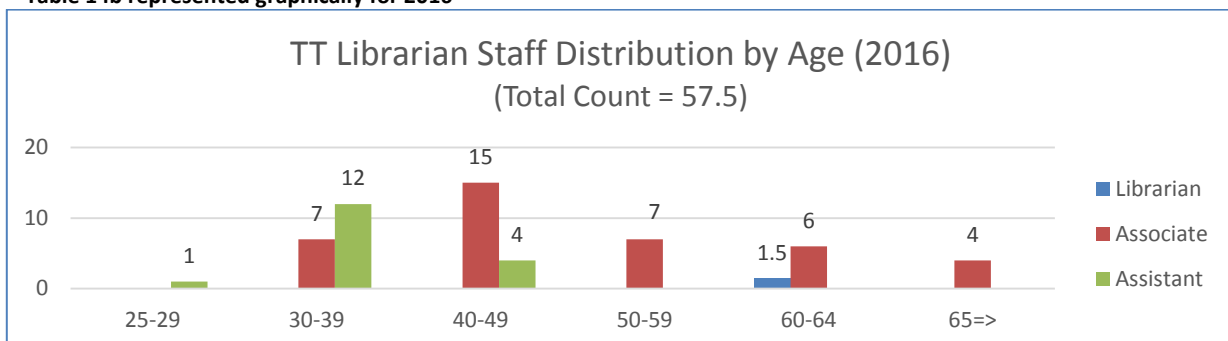


Table 15: Non-Tenure Track Libraries Staff

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Full-Time*	7	2	3	6	4	6	2	50.0%	-1	-14.3%
Part-Time*	2	2	3	1	1	0	-1	-100%	-2	-100%
Total*	9	4	6	7	5	6	1	20.0%	-3	-33.3%

***NOTE:** All Non-Tenure-Track Librarians, full and part-time, are at the rank of Assistant Librarian for all years.

Contract Academic Staff (CAS)

Contract Academic Staff (CAS) are expected to contribute to one or two of the three academic duties and responsibilities: research/scholarship/profession, teaching/instructing, and service. The **Regulations Relating to the Employment of Contract Academic Staff** came into effect in September 2012. For CAS, academic duties are described as follows (section 2.1 of these Regulations):

- (i) teaching, assessment and supervision of graduate and undergraduate students, the evaluation and marking of student work, and supervision of individual graduate and undergraduate programs;
- (ii) research and other original scholarly activities, and professional activities; and
- (iii) other contributions to the University and external scholarly communities.

This group of academic employees includes **ranked** CAS (namely Faculty Lecturers, Senior Faculty Lecturers, Assistant Professors, Associate Professors and Professors) as well as **unranked** staff (such as Academic Associates, Senior Academic Associates and Curators). **Unionized** staff such as Course Lecturers, Instructors, Research Assistants and Research Associates were previously included in the CAS category, however, collective agreements now replace the Senate mandated regulations. The staff members in these ranked and unranked categories dedicate themselves primarily to one (or at most two, but not all three) of the following areas: research, teaching or professional activities.

In January 2013, McGill finalized the conversion of all ranked and unranked CAS from pooled to single positions, thus allowing us to compile meaningful statistics on this category. The unionized Course Lecturer and Instructor positions are appointed on a term-by-term or course-by-course basis, thus making it challenging to quantify accurately for purposes of this staffing report.

Table 16: All Contract Academic Staff, Full and Part-Time, Distribution by Faculty

Faculty/Area ¹	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Agr. & Env. Sci	27.0	23.0	25.0	24.0	26.0	28.0	2.0	7.7%	1.0	3.7%
Arts	73.0	61.0	62.0	66.0	66.0	71.0	5.0	7.6%	-2.0	-2.7%
Continuing Studies	19.0	25.0	24.5	26.5	24.5	28.5	4.0	16.3%	9.5	50.0%
Dentistry	241.0	246.0	242.5	234.0	250.0	260.0	10.0	4.0%	19.0	7.9%
Education	11.0	10.0	10.0	11.0	13.0	13.0	0.0	0%	2.0	18.2%
Engineering	13.0	14.0	9.0	7.0	8.0	9.0	1.0	12.5%	-4.0	-30.8%
Law	7.0	7.0	6.0	6.0	6.0	6.0	0.0	0%	-1.0	-14.3%
Libraries	1.0	1.0	1.0	1.0	1.0	2.0	1.0	100%	1.0	100%
Management	26.0	24.0	25.5	24.5	26.5	29.5	3.0	11.3%	3.5	13.5%
Medicine	2290.0	2332.0	2428.7	2447.7	2573.7	2718.2	144.5	5.6%	428.2	18.7%
Music	30.0	28.0	29.0	27.0	28.0	30.0	2.0	7.1%	0.0	0%
Religious Studies	2.0	2.0	1.0	1.0	2.0	3.0	1.0	50.0%	1.0	50.0%
Science	43.0	41.0	70.8	75.3	73.3	74.8	1.5	2.0%	31.8	74.0%
Non-Faculty Other ²	31.0	15.0	7.0	5.0	5.0	5.0	0.0	0%	-26.0	-83.9%
Total	2814.0	2829.0	2942.0	2956.0	3103.0	3278.0	175.0	5.5%	464.0	16.5%

NOTE: 1) Staff counts are weighted for joint appointments between differing Faculties.

2) For a comprehensive list of units that fall under "Non-Faculty Other", please see Table 1 of this report.

Table 16 represented graphically

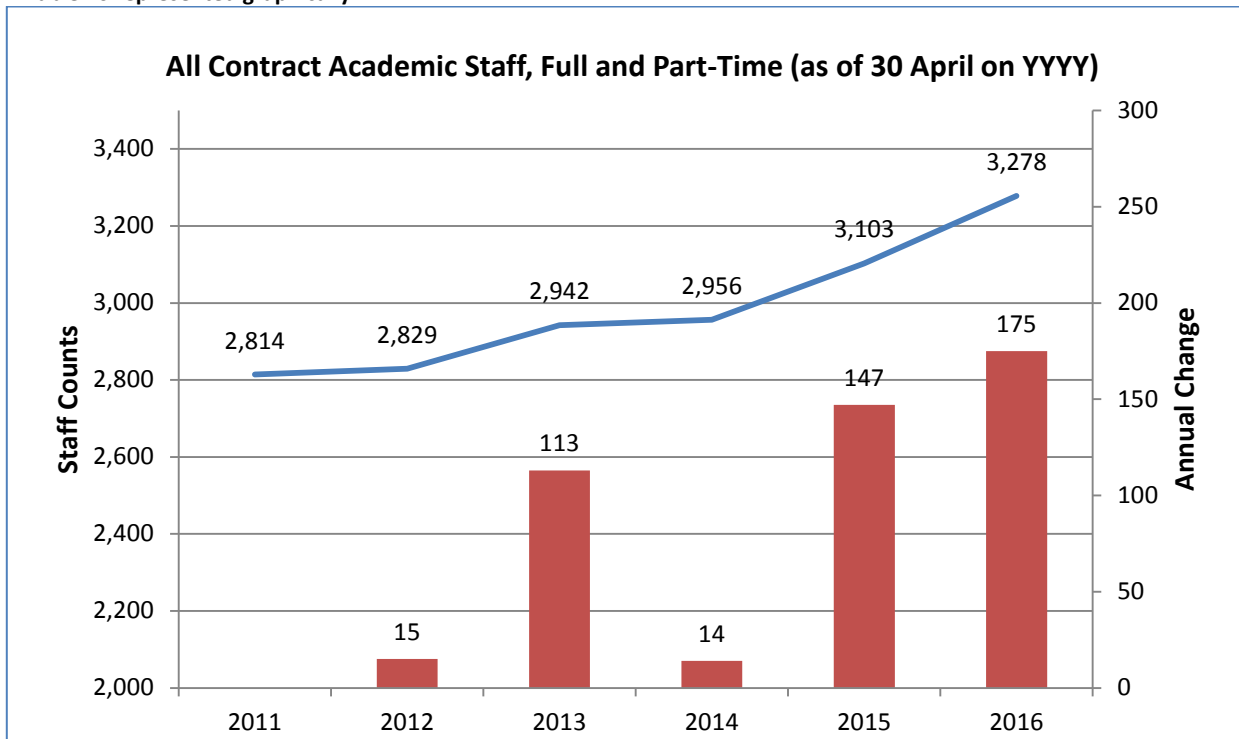


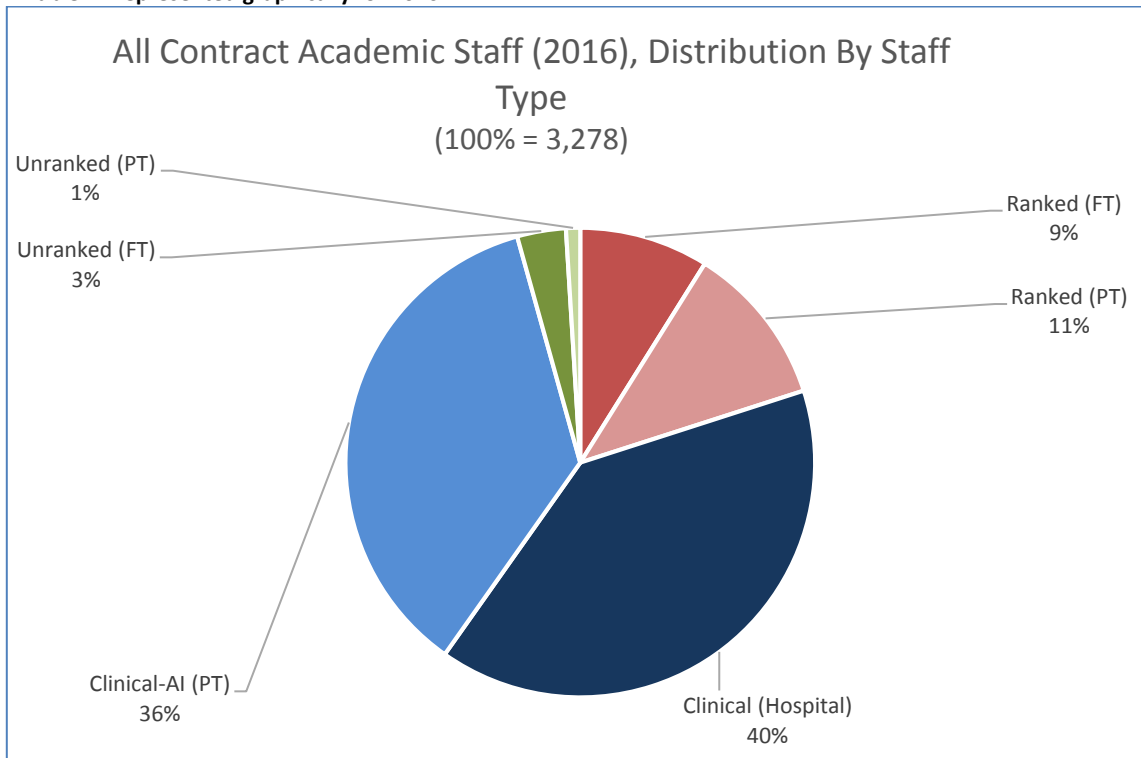
Table 17: All Contract Academic Staff, Full and Part-time, Distribution by Faculty and By Staff Type

Faculty/Area ¹	Period Ending (30-Apr-2016)						Total ALL	%
	Ranked (FT)	Ranked (PT)	Clinical (Hospital)	Clinical-AI (PT)	Unranked (FT)	Unranked (PT)		
Agr. & Env. Sci	19.0	0	0	0	8.0	1.0	28.0	0.9%
Arts	40.0	10.0	0	0	10.0	11.0	71.0	2.2%
Continuing Studies	15.5	7.0	0	0	6.0	0	28.5	0.9%
Dentistry	2.0	48.0	4.0	205.0	1.0	0	260.0	7.9%
Education	8.0	5.0	0	0	0	0	13.0	0.4%
Engineering	2.0	0	0	0	6.0	1.0	9.0	0.3%
Law	1.0	1.0	0	0	4.0	0	6.0	0.2%
Libraries ²	n/a	n/a	n/a	n/a	2.0	0	2.0	0.1%
Management	26.5	1.0	0	0	0	2.0	29.5	0.9%
Medicine	155.0	230.2	1299.0	971.0	49.0	14.0	2718.2	82.9%
Music	4.0	26.0	0	0	0	0	30.0	0.9%
Religious Studies	2.0	1.0	0	0	0	0	3.0	0.1%
Science	17.0	35.8	0	0	19.0	3.0	74.8	2.3%
Non-Faculty Other	n/a	n/a	n/a	n/a	5.0	0	5.0	0.2%
Total	292.0	365.0	1303.0	1176.0	110.0	32.0	3278.0	100%
as a %	8.9%	11.1%	39.7%	35.9%	3.4%	1.0%	100%	

NOTE: 1) Staff counts are weighted for joint appointments between differing Faculties.

2) Ranked Librarians are not counted here as they are considered Non-Tenure-Track and thus fall out of the scope of the CAS Regulations. See the previous section on Librarian staff for more information.

Table 17 represented graphically for 2016



CAS Full-Time Staff Counts

Table 18 provides the total counts of full-time ranked CAS and the full-time unranked CAS. This table excludes the Faculties of Medicine and Dentistry's CAS Clinical (Hospital-based and Affiliated Institution-based) staff who are tallied in CAS Clinical section found later in this report. Non-Tenure Track Librarians fall outside of the CAS Regulations, and are also excluded from the data in this section. See the previous librarian section for more information.

Table 18: All Full-Time Contract Academic Staff by Faculty (or Area, where applicable)

Faculty/Area ¹	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Agr. & Env. Sci	23.0	20.0	23.0	23.0	24.0	27.0	3.0	12.5%	4.0	17.4%
Arts	55.0	37.0	48.5	51.5	50.0	50.0	0.0	0%	-5.0	-9.1%
Continuing Studies	15.0	21.0	18.5	20.5	18.5	21.5	3.0	16.2%	6.5	43.3%
Dentistry	0	0	0	0	2.0	3.0	1.0	50.0%	3.0	300%
Education	7.0	7.0	8.0	9.0	9.0	8.0	-1.0	-11.1%	1.0	14.3%
Engineering	11.0	11.0	8.0	6.0	7.0	8.0	1.0	14.3%	-3.0	-27.3%
Law	5.0	6.0	6.0	6.0	6.0	5.0	-1.0	-16.7%	0.0	0%
Libraries ²	1.0	1.0	1.0	1.0	1.0	2.0	1.0	100%	1.0	100%
Management	22.0	21.0	22.5	22.5	24.5	26.5	2.0	8.2%	4.5	20.5%
Medicine	63.0	77.0	94.5	113.0	178.5	204.0	25.5	14.3%	141.0	223.8%
Music	2.0	2.0	3.0	3.0	3.0	2.0	-1.0	-33.3%	0.0	0%
Religious Studies	2.0	2.0	1.0	1.0	1.0	4.0	3.0	300%	2.0	100%
Science	32.0	29.0	36.0	37.5	35.5	36.0	0.5	1.4%	4.0	12.5%
Non-Faculty Other	11.0	10.0	7.0	5.0	5.0	5.0	0.0	0%	-6.0	-54.5%
Total	249.0	244.0	277.0	299.0	365.0	402.0	37.0	10.1%	153.0	61.4%

NOTE: 1) Staff counts are weighted for joint appointments between differing Faculties.

2) Ranked Librarians are not counted here as they are considered Non-Tenure-Track and thus fall out of the scope of the CAS Regulations. See the previous section on Librarian staff for more information. This count represents the Curators who are unranked CAS.

Table 18 represented graphically for 2016

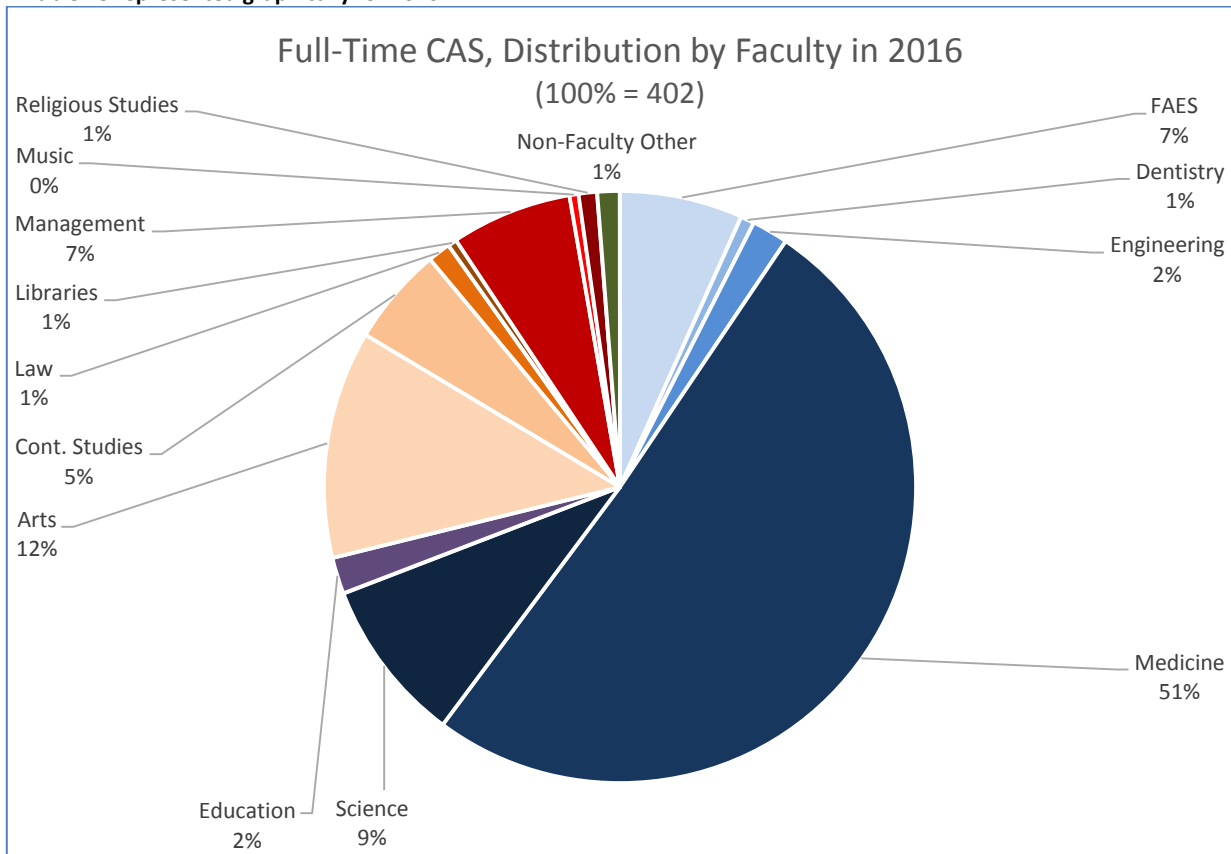


Table 19 a, b: Ranked Full-Time Contract Academic Staff Distribution

a) by rank

Ranked CAS ¹	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Professor	1	1	1	1	4	5	1	25.0%	4	400%
Associate Professor	12	12	12	16	29	37	8	27.6%	25	208%
Assistant Professor	8	24	35	54	97	103	6	6.2%	95	1180%
Senior Faculty Lecturer	n/a	n/a	n/a	6	12	14	2	16.7%	14	1400%
Faculty Lecturer	130	117	123	118	124	133	9	7.3%	3	2.3%
Total	151	154	171	195	266	292	26	9.8%	141	93.4%

NOTE: 1) The ranked CAS Hospital-based and CAS Affiliated Institution-based staff in the Faculties of Medicine and Dentistry, excluded here as they are considered full-time at the Hospital, are tallied by rank in Table 13.

b) by Descriptor

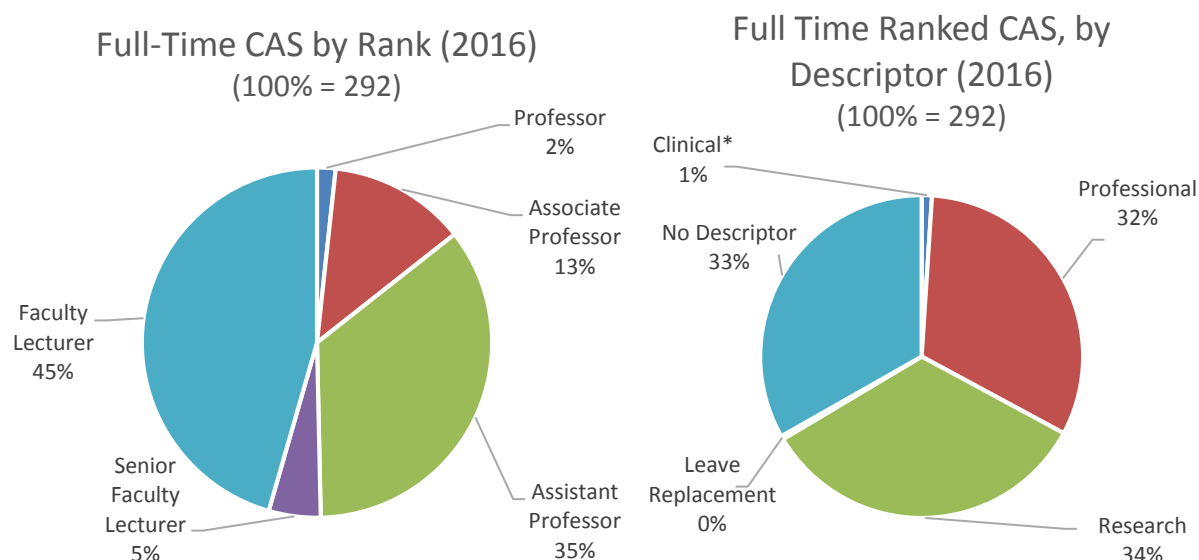
	by Descriptors for Period Ending (30-Apr-2016)						
Ranked CAS	Clinical ²	Professional	Research	Leave Replacement ³	No Descriptor ¹	Total ALL	%
Professor	0	0	5	0	0	5	1.7%
Associate Professor	1	8	27	1	0	37	12.7%
Assistant Professor	0	39	64	0	0	103	35.3%
Senior Faculty Lecturer ¹	0	0	0	0	14	14	4.8%
Faculty Lecturer ¹	2	46	2	0	83	133	45.5%
Total	3	93	98	1	97	292	100%
Total as a %	1.0%	31.8%	33.6%	0.3%	33.2%	100%	

NOTE: 1) Faculty Lecturers and Senior Faculty Lecturers are not required to have a descriptor.

2) The Clinical descriptor count in this table excludes Hospital-based and Affiliated Institutions-based academic staff in the Faculties of Medicine or Dentistry. For those counts see the section on Clinical Staff.

3) Leave Replacement is used for those staff appointed at the University as temporary replacements for staff members on leave.

Tables 19 a and b represented graphically for 2016



NOTE: *The Clinical descriptor count in this table excludes GFTH and Clinical-AU academic staff in the Faculties of Medicine or Dentistry. For those counts see the section on Clinical Staff.

CAS Part-Time Staff Counts

Table 20 provides the total counts of part-time ranked CAS (excluding the part-time CAS Clinical in the Faculties of Medicine and Dentistry).

Table 20: All Part-Time Contract Academic Staff by Faculty (or Area, where applicable)

Faculty/Area ¹	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Agr. & Env. Sci	4.0	3.0	2.0	1.0	2.0	1.0	-1.0	-50.0%	-3.0	-75.0%
Arts	18.0	23.0	13.5	14.5	16.0	21.0	5.0	31.3%	3.0	16.7%
Continuing Studies	4.0	4.0	6.0	6.0	6.0	7.0	1.0	16.7%	3.0	75.0%
Dentistry ²	55.0	54.0	47.5	43.0	42.0	48.0	6.0	14.3%	-7.0	-12.7%
Education	4.0	3.0	2.0	2.0	4.0	5.0	1.0	25.0%	1.0	25.0%
Engineering	2.0	3.0	1.0	1.0	1.0	1.0	0.0	0.0%	-1.0	-50.0%
Law	2.0	1.0	0	0	0	1.0	1.0	-100%	-1.0	-50.0%
Management	4.0	3.0	3.0	2.0	2.0	3.0	1.0	50.0%	-1.0	-25.0%
Medicine ²	559.0	493.0	412.2	392.7	272.2	244.2	-28.0	-10.3%	-314.8	-56.3%
Music	28.0	26.0	26.0	24.0	25.0	26.0	1.0	4.0%	-2.0	-7.1%
Religious Studies	0	0	0	0	1.0	1.0	0.0	0.0%	1.0	-100%
Science	11.0	12.0	34.8	37.8	37.8	38.8	1.0	2.6%	27.8	253%
Non-Faculty Other	20.0	5.0	0	0	0	0	0.0	0%	-20.0	-100%
Total³	711.0	630.0	548.0	524.0	409.0	397.0	-12.0	-2.9%	-314.0	-44.2%

NOTE: 1) Staff counts are weighted for joint appointments between differing Faculties.

2) The ranked CAS part-time Clinical staff based at Affiliated Institutions are excluded here. For those counts see the section on Clinical Staff.

3) Only staff with a full-time regime in Banner. Includes full-time ranked CAS, and full-time unranked CAS

Table 20 represented graphically for 2016

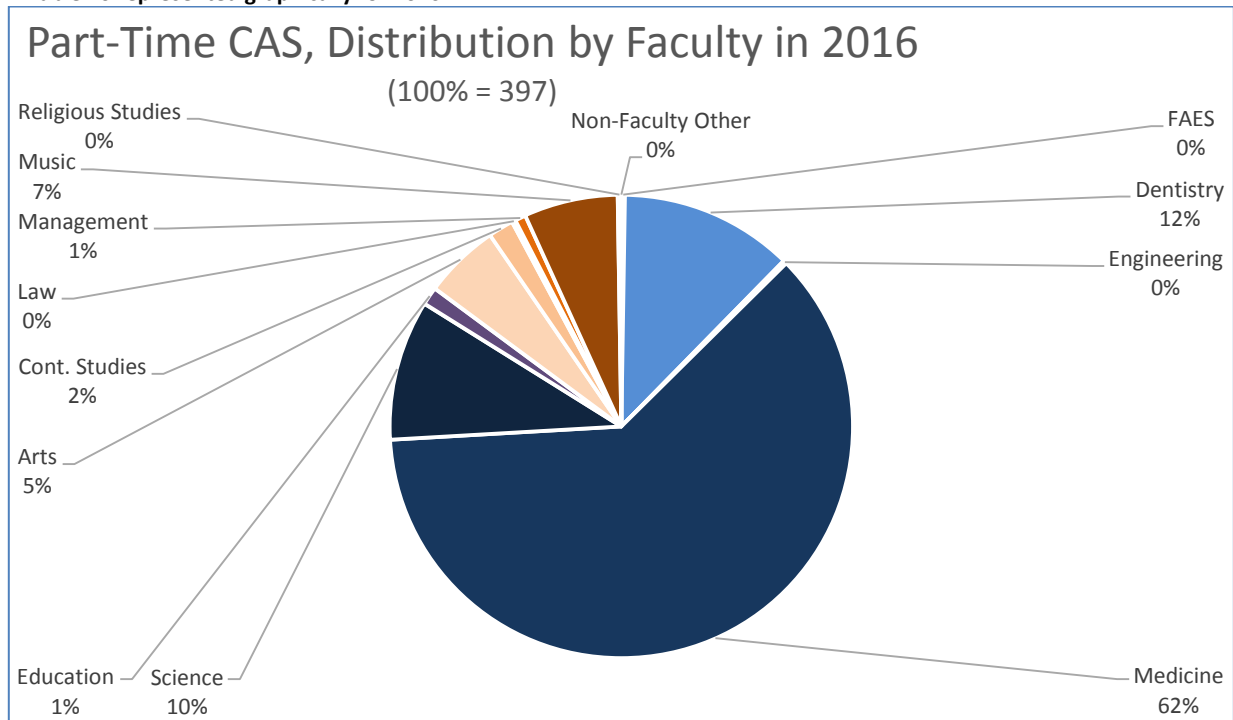


Table 21 a, b: Ranked Part-Time Contract Academic Staff Distribution

a) by rank

Ranked CAS ¹	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Professor	12	10	7	5	2	2	0	0%	-10	-83.3%
Associate Professor	63	43	47	41	30	26	-4	-13.3%	-37	-58.7%
Assistant Professor	200	150	171	159	113	117	4	-3.5%	-83	-41.5%
Senior Faculty Lecturer	0	0	0	0	0	0	0	0%	0	0%
Faculty Lecturer	296	332	296	292	237	220	-17	-7.2%	-76	-25.7%
Total	571	535	521	497	382	335	-17	-4.5%	-206	-36.1%

NOTE: 1) The ranked CAS part-time Clinical staff based at Affiliated Institutions are excluded here. They are tallied by rank in Table 16.

b) by Descriptor

Ranked CAS	by Descriptors for Period Ending (30-Apr-2016)						Total ALL	%
	Clinical ²	Professional	Research	Leave Replacement ³	No Descriptor ¹			
Professor			2				2	0.5%
Associate Professor	6	17	3				26	7.1%
Assistant Professor	15	90	11	1			117	32.1%
Senior Faculty Lecturer ¹							0	0.0%
Faculty Lecturer ¹	9	169	2		40		220	60.3%
Total	30	276	18	1	40		365	100%
Total as a %	8.2%	75.6%	4.9%	0.3%	11.0%		100%	

NOTE: 1) Faculty Lecturers and Senior Faculty Lecturers are not required to have a descriptor.

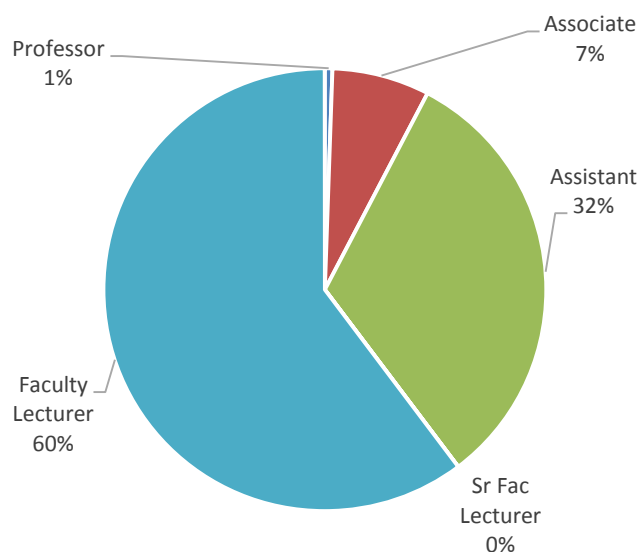
2) The Clinical descriptor count in this table excludes Hospital-based and Affiliated Institutions-based academic staff in the Faculties of Medicine or Dentistry. For those counts see the section on Clinical Staff.

3) Leave Replacement is used for those staff appointed at the University as temporary replacements for staff members on leave.

Tables 21 a and b represented graphically for 2016

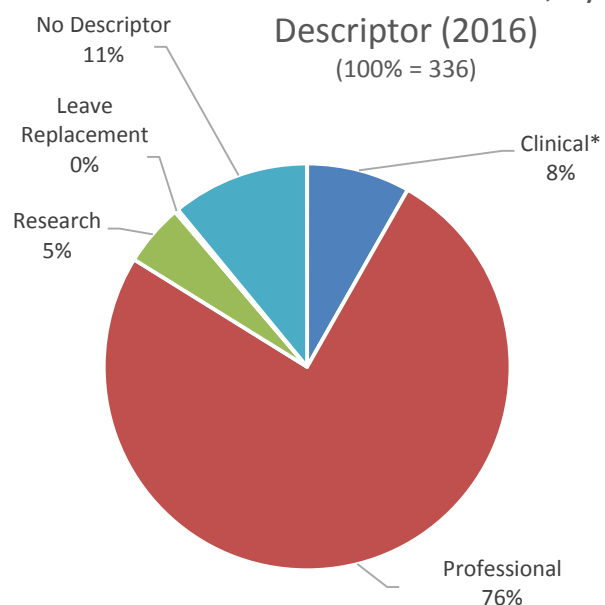
Part-Time CAS by Rank (2016)

(100% = 365)



Part Time Ranked CAS, by Descriptor (2016)

(100% = 336)



NOTE: *The Clinical descriptor count in the above graph excludes Clinical Hospital-based and Affiliated Institutions-based academic staff in the Faculties of Medicine and Dentistry. For those counts see the next section on Clinical Teaching Staff in those faculties.

Clinical Teaching Staff – Comparing Trends in CAS “Hospital-Based” Staff with Tenure-Track “Campus-Based” Staff

Many fields of study require the participation of qualified or accredited professionals to bring an industrial, organisational, or an applied perspective to assist students in preparing for the practical aspects of their future careers as well as for ensuring that McGill’s programs remain accredited. In the Faculty of Medicine, and with some individuals from the Faculty of Dentistry, hundreds of medical doctors participate in the education of medical students, interns, resident, and fellows.

Contract Academic Staff who are hospital-based and clinic-based clinicians are primarily practicing physicians based full-time at a McGill Teaching Hospital. In addition, for the Faculty of Dentistry, individuals in private practice provide clinical training for our students. By contrast, those medical doctors who do pursue a normal scientific tenure-track career and obtain a PhD hold regular tenure-track clinical appointments, while maintaining an affiliation with a McGill Teaching Hospital where they spend most of their time (or in the research institutes) carrying out teaching and/or research functions. In 2015, the TT Clinical category was expanded to include Clinician-Scientists. There were three (3) such staff folded into the tenure-track clinical count for FY16.

Table 22 shows that at the end of FY16, there were 1,303 hospital-based (CAS) and 165 university-based clinical (tenure-track) appointments at the University. While the sum of hospital-based clinician appointments is tightly controlled by the *Ministère de la Santé et des Services Sociaux* (MSSS), the University has the prerogative to choose the distribution between university-based and hospital-based teaching staff, the former being tenure-track and the latter contract academic staff. The evolution towards an increasing number of CAS clinical hospital-based appointments as compared to the number of TT university-based appointments is partially a reflection of career choices made by the staff the University is interested in hiring and partly a function of the University’s target tenure-track faculty complement number. **Table 22** breaks down the numbers for CAS clinical hospital-based staff by rank.

Table 22: Ranked Clinical: hospital-based (CAS) or university-based (tenure-track)

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Clinical CAS (Hospital-based)	1069	1164	1190	1204	1255	1303	48	3.8%	234	21.9%
Clinical TT (University-based) ¹	178	178	177	173	164	165	1	0.6%	-13	-7.3%
Total	1,247	1,342	1,367	1,377	1,420	1,468	49	3.5%	221	17.7%

NOTE: 1) The full-time medical tenure-track clinical staff associated to the University are included in the tenure track counts and are presented in this table as a comparative reference only.

Table 22 represented graphically

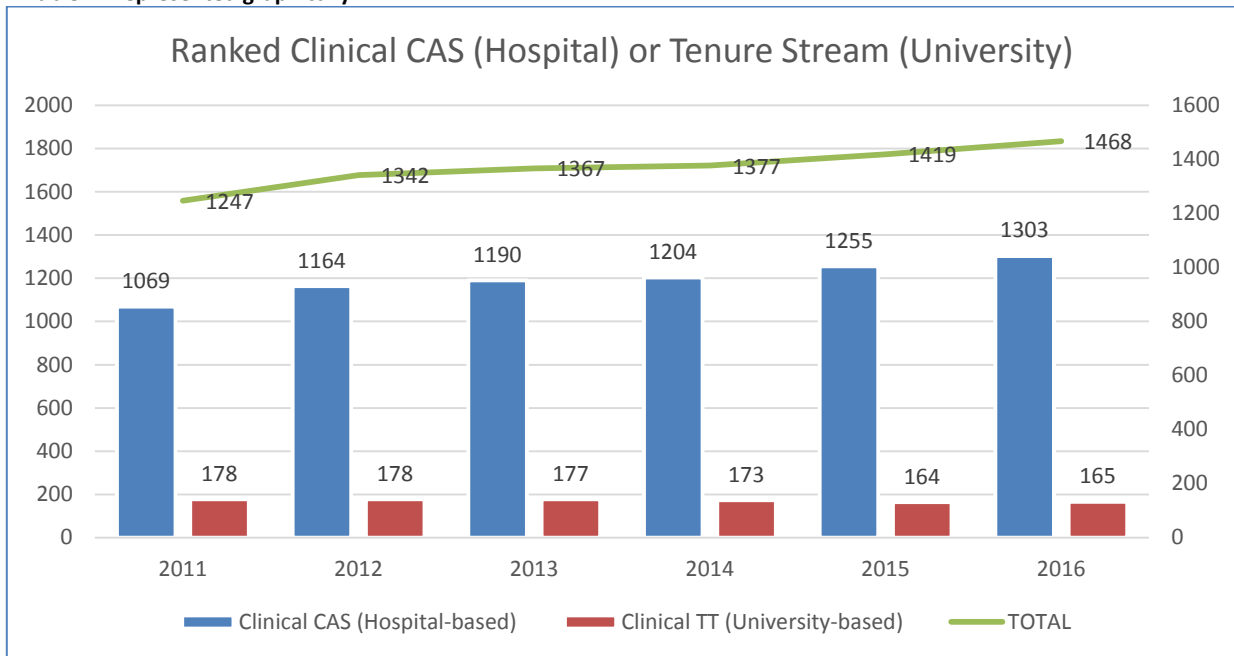


Table 23 a, b, c: CAS Ranked Clinical (hospital-based), considered full-time at a teaching hospital

a) by rank

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Professor	38	42	44	46	50	58	8	16.0%	20	52.6%
Associate Professor	272	290	306	306	305	300	-5	-1.6%	28	10.3%
Assistant Professor	638	690	688	718	769	797	28	3.6%	159	24.9%
Senior Faculty Lecturer	0	0	0	0	0	0	0	0%	0	0%
Faculty Lecturer	121	142	152	134	131	148	17	13.0%	27	22.3%
Total	1069	1164	1190	1204	1255	1303	48	3.8%	234	21.9%

b) by Gender

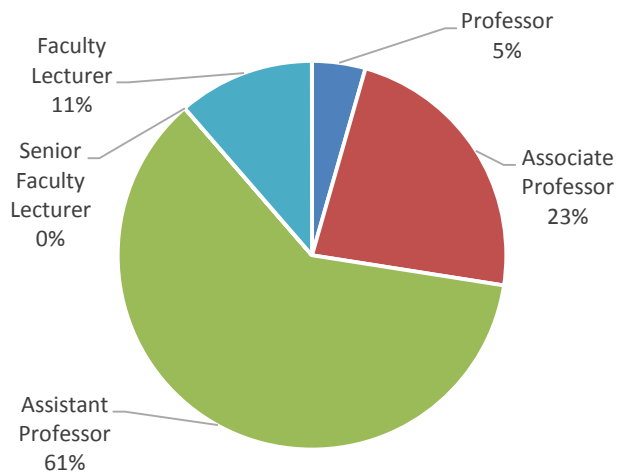
Rank	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	431	468	483	500	535	570	35	6.5%	139	32.3%
Male	638	696	707	704	720	733	13	1.8%	95	14.9%
Total	1069	1164	1190	1204	1255	1303	48	3.8%	234	21.9%

c) by Age

Age Tranche	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	2	5	5	11	17	17	0	0.0%	15	750.0%
30-39	246	247	252	233	251	272	21	8.4%	26	10.6%
40-49	352	371	373	380	395	403	8	2.0%	51	14.5%
50-59	267	289	292	300	303	303	0	0.0%	36	13.5%
60-64	100	113	120	112	127	138	11	8.7%	38	38.0%
65=>	102	139	148	168	162	170	8	4.9%	68	66.7%
Total	1069	1164	1190	1204	1255	1303	48	3.8%	234	21.9%

Tables 23 a and b represented graphically for 2016

CAS Ranked Clinical (Hospital-based)
Academic Staff (2016), by rank
(100% = 1303)



CAS Ranked Clinical (Hospital-based)
Academic Staff (2016), by Gender
(100% = 1303)

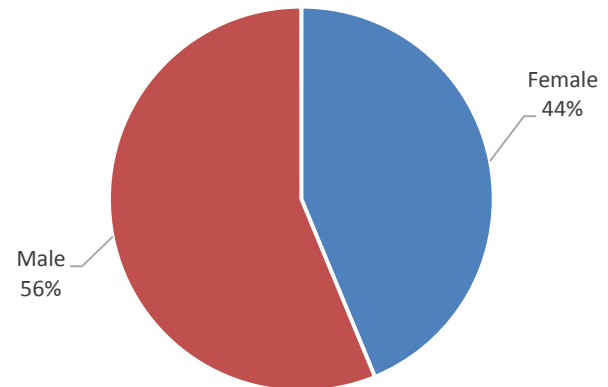
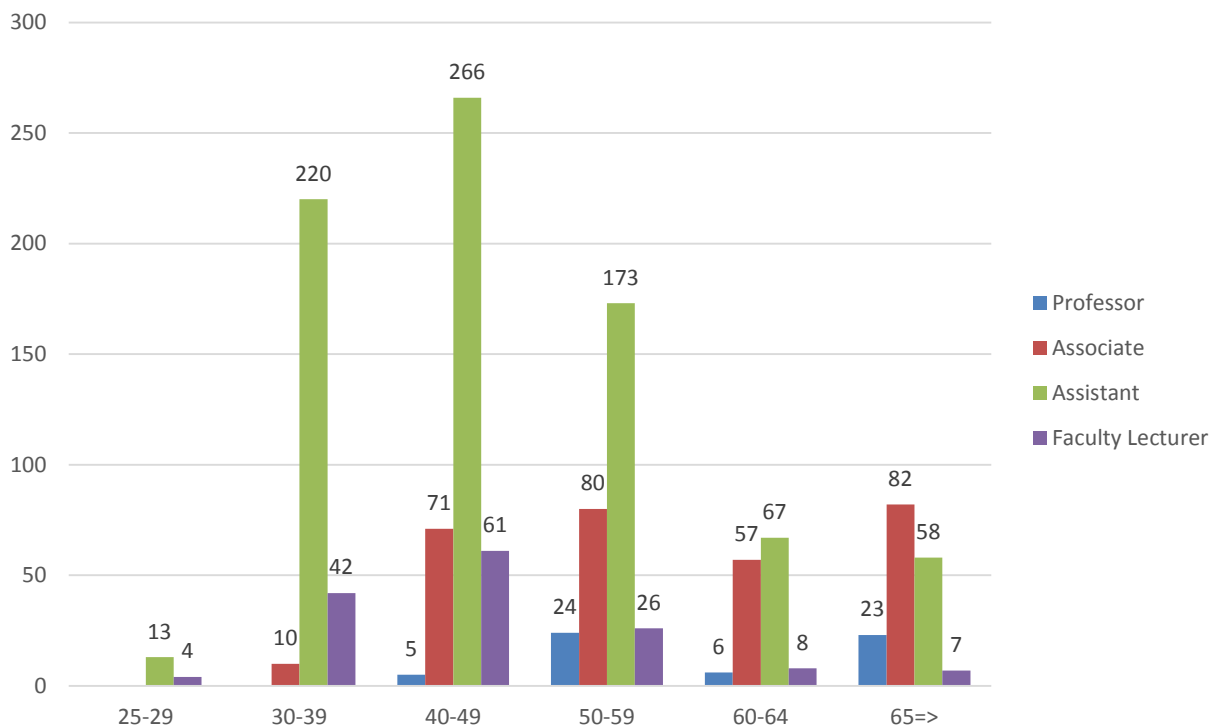


Table 23c represented graphically for 2016

CAS Ranked Clinical (Hospital-based) Academic Staff, by Age (2016)
(Total Count = 1,303)



Clinical Teaching Staff – “Affiliated Institutions-Based” Staff

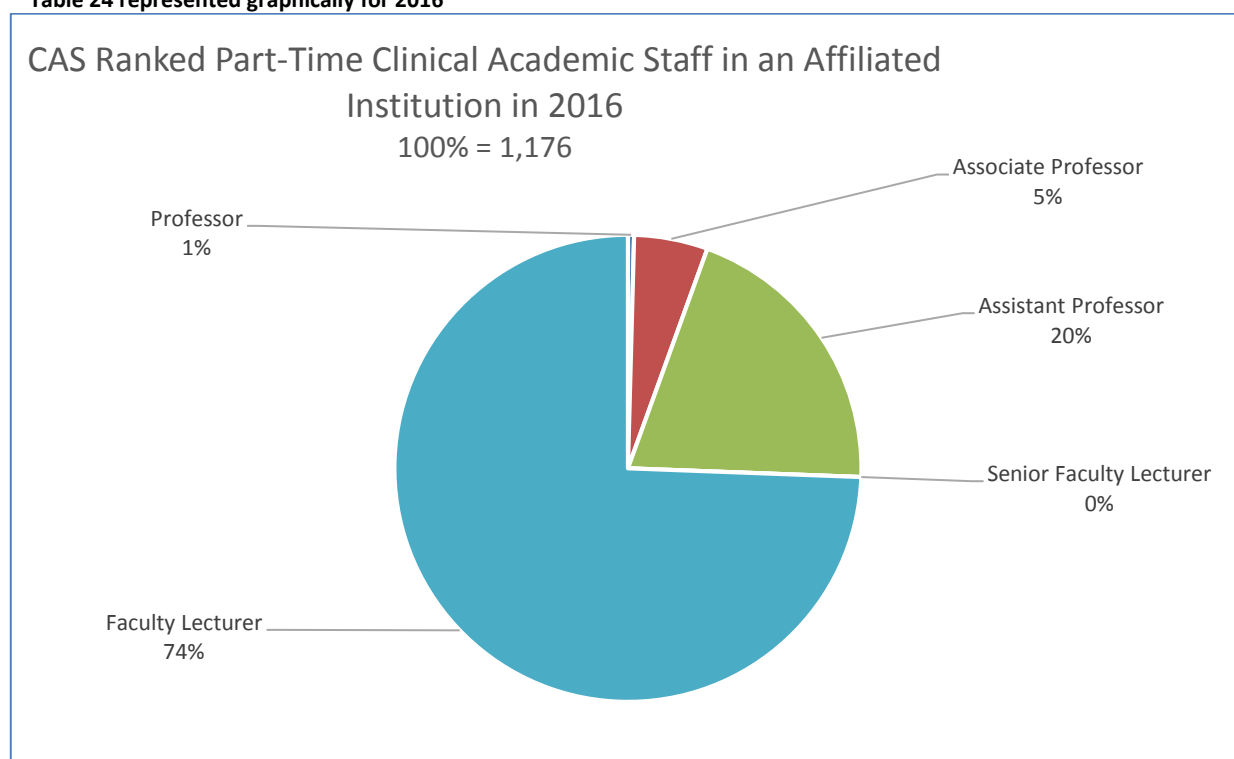
Affiliated Institutions-based staff are clinicians homed outside of the McGill Teaching Hospital Network. These staff are outside of the Hospital-based clinician structure, which is tightly controlled by the MSSS. Most of these staff are considered part-time *and nil-salary* in McGill’s payroll system. Many of these staff must retain an affiliation with McGill University in order to maintain their status as qualified or accredited professionals, and vice versa. Their contribution to the academic mission of the University, although smaller than that of staff in teaching hospitals, remains vital.

Table 24 shows that at the end of the FY2016, there were 1,176 Affiliated Institutions-based clinical CAS staff in the Faculty of Medicine and the Faculty of Dentistry.

Table 24: Part-Time CAS Ranked Clinical Staff based at an Affiliated Institutions (non-McGill Teaching Hospital)

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Professor	3	4	5	4	4	5	1	25.0%	2	66.7%
Associate Professor	54	70	65	68	63	60	-3	-4.8%	6	11.1%
Assistant Professor	173	223	246	232	232	236	4	1.7%	63	36.4%
Senior Faculty Lecturer	0	0	0	0	0	0	0	0.0%	0	0.0%
Faculty Lecturer	432	494	611	625	775	875	100	12.9%	443	102.5%
Total	662	791	927	929	1074	1176	102	9.5%	514	77.6%

Table 24 represented graphically for 2016



CAS Unranked Staff Counts

Table 25: All Unranked Contract Academic Staff (Full and Part-time)

Unranked CAS	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Academic Associate*	0	0	117	114	110	124*	14	12.7%	-85	-40.7%
Senior Academic Associate	0	0	0	3	3	3	0	0.0%	3	300%
Curator	3	2	2	1	1	2	1	100%	-1	-33.3%
Associate Curator	1	0	5	8	5	2	-3	-60.0%	1	100%
Professor of Practice	0	0	6	11	10	11	1	10.0%	11	200%
Professional Associate ¹	209*	160	4	1	1	1	0	0.0%	-208	-99.5%
Director Non-Stipend ¹	9	5	1	1	1	1	0	0.0%	-8	-88.9%
Assoc Dir Non-Stipend ¹	6	4	3	0	0	0	0	0.0%	-6	-600%
Total	228	171	138	139	131	144	13	9.9%	-84	-36.8%

NOTE: * Academic Associate 5-year net changes and percentages are tallied against Professional Associates, which they have replaced since the CAS Regulations were implemented.

1) CLOSED positions – In January-2013 the CAS conversion took place, these closed positions are grand-fathered with any remaining staff in these positions disappearing through attrition.

Table 25 represented graphically for 2016

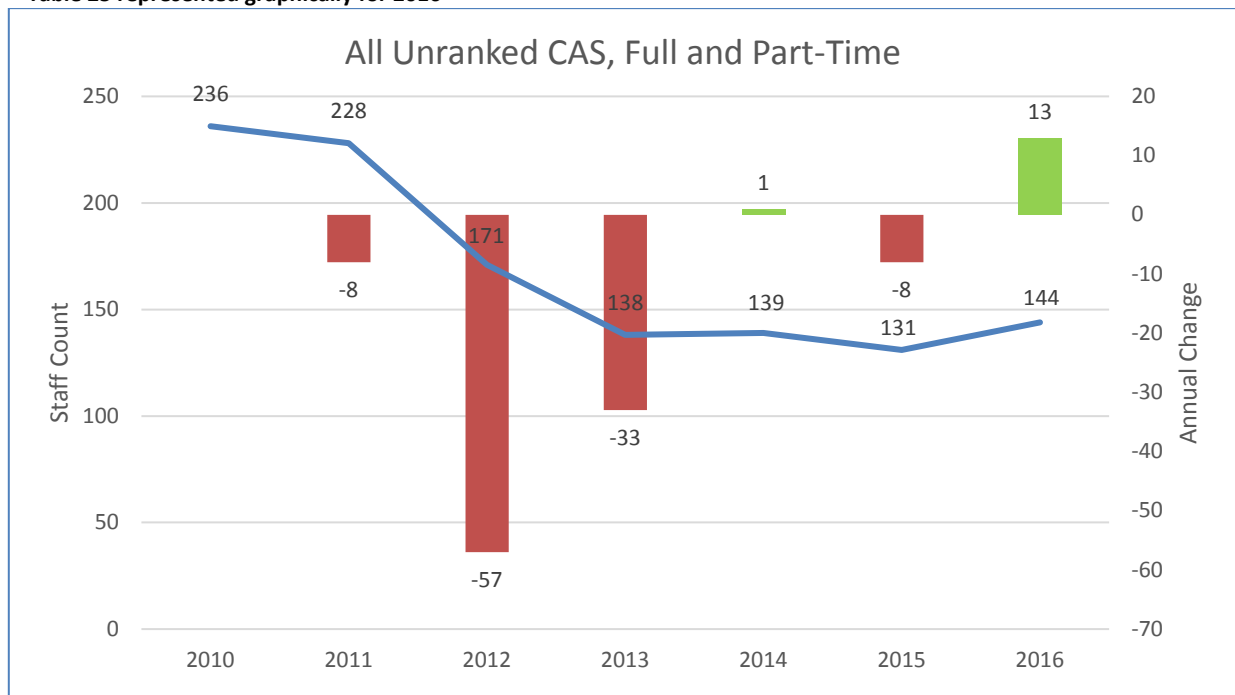


Table 26 a, b: Unranked Contract Academic Staff

a) Full-Time

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
Unranked CAS	2011	2012	2013	2014	2015	2016	#	%	#	%
Academic Associate*	0	0	93	90	88	101*	13	14.8%	22*	27.8%
Senior Academic Associate	0	0	0	3	3	3	0	0%	3	300%
Curator	2	2	2	1	1	2	1	100%	0	0%
Professor of Practice	0	0	5	8	5	2	-3	-60.0%	2	200%
Professional Associate ¹	79*	80	3	1	1	1	0	0%	-78	-98.7%
Director Non-Stipend ¹	9	5	1	1	1	1	0	0%	-8	-88.9%
Assoc Dir Non-Stipend ¹	4	3	2	0	0	0	0	0%	-4	-100%
Total	94	90	106	104	99	110	11	11.1%	16	17.0%

NOTE: * Academic Associate 5-year net changes and percentages are tallied against Professional Associates, which they have replaced since the CAS Regulations were implemented.

1) CLOSED positions – In January-2013 the CAS conversion took place, these closed positions are grand-fathered with any remaining staff in these positions disappearing through attrition.

b) Part-Time Contract Academic Staff

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
Unranked CAS	2011	2012	2013	2014	2015	2016	#	%	#	%
Academic Associate*	0	0	24	24	22	23*	1	4.5%	-113*	-83.1%
Senior Academic Associate	0	0	0	0	0	0	-	0%	-	0%
Curator	0	0	0	0	0	0	-	0%	-	0%
Associate Curator	1	0	0	0	0	0	-	0%	-	0%
Professor of Practice	0	0	1	3	5	9	4	80.0%	9	900%
Professional Associate ¹	136*	80	1	0	0	0	n/a	n/a	n/a	n/a
Assoc Dir Non-Stipend ¹	2	1	1	0	0	0	n/a	n/a	n/a	n/a
Total	140	81	27	27	27	32	5	18.5%	-108	-77.1%

NOTE: * Academic Associate 5-year net changes and percentages are tallied against Professional Associates, which they have replaced since the CAS Regulations were implemented.

1) CLOSED positions – In January-2013 the CAS conversion took place, these closed positions are grand-fathered with any remaining staff in these positions disappearing through attrition.

Unionized Academic Staff

Table 27: All Unionized Staff (Full and Part-time)

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Unionized¹										
Research Associate	396	396	378	387	363	369	6	1.7%	-27	-6.8%
Research Assistant	76	85	71	69	102	105	3	2.9%	29	38.2%
Total	472	481	449	456	465	474	9	1.9%	2	0.4%

NOTE: 1) These positions were unionized in 2010 with agreements ratified in 2013, and are no longer considered CAS.

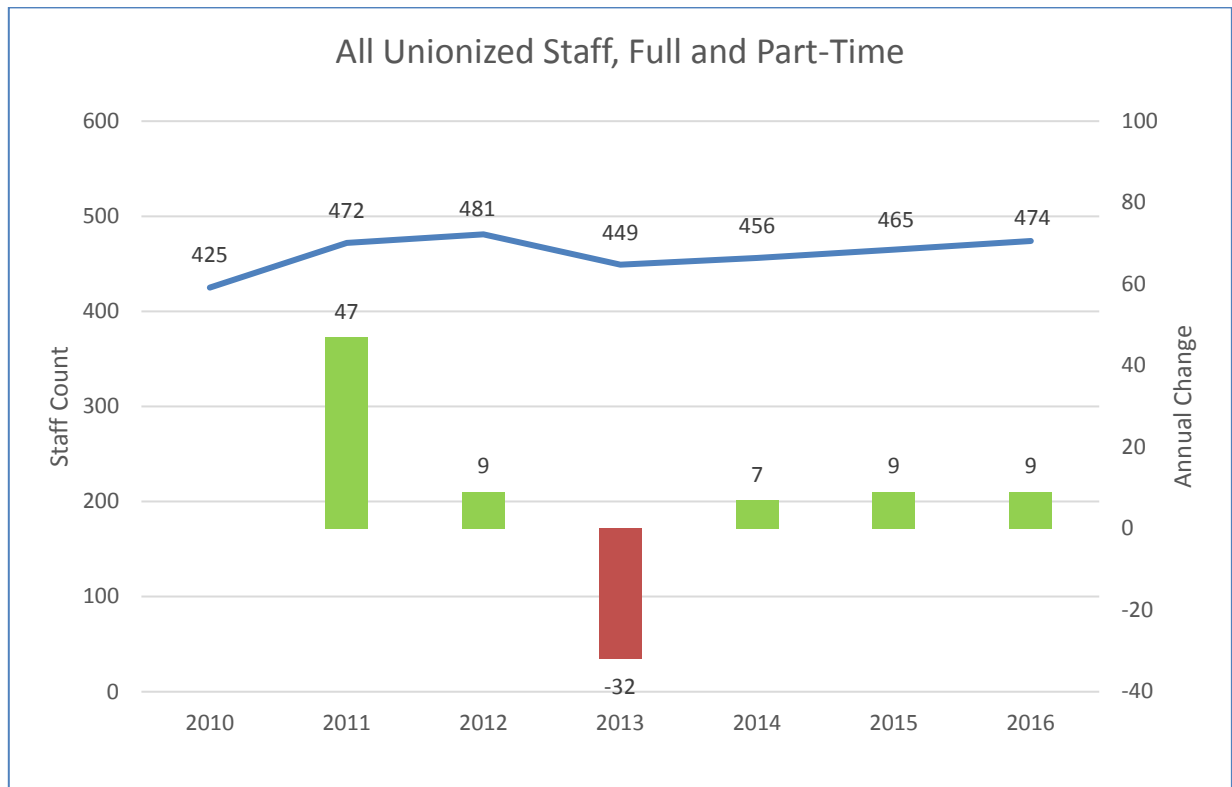


Table 28: Unionized Academic Staff Distribution

a) by Full-Time only

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Unionized¹										
Research Associate	189	194	185	203	199	205	6	3.0%	16	8.5%
Research Assistant	207	202	193	184	164	164	0	0%	-43	-20.8%
Total	396	396	378	387	363	363	6	1.7%	-27	-6.8%

NOTE: 1) These positions were unionized in 2010 with agreements ratified in 2013, and are no longer considered CAS.

b) by Part-Time only

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Unionized¹										
Research Associate	37	35	29	30	51	50	-1	-2.0%	13	35.1%
Research Assistant	39	50	42	39	51	55	4	7.8%	16	41.0%
Total	76	85	71	69	102	105	3	2.9%	29	38.2%

NOTE: 1) These positions were unionized in 2010 with agreements ratified in 2013, and are no longer considered CAS.

Academic Leaves of Absence and Sabbatic Leaves

Section 10 of the **Regulations on Leaves of Absence for Full-Time Academic and Librarian Staff** requires that the Provost and Vice-Principal (Academic) report annually to the Board of Governors on leaves of absence that have been applied for and approved, and to Senate and the Board of Governors on the number of staff members currently on leaves of absence, and the length of each leave of absence.

Table 29 shows the number of leaves of absence and secondment leaves taken during the Fiscal Years under review. All approved leaves of absence are “without pay”. The number of full-time tenure-track staff on leave has grown compared to five years ago however there is a decreasing trend since FY2012. The majority of leaves taken were for 12 months or less and were sought by staff for various reasons: personal and family reasons, pursuing temporary employment opportunities elsewhere, engaging with their professional interests, research, and scholarship in alternative settings to McGill.

Table 29: Leave of Absence and Secondment Statistics

LEAVE TYPE	Period Ending (30-Apr-YYYY)					
	2011	2012	2013	2014	2015	2016
(A) On Leave of Absence during FY						
Less than 1 Year	14	18	16	14	14	9
One Year	25	26	25	23	18	16
More than 1 Year	1	2	2	4	2	1
Two Years		2		3	1	4
More Than 2 Years		1	1	1	2	3
Sub-TOTALS	40	49	44	45	37	33
(B) On Secondment during FY						
Less than 1 Year						
One Year			1			
More than 1 Year	1					
Two Years						
More Than 2 Years	1	1	1	1		
Sub-TOTALS	2	1	2	1	0	0
Total (A+B)	42	50	46	46	37	33

Table 29 represented graphically

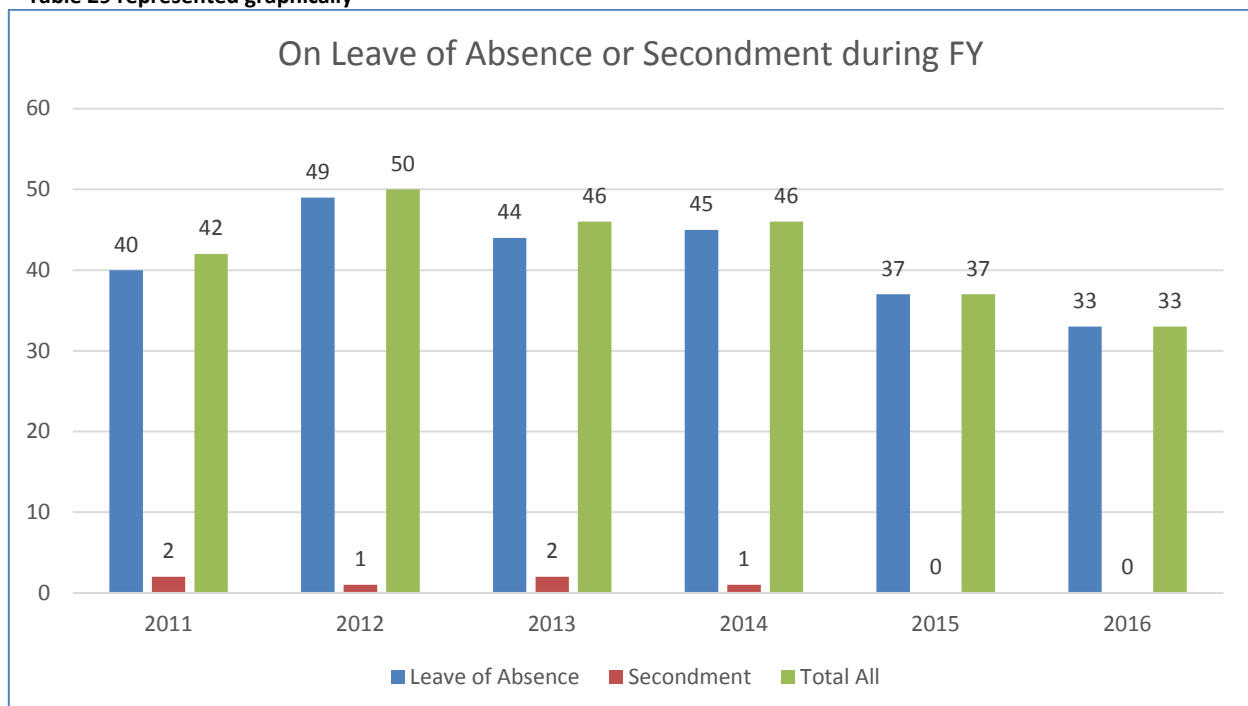


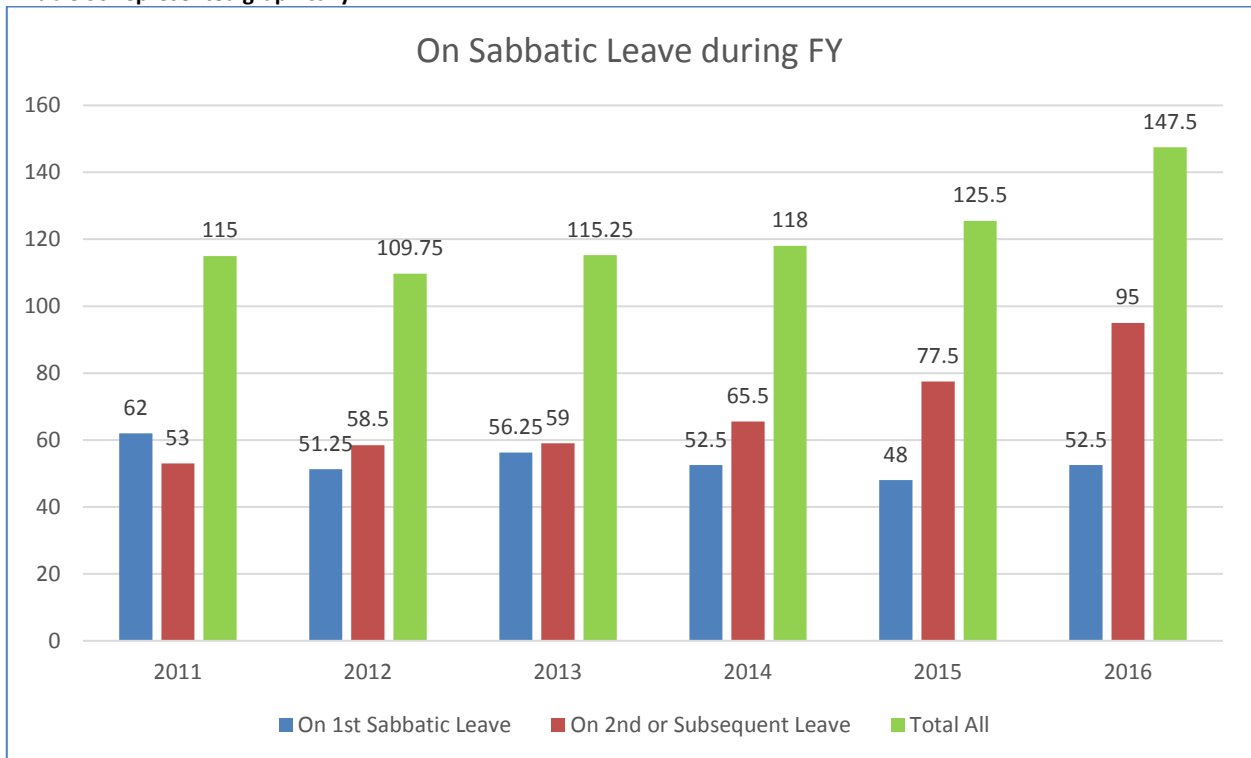
Table 30 provides information on how approved sabbatic leaves are distributed and how many leave-takers are first-time sabbaticants. Leaves can be deferred at the request of the applicant, or the University, for a variety of reasons. This table indicates how many leaves taken in a given year were approved in the current round, or are deferred leaves, as well as how many leaves were approved in a current round but deferred to a later year. Other approved leaves are cancelled either at the request of the applicant or because approval was conditional on tenure being obtained. The fraction of tenured-stream academics on sabbatical leaves has varied between 6.7% and 8.8% in the last five years, with an average of 7.4%.

Table 30: Academic Sabbatic Leave Statistics – “On Leave” Distribution

Sabbatic Leave Type and Status	Period Ending (30-Apr-YYYY)											
	2010		2011		2012		2013		2014		2015	
	1 st SL Ever	Other SL	1 st SL Ever	Other SL	1 st SL Ever	Other SL	1 st SL Ever	Other SL	1 st SL Ever	Other SL	1 st SL Ever	Other SL
On Sabbatic Leave during FY												
Half Only	0.5	1.5		0.5	0.5			0.5				
Half Only (as deferred)	0.5	1.0	0.5									
1-Year	41.5	38.0	37.5	38.0	38.0	41	38.0	47.5	38.0	61.0	44.0	69.0
1-Year (as deferred)	9.5	3.0	5.5	9.0	7.0	4.0	4.0	2.0	0.5	2.5	1.0	5.0
First Half	5	3.0	4.5	5.0	4.0	6.5	4.0	9.5	5.5	6.5	5.0	7.5
First Half (as deferred)			0.5	2.0	2.0	0.5	1.0	1.0	2.0	0.5	2.0	1.0
Second Half	4.5	5.5	2.5	4.0	4.0	5.5	4.5	3.5	1.5	5.5		10.0
Second Half (as deferred)	0.5	1.0	0.25		0.8	1.5	1.0	1.5	0.5	1.5	0.5	2.5
Sub-Totals	62.0	53.0	51.3	58.5	56.3	59.0	52.5	65.5	48.0	77.5	52.5	95.0
Year Totals	115		109.8		115.3		118		125.5		147.5	
Approved in FY, but Deferred to later FY												
Half Only	0.5											
1-Year	7.5	3.0	8.5	8.5	12.5	11.0	10.5	12.5	12.0	13.0	5.0	12.0
First Half	0.5		1.0		1.0	0.5	2.0	1.5	0.5		1.0	1.0
Second Half	0.5	2.0	1.0	0.5	1.0	1.0	2.0	1.0	2.5	3.5		1.0
Sub-Totals	9.0	5.0	10.5	9.0	14.5	12.5	14.5	15.0	15.0	16.5	6.0	14.0
Year Totals	14.0		19.5		27.0		29.5		31.5		20.0	
Approved for FY, but Cancelled (Not Taken)												
Half Only							0.5					
1-Year		0.5	4.5	1.5	4.5	1.0	3.0		1.0	1.0	1.0	1.0
First Half				0.5			0.5					
Second Half							0.5		0.5			
Sub-Totals	0	0.5	4.5	2.0	4.5	1.0	4.5	0	1.5	1.0	1.0	1.0
Year Totals	0.5		6.5		5.5		4.5		2.5		2.0	
Sabbatic Leave Denied												
1-Year		2.0		0.5						1.0		
Year Totals	2.0		0.5		0.5		0		1.0		0	

NOTE: half numbers indicate half leaves, with leaves spanning multiple fiscal years weighted accordingly

Table 30 represented graphically



Academic and Librarian Staff on Long-Term Disability

Table 31 presents the numbers of all academic and librarian staff on Long-Term Disability.

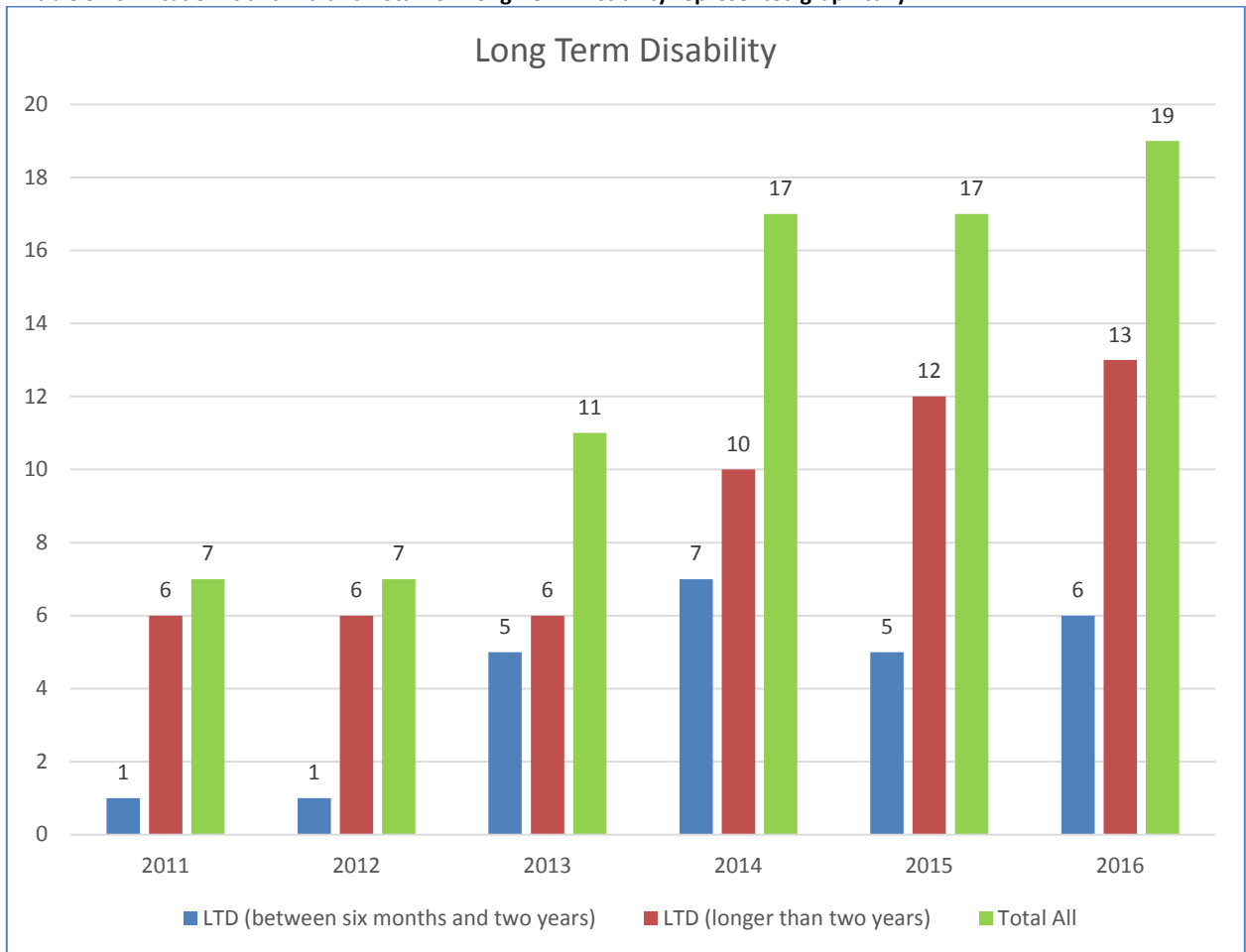
Table 31: Academic and Librarian Staff on Long-Term Disability

Type	Period Ending (30-Apr-YYYY)						1-yr net change	5-yr net change
	2011	2012*	2013*	2014	2015	2016	#	#
LTD (between 6 months and 2 years)	1	1	5	7	5	6	1	5
LTD ¹ (longer than 2 years)	6	6	6	10	12	13	1	7
TOTAL	7	7	11	17	17	19	2	12

NOTE: *Totals for 2012 and 2013 corrected last year's reported figures which erroneously included staff on LTD for a duration of less than six months

1) Some staff on LTD longer than two years are still counted in the active Tenure-Track/Tenured Professoriate and Librarian sections if Faculties have not formally processed a notice of termination due to LTD.

Table 31 on Academic and Librarian Staff on Long-Term Disability represented graphically



Part II: Administrative and Support Staff Changes

Overview

This section of the annual staffing report summarizes the changes in all groups of administrative and support staff over the same periods from 2010-11 through 2015-16, as was done above for academics.

As with the academic staff counts the headcounts presented are as of 30 April of each year. All current staff members have been tabulated, including those on leave.

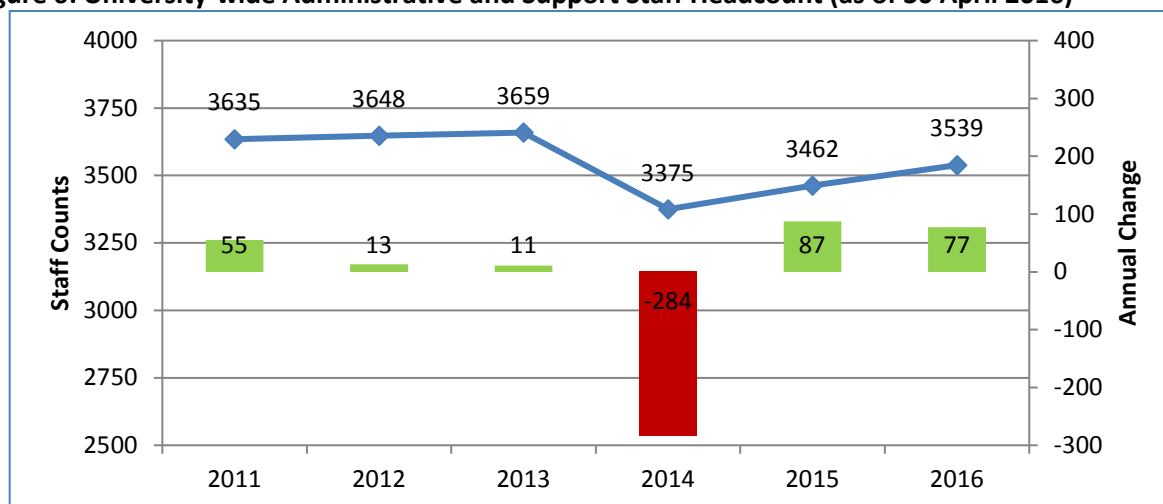
It is important to highlight that the available data focus on “people” and not on “positions”. Consequently, when a person on temporary leave is replaced temporarily, then the two individuals are included in the counts. Conversely, in a situation where a position is temporarily vacant, it will not be counted as there is no incumbent. While these two factors may create minor distortions at the unit level, they are not numerous enough to affect the overall counts or trends University-wide.

In contrast to individuals on short-term disability or on temporary leaves, those on long-term disability do not appear in these figures, graphs, and tables but are shown separately in **Table 40**. Finally, the headcount numbers are indicative of the organizational unit from which individuals are paid, which does not necessarily correspond to where they are physically located at McGill.

Figure 6 shows a University-wide decrease in administrative and support staff headcounts by 2.6% between 2010-11 and 2015-16. Following a one-year decrease of 7.8% in response to funding cuts introduced by the Quebec government, the University saw an increase of 2.6% in FY15 and another increase of 2.2% in FY16.

The composition of administrative and support staff at McGill has evolved with the changing priorities and objectives of the University and an increasingly complex operating environment. Growing competition for students, grant dollars and donations, in addition to significantly increasing demands by government and outside bodies for compliance programs and related monitoring and reporting have contributed to a need for more administrative and support staff, particularly at the managerial and professional level. It should also be noted that due to chronic underfunding, the University has invested minimally in its IT systems and many processes continue to be highly labour intensive.

Figure 6: University-wide Administrative and Support Staff Headcount (as of 30 April 2016)



NOTE: Graph excludes staff on long-term disability and placement transition.

Administrative and Support Staff Breakdown within Faculties and Major Units

Table 32 shows the evolution of staff counts over the last five years in total administrative and support staff in Faculties and Libraries and those in administrative units, i.e., those reporting to a Vice-Principal or the Principal rather than to a Dean.

Institutional units which now account for 54.7% of all administrative and support staff show a reduction in headcount of 2.9% over the last five years. During the same 5-year period, there has been a decrease of 2.4% in staff in Faculties and Libraries. The year-to-year change from FY15 to FY16 saw an overall increase in staff counts with institutional units reporting a growth of 25 individuals and Faculties reporting a growth of 52.

Tables 32 a, b present additional details as to where staff increases and decreases have occurred.

Table 32a: Administrative and Support Staff Counts

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
All Staff	2011	2012	2013	2014	2015	2016	#	%	#	%
Faculties and Libraries	1642	1617	1626	1499	1551	1603	52	3.4%	-39	-2.4%
Administrative Units	1993	2031	2033	1876	1911	1936	25	1.3%	-57	-2.9%
Total	3635	3648	3659	3375	3462	3539	77	2.2%	-96	-2.6%

b) Administrative and Support Staff Counts as a percentage

All Staff	2011	2012	2013	2014	2015	2016
Faculties and Libraries	45.2%	44.3%	44.4%	44.4%	44.8%	45.3%
Administrative Units	54.8%	55.7%	55.6%	55.6%	55.2%	54.7%
Total	100%	100%	100%	100%	100%	100%

Tables 33 a, b present additional details regarding distribution by age and gender.

Table 33 a, b: Administrative and Support Staff Counts, Distribution ...

a) by Gender

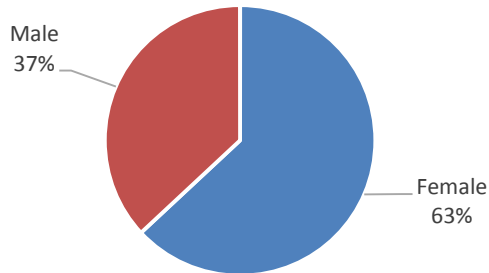
	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
All Staff	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	2283	2287	2289	2098	2183	2232	49	2.2%	-51	-2.2%
Male	1352	1361	1370	1277	1279	1307	28	2.2%	-45	-3.3%
Total	3635	3648	3659	3375	3462	3539	77	2.2%	-96	-2.6%

b) by Age

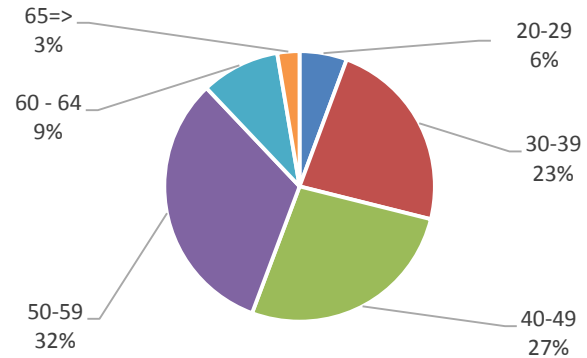
	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
Age Tranche	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	280	273	240	186	202	200	-2	-1.0%	-80	-28.6%
30-39	813	808	834	798	823	823	0	0.0%	10	1.2%
40-49	1030	1004	987	937	934	949	15	1.6%	-81	-7.9%
50-59	1079	1111	1136	1139	1124	1140	16	1.4%	61	5.7%
60-64	349	362	356	259	304	333	29	9.5%	-16	-4.6%
65=>	84	90	106	56	75	94	19	25.3%	10	11.9%
Total	3635	3648	3659	3375	3462	3539	77	2.2%	-96	-2.6%

Tables 33 a and b represented graphically for 2016

Administrative and Support
Staff, Distribution by Gender
(2016)
(100% = 3,539)



Administrative and Support
Staff, Distribution by Age
(2016)
(100% = 3,539)



Tables 34 a, b, c show the data from Table 32 broken down by “regular” and M-Term/end-date (MUNACA) position-type during this reporting cycle which parallels the “tenure-track/tenured” and “contract academic staff” types on the academic side. In the administrative sphere the “regular” and “term” or “end-date” positions provide a similar distinction of contractually-limited appointment. Tables 35 a, b, c, show the data from Table 32 broken by full-time and part-time distribution as is also done with the academic staff.

Table 34 a, b, c, d: Administrative and Support Staff Counts in “Regular” or “Term” positions.

a) All Regular and Term Positions

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Regular	3285	3258	3218	2956	2993	3134	141	4.71%	-151	-4.6%
Term	350	390	441	419	469	405	-64	-13.6%	55	15.7%
Total	3635	3648	3659	3375	3462	3539	77	2.22%	-96	-2.64%

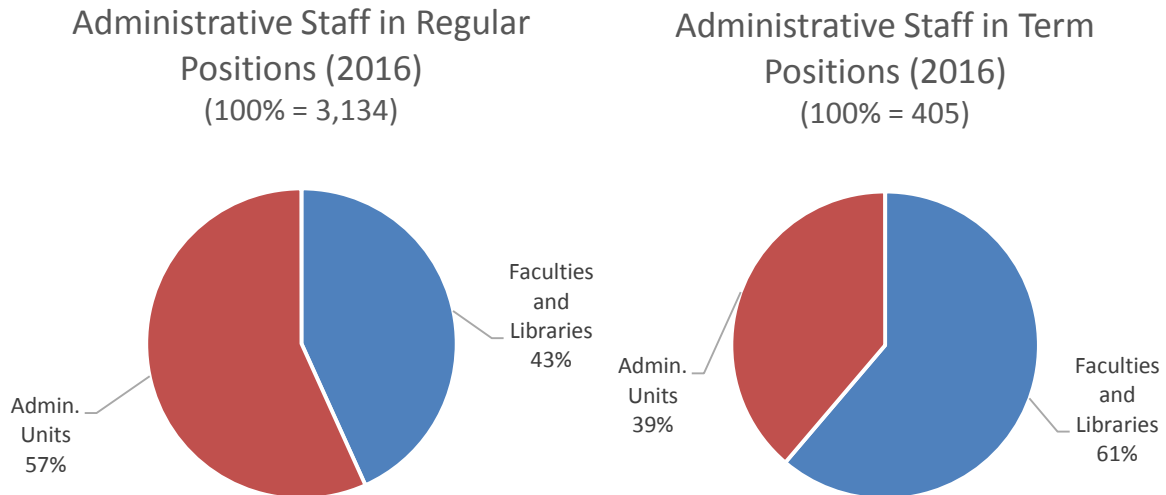
b) “Regular” Positions by Area

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Regular Positions										
Faculties and Libraries	1475	1439	1422	1295	1317	1355	38	2.9%	-120	-8.1%
Administrative Units	1810	1819	1796	1661	1676	1779	103	6.2%	-31	-1.7%
Total	3285	3258	3218	2956	2993	3134	141	4.7%	-151	-4.6%

c) “Term” Positions by Area

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Term Positions										
Faculties and Libraries	167	178	204	204	234	248	14	6.0%	81	48.5%
Administrative Units	183	212	237	215	235	157	-78	-33.2%	-26	-14.2%
Total	350	390	441	419	469	405	-64	-13.7%	55	15.7%

Tables 34 b and c represented graphically for 2016

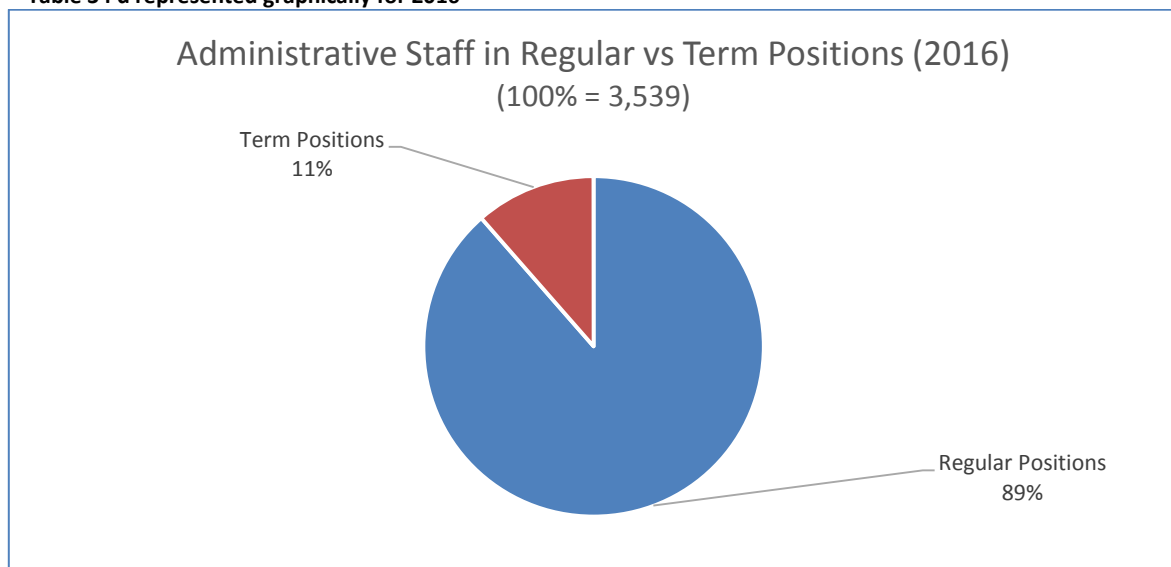


Tables 34d directly below shows that in 2011, staff in contractually-limited appointments constituted 9.6% of the total administrative and support staff complement, whereas in 2015, 13.6% of staff were in this category. That percentage has dropped to 11.4% in 2016, largely resulting from the regularization of term employees. This one-time only program sought to convert long-term Term positions, paid from an ongoing/recurring source of funds.

d) Regular and Term Positions as a percentage

All Positions	2011	2012	2013	2014	2015	2016
Regular Positions	90.4%	89.3%	88.0%	87.6%	86.5%	88.6%
Term Positions	9.6%	10.7%	12.1%	12.4%	13.6%	11.4%
Total as %	100%	100%	100%	100%	100%	100%
Based on total count	3635	3468	3659	3375	3462	3539

Table 34 d represented graphically for 2016



Tables 35 a, b, c, d present details regarding the distribution between full-time and part-time positions.

Table 35 a, b, c, d: Administrative and Support Staff Counts in “Full-Time” or “Part-Time” positions

a) All Full-Time and Part-Time

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Full-Time	3438	3437	3448	3176	3249	3351	102	3.1%	-87	-2.5%
Part-Time	197	211	211	199	213	188	-25	-11.7%	-9	-4.6%
Total	3635	3648	3659	3375	3462	3539	77	2.2%	-96	-2.6%

b) “Full-Time” Positions by Area

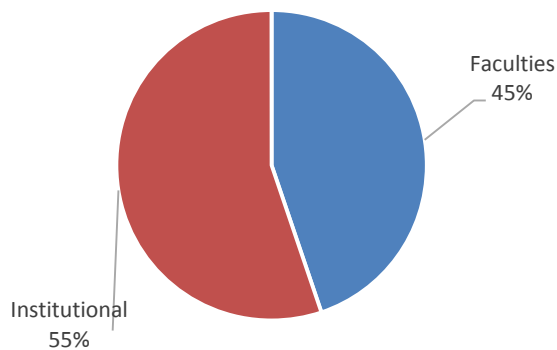
	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Full-time Positions										
Faculties and Libraries	1538	1517	1522	1404	1446	1501	55.0	3.8%	-37.0	-2.4%
Administrative Units	1900	1920	1926	1772	1803	1850	47.0	2.6%	-50.0	-2.6%
Total	3438	3437	3448	3176	3249	3351	102.0	3.1%	-87.0	-2.5%

c) “Part-Time” Positions by Area

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Part-time Positions										
Faculties and Libraries	104	100	104	95	105	102	-3.0	-2.9%	-2.0	-1.9%
Administrative Units	93	111	107	104	108	86	-22.0	-20.4%	-7.0	-7.5%
Total	197	211	211	199	213	188	-25.0	-11.7%	-9.0	-4.6%

Tables 35 b and c represented graphically for 2016

Full-Time Administrative Staff
by Area (2016)
(100% = 3,351)



Part-time Administrative Staff
by Area (2016)
(100% = 188)

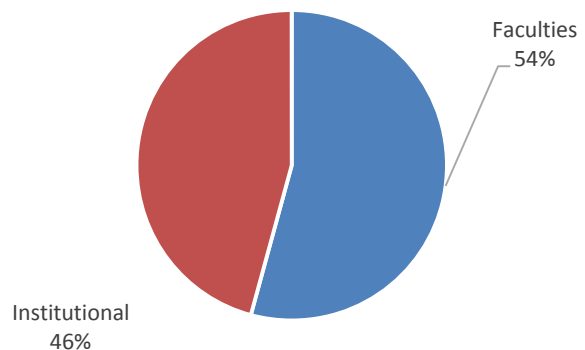


Table 35d directly below shows that in 2011, staff in part-time appointments constituted 5.4% of the total administrative and support staff complement, whereas in 2015, 6.2% of staff were in this category. That percentage has dropped slightly to 5.3% in 2016.

d) Full-time and Part-time Positions as a percentage

All Positions	2011	2012	2013	2014	2015	2016
Full-Time Positions	94.6%	94.2%	94.2%	94.1%	93.8%	94.7%
Part-time Positions	5.4%	5.8%	5.8%	5.9%	6.2%	5.3%
Total as %	100%	100%	100%	100%	100%	100%
Based on total count	3635	3468	3659	3375	3462	3539

Table 35a represented graphically for 2016

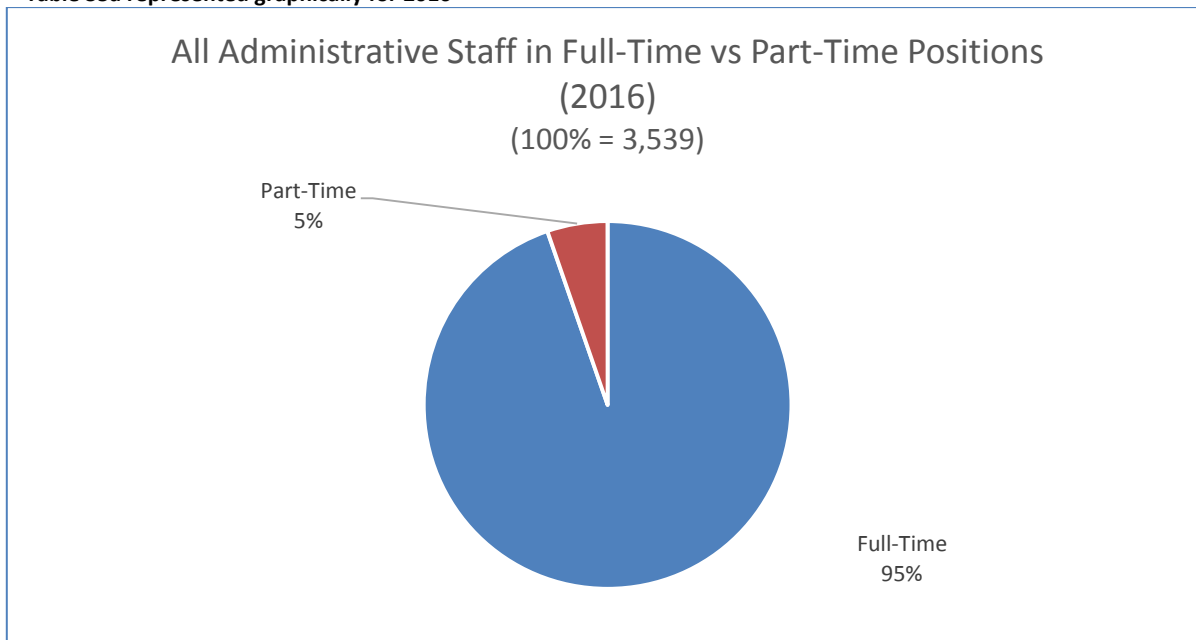


Table 36 shows that the total administrative and support staff within the Faculties and Libraries have declined by 2.4% during the 5-year period. Data for the one-year period show an increase of 3.4% in total headcount across this group. As noted above, this table excludes those on long-term disability and individuals on “placement transition” (for these, see Table 40).

Table 36: Administrative and Support Staff Counts within the Faculties and Libraries

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Agr. & Env. Sciences ²	89	83	83	78	76	78	2	2.6%	-11	-12.4%
Arts	118	120	126	114	116	112	-4	-3.4%	-6	-5.1%
Continuing Studies	46	49	54	57	63	68	5	7.9%	22	47.8%
Dentistry	43	41	46	42	50	58	8	16.0%	15	34.9%
Education	52	44	46	45	43	46	3	7.0%	-6	-11.5%
Engineering	133	135	134	120	123	129	6	4.9%	-4	-3.0%
Law	31	30	31	31	29	30	1	3.4%	-1	-3.2%
Libraries	142	142	132	105	100	102	2	2.0%	-40	-28.2%
Management	82	78	91	82	88	94	6	6.8%	12	14.6%
Medicine	663	649	637	603	638	668	30	4.7%	5	0.8%
Music	59	60	56	47	48	48	0	0.0%	-11	-18.6%
Religious Studies ³	8	7	8	7	7	5	-2	-28.6%	-3	-37.5%
Science	176	179	182	168	170	165	-5	-2.9%	-11	-6.3%
Total	1642	1617	1626	1499	1551	1603	52	3.4%	-39	-2.4%

NOTES: 1) Table excludes staff on long-term disability and placement transition.
 2) The McGill School of Environment (MSE) and its staff counts have been folded into the Faculty of Agricultural & Environmental Sciences, for all reporting years, as this unit now reports to the Dean of FAES, although overall responsibility of the MSE is shared with the Faculty of Arts, the Faculty of Law, and the Faculty of Science.
 3) The Faculty Religious Studies was transformed into the School of Religious Studies within the Faculty of Arts effective May 1st, 2016. In next year's report its staff counts will be folded into the Faculty of Arts for all reporting years.

Overall Staff Changes in Table 36 represented graphically

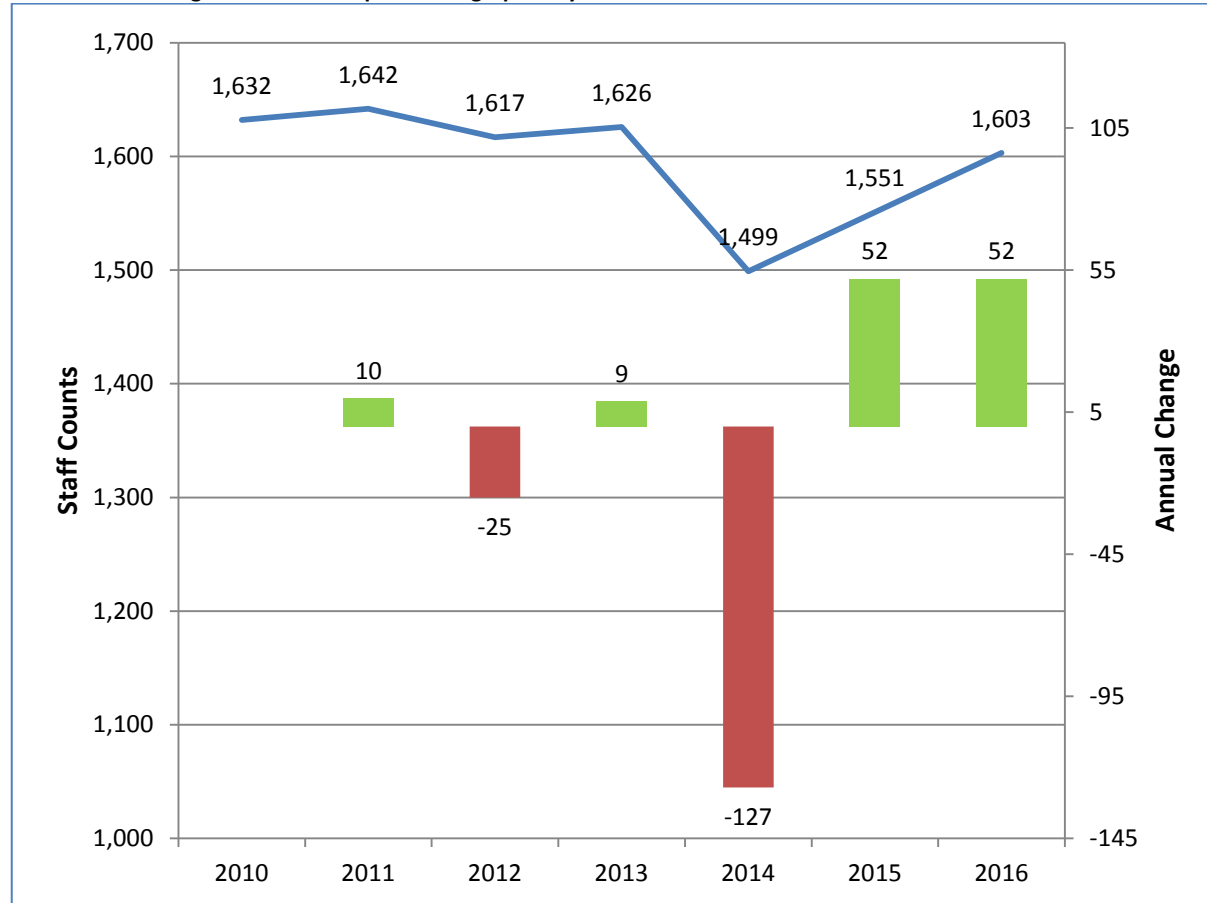


Table 37 indicates that university administrative units have experienced an overall decline of 2.9% in administrative and support staff since 2010-11. The one-year change indicates an increase of 1.3%.

Table 37: Administrative and Support Staff Counts within Institutional Administrative Units

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
(A)										
University Administration ³	126	125	124	111	119	109	-10	-8.4%	-17	-13.5%
Student Life & Learning	491	512	522	502	513	528	15	2.9%	37	7.5%
Grad & Post-doc. Studies	31	28	16	16	22	21	-1	-4.5%	-10	-32.3%
Res & Int'l Relations	74	82	96	89	91	96	5	5.5%	22	29.7%
University Advancement	158	164	159	142	141	150	9	6.4%	-8	-5.1%
Sub-Total (A)	880	911	917	860	886	904	18	2.0%	24	2.7%
(B) Admin. & Finance										
- Facilities Management & Ancillary Services ⁴	520	512	520	494	502	502	0	0.0%	-18	-3.5%
- Financial Services	119	140	140	120	118	119	1	0.8%	0	0.0%
- Human Resources	86	83	81	71	69	73	4	5.8%	-13	-15.1%
- IT Services	323	327	318	279	280	283	3	1.1%	-40	-12.4%
Sub-Total (B)	1070	1080	1095	1094	996	999	7	0.7%	-74	-6.9%
Sub-Total (A+B):	1960	2006	2011	1856	1885	1910	25	1.3%	-50	-2.6%
(C) Affiliated Units²										
	33	25	22	20	26	26	0	0.0%	-7	-21.2%
Total All (A+B+C)¹	1993	2031	2033	1876	1911	1936	25	1.3%	-57	-2.9%

NOTE: 1) Table excludes staff on long-term disability and placement transition.

2) Affiliated Units include McGill-Queen's University Press, McGill Student Society, Valacta, Morgan Arboretum, Dairy Herd Analysis.

3) A breakdown of University Administration by unit is presented in Table 38.

4) University Services was renamed Facilities Management & Ancillary Services in 2015.

Overall Staff Changes in Table 37 represented graphically

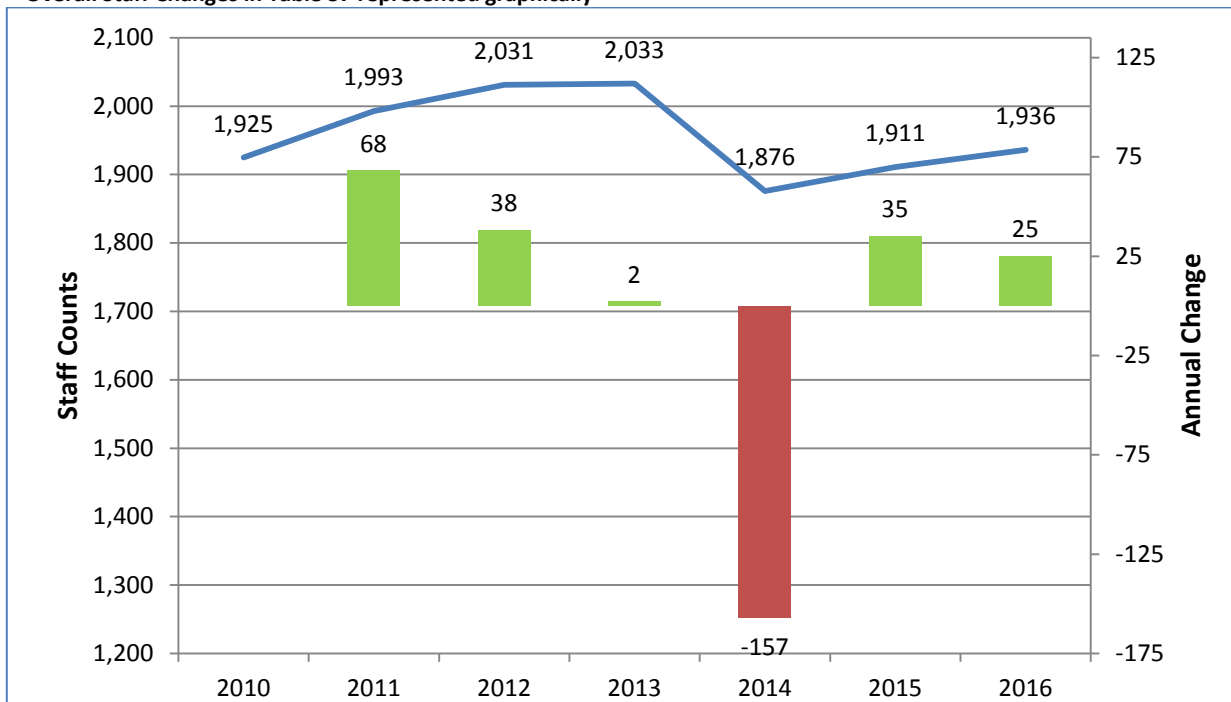


Table 38: Breakdown of Administrative and Support Staff Counts within University Administration by Unit

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
(A) Principal and Vice-Chancellor	10	9	9	7	7	6	-1	-14.3%	-4	-40.0%
Planning & Institutional Analysis ³	15	13	14	12			<i>See Section B*</i>			
Legal Services	7	7	6	8	8	8	0	0%	1	14.3%
University Secretariat	13	13	13	13	13	9	-4	-30.8%	-4	-30.8%
University Archives ¹	7	6					n/a	n/a	-7	-100%
Sub-Total (A)	52	48	42	40	28	23	-5	-17.9%	-14	-26.9%
(B) Provost & Vice-Principal (Academic)	7	5	6	4	4	4	0	0%	-3	-42.9%
Office of the Associate Provosts ²	18	22	23	21	25	21	-4	-16.0%	3	16.7%
Planning & Institutional Analysis ³	<i>See Section A*</i>				11	12	1	9.1%	-3	-20.0%
Social Equity & Diversity Education	6	7	5	7	6	6	0	0%	0	0%
Ombudsperson	2	2	2	2	2	2	0	0%	0	0%
Sub-Total (B)	33	36	36	34	48	45	-3	-6.3%	-3	-9.1%
(C) Communications & External Relations	8	10	13	13	15	14	-1	-6.7%	6	75.0%
Public Affairs/Communication	26	24	26	18	19	16	-3	-15.8%	-10	-38.5%
Graphics, Multimedia & Advertising ⁴	7	7	7	6	11	11	0	0%	4	57.1%
Sub-Total (C)	41	41	46	37	45	41	-4	-8.9%	0	0%
Total (A+B+C)	126	125	124	111	121	109	-12	-9.9%	-17	-13.5%

NOTE: *One and five-year tallies for *Planning & Institutional Analysis* in *Section B* are done using previous year figures from *Section A*.

1) Archives – (6 staff) moved to Libraries in 2012-13

2) Office of Associate Provosts: abolished in September 2015, however the OAP is included in this year's Staffing Report for the last time. In next year's Staffing Report, the numbers will be folded into the OPVPA.

– Three (3) staff moved from HR staff counts in 2015.

– Three (3) staff from the Office of the Budget moved from the Office of Associate Provosts to Planning & Institutional Analysis in anticipation of the merger with PIA.

3) Planning & Institutional Analysis - (11 staff) moved from Principal to Provost and Vice-Principal (Academic) in 2015

4) Graphics, Multimedia and Advertising - (5 staff) moved from IT Services (Content & Collaboration) in 2015

It should be noted that some administrative units may have expanded or contracted due to a reorganization of some functions resulting in changes to the organizational reporting structure over the course of the reporting period. It is important to remember that in each annual period staff are reported according to the structure in place at the time the census takes place. Increases or decreases in staff counts in certain situations may thus be in part the result of groups of staff transferring from one unit to another. The following units have changed reporting structure since 2010-11:

2015-16

- The Office of the Associate Provosts (OAP):
 - As of September 2015, the Office of the Associate Provosts was abolished, but is included for the last time in Table 38 of this Staffing Report. Changes which occurred during the fiscal year in the OAP worth noting:
 - 3 staff members in the Office of the Budget were moved to Planning & Institutional Analysis effective May 1st, 2015 in anticipation of a merger with PIA. In next year's Staffing Report, the new area's name, now called *Analysis, Planning and Budget* will be reflected.

2014-15

- Office of the Associate Provosts: 3 staff members (Immigration and Relocation Services) were moved from Human Resources to the Academic Personnel Office.
- Graphics, Multimedia & Advertising (renamed from Advertising and Graphics): 5 staff members were moved from IT Services to University Administration (Communication & External Relations).
- Planning & Institutional Analysis: 11 staff members were moved from the Office of the Principal and Vice-Chancellor to the Office of the Provost and Vice-Principal (Academic).
- University Services was renamed Facilities Management & Ancillary Services.

2012-13

- University Archives: 6 staff members were moved from University Administration to the Libraries.

Table 39 shows that the total administrative and support staff within the University has decreased overall by 2.6% between 2010-11 and 2015-16. The 5-year contraction has occurred mainly in the Library Assistants category (33.6%). Data for the past year show a 2.2% increase in overall headcount.

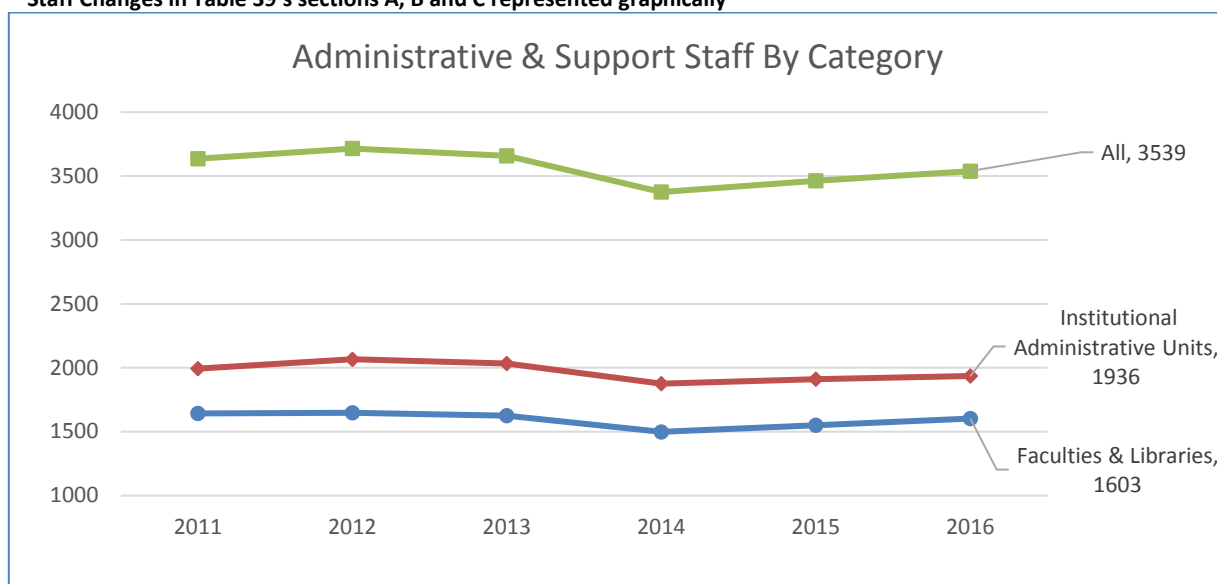
Table 39: Administrative and Support Staff by Category

	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
(A) Faculties and Libraries										
Executives	0	0	0	0	1	1	0	0.0%	1	0.0%
Mgmt / Professional ²	546	564	605	599	643	678	35	5.2%	132	24.3%
Clerical	560	559	533	479	484	499	15	3.0%	-61	-10.7%
Library Assistant	119	118	102	80	78	79	1	1.3%	-40	-33.6%
Technical	404	394	372	328	331	331	0	0.0%	-73	-17.7%
Trades and Services	7	7	7	5	5	5	0	0.0%	-2	-33.3%
Other	6	6	7	8	9	10	1	10.0%	4	66.7%
Sub-Total (A)	1642	1648	1626	1499	1551	1603	52	3.2%	-39	-2.4%
(B) Administrative Units										
Executives	18	17	16	17	15	14	-1	-7.1%	-4	-22.2%
Mgmt / Professional ²	1074	1113	1140	1048	1092	1100	8	0.7%	26	2.4%
Clerical	382	392	364	328	319	321	2	0.6%	-61	-16.0%
Library Assistant	0	0	0	0	0	0	0	0.0%	0	0.0%
Technical	76	73	72	65	62	63	1	1.6%	-13	-17.1%
Trades and Services	429	458	428	406	412	426	14	3.3%	-3	-0.7%
Other	14	14	13	12	11	12	1	8.3%	-2	-14.3%
Sub-Total (A)	1993	2067	2033	1876	1911	1936	25	1.3%	-57	-2.9%
(C) Combined (A+B)										
Executives	18	17	16	17	16	15	-1	-6.7%	-3	-16.7%
Mgmt / Professional ²	1620	1677	1745	1647	1735	1778	43	2.4%	158	9.8%
Clerical	942	951	897	807	803	820	17	2.1%	-122	-13.0%
Library Assistant	119	118	102	80	78	79	1	1.3%	-40	-33.6%
Technical	480	467	444	393	393	394	1	0.3%	-86	-17.9%
Trades and Services	436	465	435	411	417	431	14	3.2%	-5	-1.1%
Other	20	20	20	20	20	22	2	9.1%	2	10.0%
Total (C)¹	3635	3715	3659	3375	3462	3539	77	2.2%	-96	-2.6%

NOTE: 1) Table excludes staff on long-term disability and placement transition, and includes full-time and part-time staff.

2) A substantial proportion of the growth of the Management/Professional group is due to the conversion from the "Professional Associate" to the "Management/Professional" classification and the re-classification of Executive Staff.

Staff Changes in Table 39's sections A, B and C represented graphically



Executive Staff

The University's Executive staff includes: Vice-Principals, and Associate Vice-Principals who are not tenure-stream staff, Executive Directors leading large administrative units and a few staff reporting directly to members of the Senior Administration. Senior Administration staff who are tenure-track academics are included in the academic staff counts within their academic department home (i.e. included in **Tables 4 and 13**).

Management and Professional (and Excluded) Staff

The Management and Professional group comprises middle management positions as well as specialized professional functions. Management roles within this group range from first-line supervisors to senior directors responsible for administrative units with cross-functional and/or university-wide impact. This grouping also includes staff appointed to administrative positions that are excluded from the MUNACA bargaining unit due to the confidential nature of the duties, and M-term appointments. **Table 39** indicates that the total group has grown by 9.8% over the past five years.

Clerical Staff

McGill's clerical staff members perform a range of administrative functions in support of academic and administrative units across the University. Clerical staff members at McGill are unionized. **Table 39** shows that the number of clerical staff at the University has continued to decrease showing an overall decline of 13% over the past 5 years.

Library Assistant Staff

Library Assistants perform a range of duties in support of the operations of the Libraries, including lending, edited cataloguing, ordering, accessioning and shelving. Library Assistants are unionized at McGill. With the increase in web-based resources, e-books and e-journals, the reduction in loans activity, the use of self-serve lending procedures via the web or auto-loan machines, and the automatic delivery of overdue notices and cataloguing records, the need for these positions has been declining. As shown in **Table 39**, these positions have decreased by 33.6% over the 5-year time period.

Technical staff

The University's technical staff members perform a range of specialized technical functions, mainly in support of the University's research laboratory activities and computer operations. These positions are unionized. Technical positions, as indicated in **Table 39**, have decreased by 17.9% over the 5-year time period.

Trades and Services Staff

The trades and services staff grouping includes the University's tradespeople, such as plumbers and electricians, staff responsible for building maintenance and grounds keeping, as well as support staff in the Faculty Club and student residences. These positions are unionized. As **Table 39** shows, this group has decreased by 1.1% over the past five years.

Other Staff

There are a small number of unionized staff members who occupy support roles in student health services, as well as in residences and the Gault Estate.

Administrative and Support Staff on Long-Term Disability and Placement Transition

Table 40 presents the numbers of individuals on Long-Term Disability and Placement Transition. Placement Transitions is a count from a period when staff from Faculties were moved to Central Administration's budgets due to budget cuts at their unit level. This model is no longer used at the University and this count is decreasing through attrition (one left in 2016).

Table 40: Administrative and Support Staff Counts on Long-Term Disability and Placement Transition

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
LTD ¹	107	97	116	115	117	113	-4	-3.4%	6	5.6%
Placement Transitions	5	4	4	2	1	1	0	0.0%	-4	-80.0%

NOTE: 1) Staff counts for Table 25 combine LTDs of six months to two years, and LTDs of longer than two years. These staff have been removed from the counts in Tables 32 through 39.

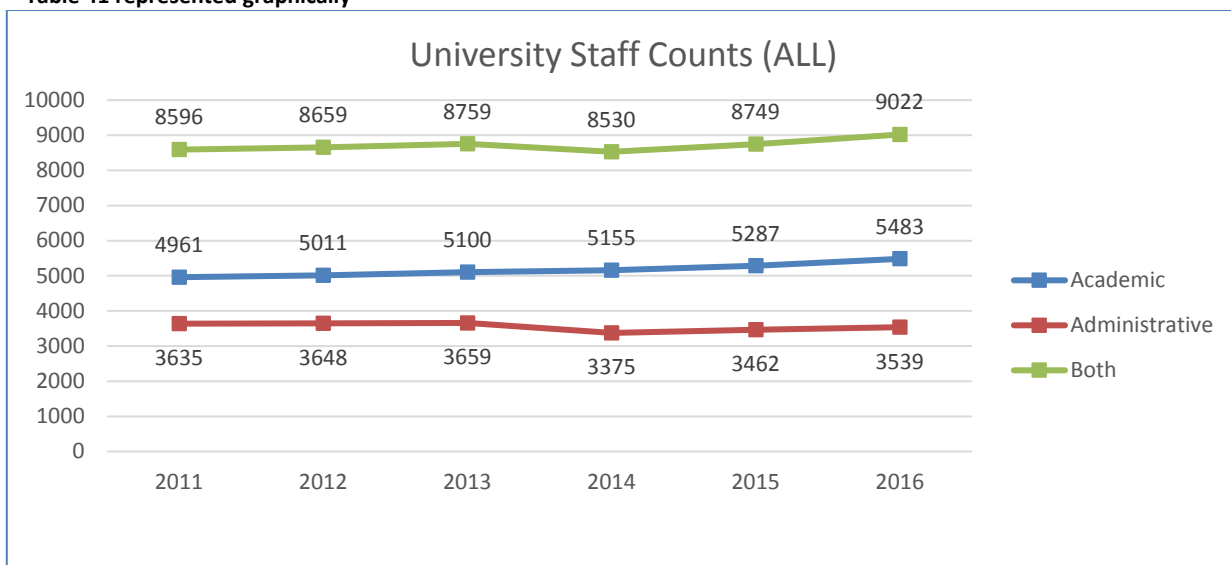
Part III: All University Staff

This section provides some combined views and graphs for all data contained in previous sections.

Table 41: All University Staff by Type

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Academic Staff	4961	5011	5100	5155	5287	5483	196	3.7%	522	10.5%
Administrative & Support Staff	3635	3648	3659	3375	3462	3539	77	2.2%	-96	-2.6%
Both	8596	8659	8759	8530	8749	9022	273	3.1%	426	5.0%

Table 41 represented graphically



Staff Changes in Table 41 represented graphically

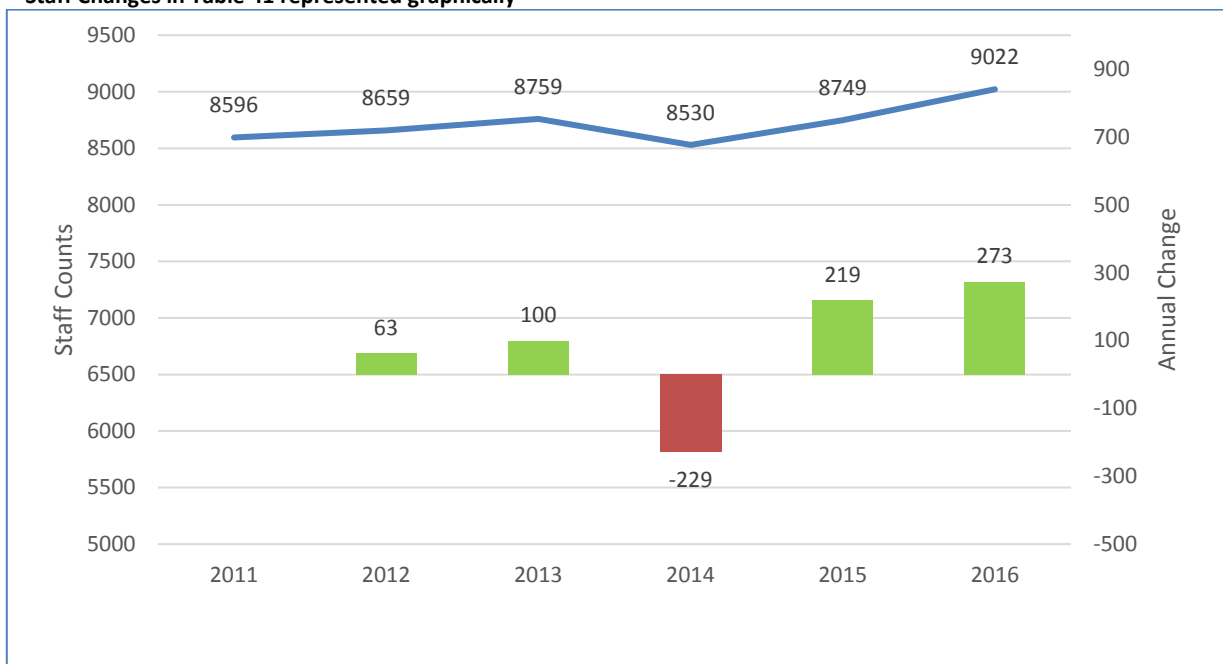


Table 42: All University Staff by Gender

Type	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
Female	4345	4362	4440	4304	4506	4701	195	4.3%	356	8.2%
Male	4251	4297	4319	4226	4243	4321	78	1.8%	70	1.6%
Both	8596	8659	8759	8530	8749	9022	273	3.1%	426	5.0%

Table 42 represented graphically

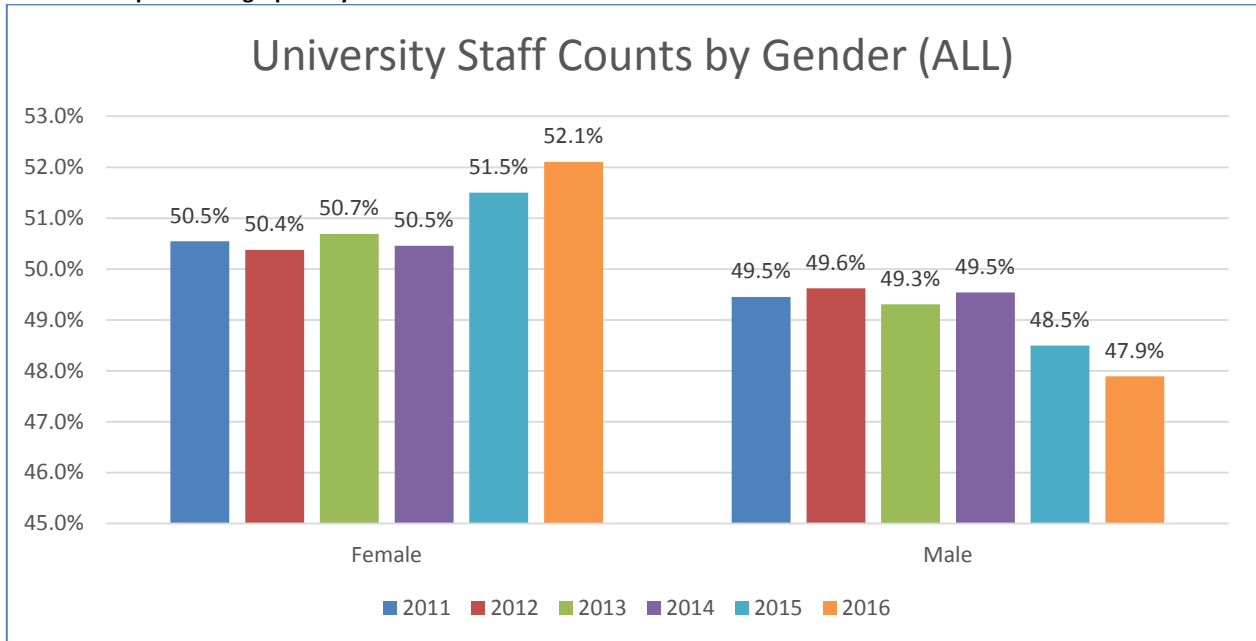
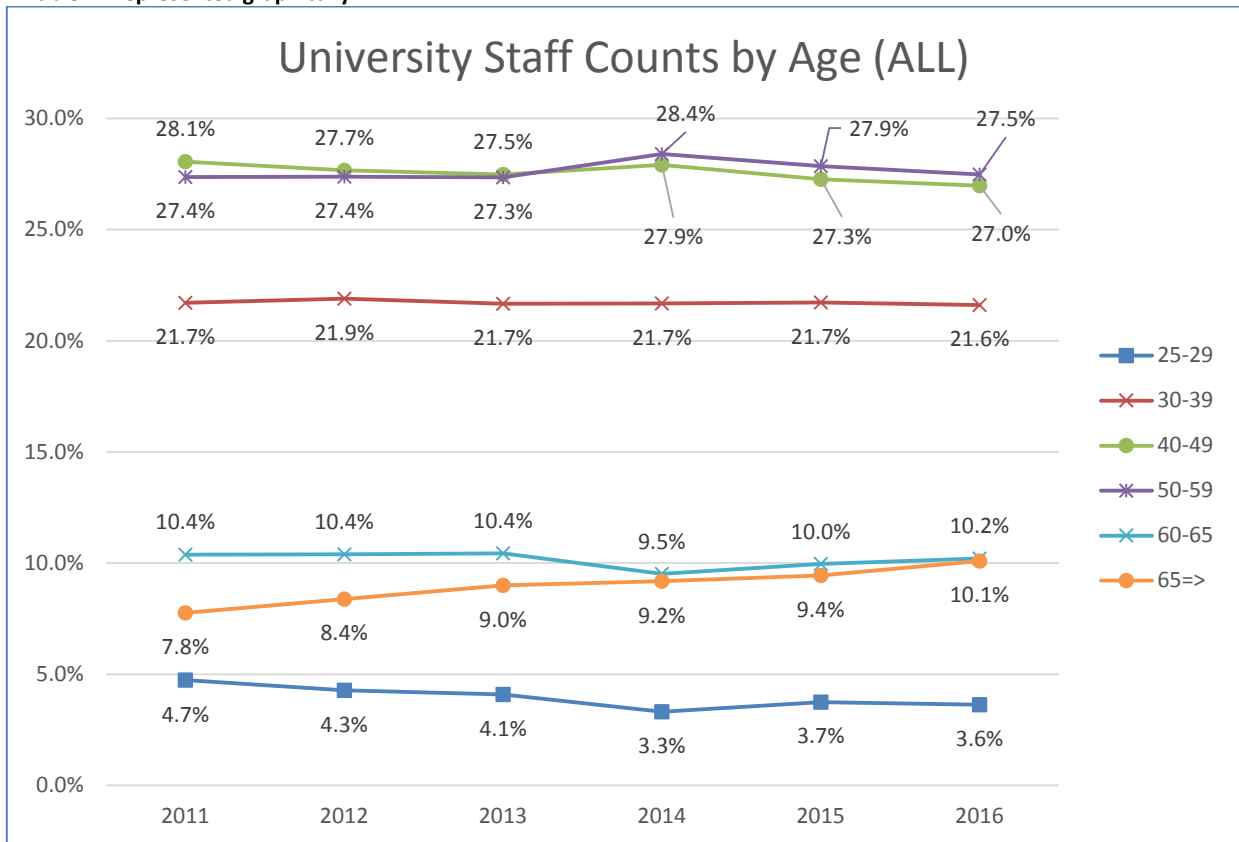


Table 43: All University Staff by Age

Age Tranche	Period Ending (30-Apr-YYYY)						1-yr net change		5-yr net change	
	2011	2012	2013	2014	2015	2016	#	%	#	%
25-29	407	370	358	283	328	327	-1	-0.3%	-80	-19.7%
30-39	1866	1896	1897	1849	1901	1950	49	2.6%	84	4.5%
40-49	2412	2396	2407	2381	2385	2434	49	2.1%	22	0.9%
50-59	2352	2371	2395	2422	2437	2479	42	1.7%	127	5.4%
60-64	892	900	914	812	872	921	49	5.6%	29	3.3%
65=>	667	726	788	783	826	911	85	10.3%	244	36.6%
Total	8596.0	8659.0	8759.0	8530.0	8749.0	9022.0	273	3.1%	426	5.0%

Table 42 represented graphically



Part IV: Conclusion

From 2010-11 to 2015-16, the period covered in this unified report for academic and administrative-support staff at McGill University, several changes in the composition of the University's workforce must be highlighted.

1. Academic renewal has remained the top University priority, revitalising Faculties and bringing to McGill a large number of highly talented researchers and teachers from within Canada and from around the world. Over five years the net full-time tenure-track professorial count (excluding Librarians) has increased by 66, and by 12 over the one-year period of this Report. The tenure-track Librarian count decreased by 7 over the five years and decreased by 1 over the one-year period.
2. Although significant growth in the complement number of tenure-track academic staff has been sustained in the last five years, financial constraints linked to reduced government funding have required a slower pace of academic renewal in the last year. Revised targets for the next five years are net new hires of 5, 5, 5, 8 and 8 (net of 31 over the period). These targets may prove difficult to meet as several Faculties are under complement and actively recruiting (there are currently have 119 vacant licenses to fill), so FY2017 and FY2018 will likely see a surge in new recruits. However, after this adjustment, academic renewal should remain rather stable.
3. The principal drivers for continuing academic renewal are twofold: the need to ensure the quality of McGill's educational and pedagogical programs (especially when new programs are created) and support for research excellence. Undergraduate student-professor ratios at McGill (**13.4** in 2016) remain among the second lowest among our Canadian peers in the U15, the lowest being the University of Saskatchewan.
4. Additionally, for a research university, at McGill, we expect a relatively high ratio of doctoral students to tenure-track academic staff. Indeed, we have been able to achieve an 8.1% increase over the past five years, and our current University-wide ratio is of 2.0 doctoral students per TT staff. We will strive to put in place measures that will accelerate this trend in order to solidify our position as the Canadian university with the highest graduate-to-tenure-track academic staff ratio.
5. Academic renewal cannot be successful without providing researcher-professors with appropriate numbers and quality of support staff whose competencies and skills enable professors to design and implement top quality educational programs and successfully engage in the production and dissemination of research results and other scholarly activities. Such individuals may be located directly in the Faculties or in the University administration, but their principal function is to support and facilitate the work of professors and the learning environment for our students.
6. McGill's dedicated administrative and support staff is vital to the success of the University in fulfilling its mission and achieving its strategic objectives. The composition of administrative and support staff at McGill has evolved with the changing characteristics of the academic renewal program and in response to the changing priorities and objectives of the University and the world in which we operate. An increasingly complex operating environment marked by growing competition for students, grant dollars and donations in addition to growing demands for compliance and reporting in response to increased monitoring by government and outside bodies have contributed to a continuous increase in positions at the managerial and professional level, over the past five years, even within the overall reduction of our administrative staff complement.
7. There continue to be significant shifts in the composition, skill sets, and numbers of support staff as indicated in previous reports. Over the last five years, staff loss has been slightly greater in the

Administrative Units (2.9%) than in the Faculties and Libraries (2.4%). The administrative staff complement in academic units has remained stable from 45.2% of the total of administrative and support staff complement in 2011 to 45.3% in 2016, while the staff complement in administrative units has decreased marginally from 54.8% to 54.7% over the same period.

8. The ratio of full-time administrative and support staff to the tenure-track professorial and librarian staff increased slightly from 1.90 in FY15 to 1.94 in FY16, which is a slight decrease from the average 1.99 from the previous four fiscal years (see Appendix II, Table II.1d).

Appendix I—Units included in each broad category on 30 April 2016

Administration & Finance

Administration & Finance, Office of the VP
Internal Audit
Investments
Risk Management & Insurance

Facilities Management and Ancillary Services

Buildings and Grounds
Building Operations
Campus & Space Planning
Campus Public Safety
Design
Environmental Health & Safety
Macdonald Campus Management
Office of Sustainability
Project Management
Utilities and Energy Management
Facilities Management & Ancillary Services, Office of the AVP

Financial Services

Controller (Financial Reporting and Endowments)
Capital Projects
Finance Infrastructure/Transaction Services
Procurement Services
Research Financial Management Services
Student Accounts

Graduate & Post-doctoral Studies

Human Resources

Benefits
Human Resources, Office of the AVP
Labour & Employee Relations
Organizational Development
Pension Management
Shared Services Unit
Staffing
Total Compensation

Information Technology Services

Content & Collaboration Solutions
Information Security
Information Systems Resources
Information Tech Services
IT Customer Services
NCS - Voice Technologies
Network & Communications Services
Project Management Office

Research & International Relations

Electron Microscopy Facility
Research & International Relations, Office of the VP
Sponsored Research

Student Life & Learning

Athletics & Recreation
Chaplaincy Service
Counselling Service
Dean of Students, Office of the
Deputy Provost (Student Life & Learning), Office of the
Enrolment Services
First Peoples' House
First Year (Orientation)
Food & Dining Services
Health Service McGill
International Student Advisor
Macdonald Campus Athletics
Macdonald Student Services
McGill Career Planning Service
Mental Health Service
Off-Campus Housing
Residences
Scholarships & Student Aid
Sports Medicine Clinic
Student Services
Students With Disabilities
Teaching & Learning Services

University Administration

Communications & External Relations, Office of the VP
Graphics, Multimedia & Advertising
Legal Services
Principal & Vice-Chancellor, Office of the
Provost & Vice-Principal (Academic), Office of the
- Academic Personnel Office
- Office of the Budget
- James Shared Services
- Planning & Institutional Analysis
- Ombudsperson
- Social Equity & Diversity Education
University Secretariat

University Advancement

Advancement Services
Alumni Relations
Development
Donor Relations & Stewardship
Marketing & Communications
University Advancement, Office of the VP

Appendix II—Indicators and Ratios

Figure II.1 Five-year evolution of full-time staff categories, fiscal years ending 30-April

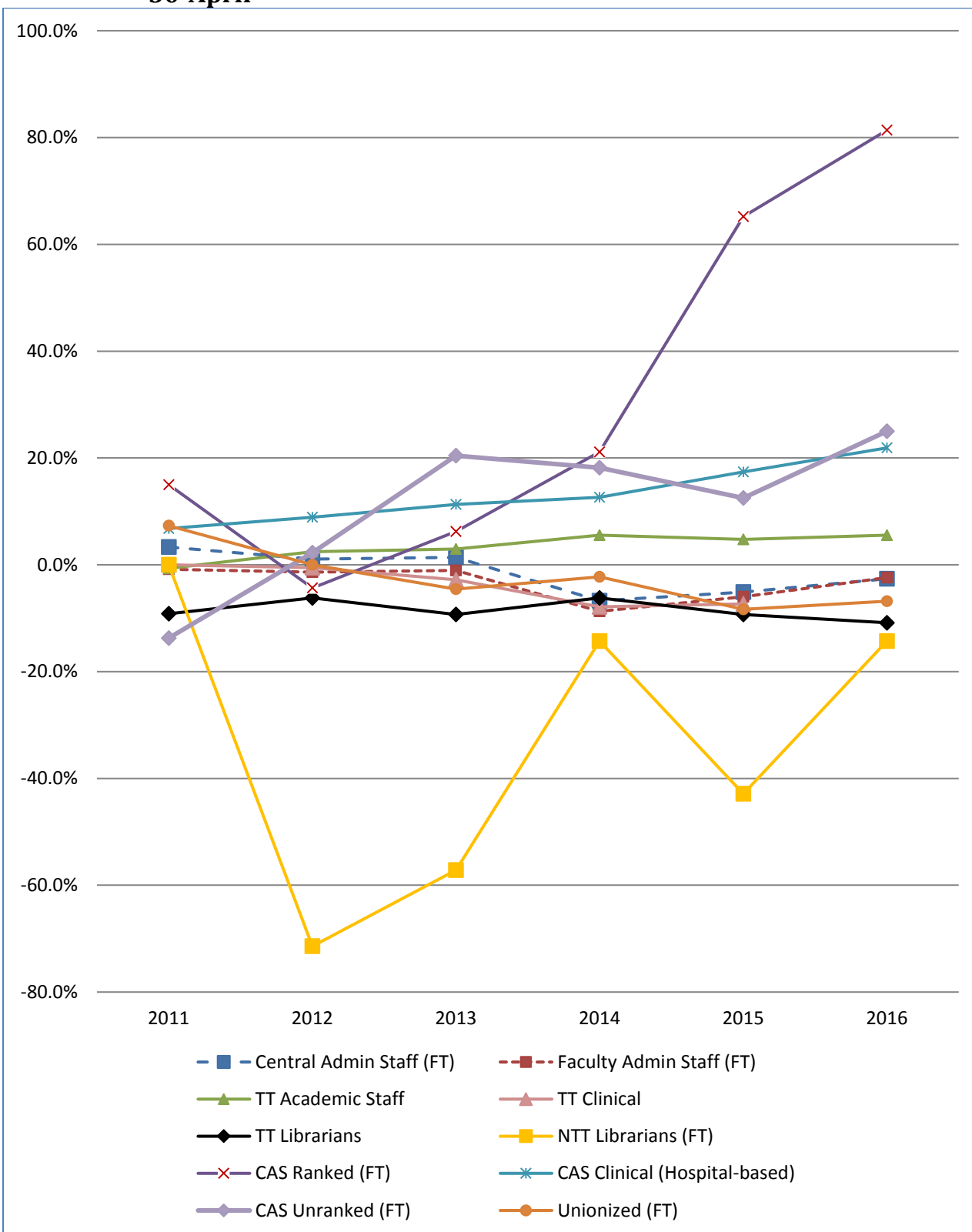


Figure II.2 Five-year evolution of all staff categories (full-time and part-time) fiscal years ending 30-April

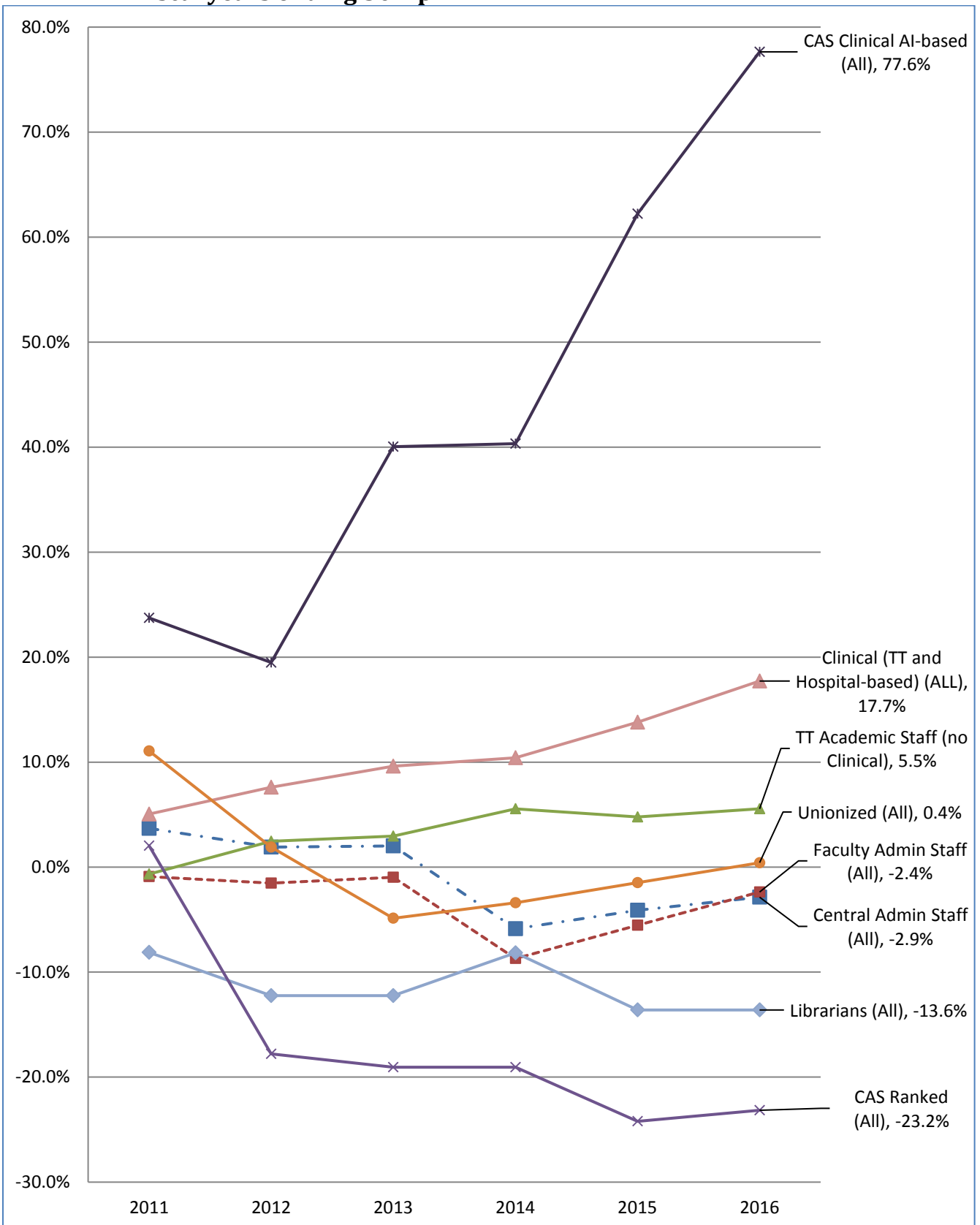
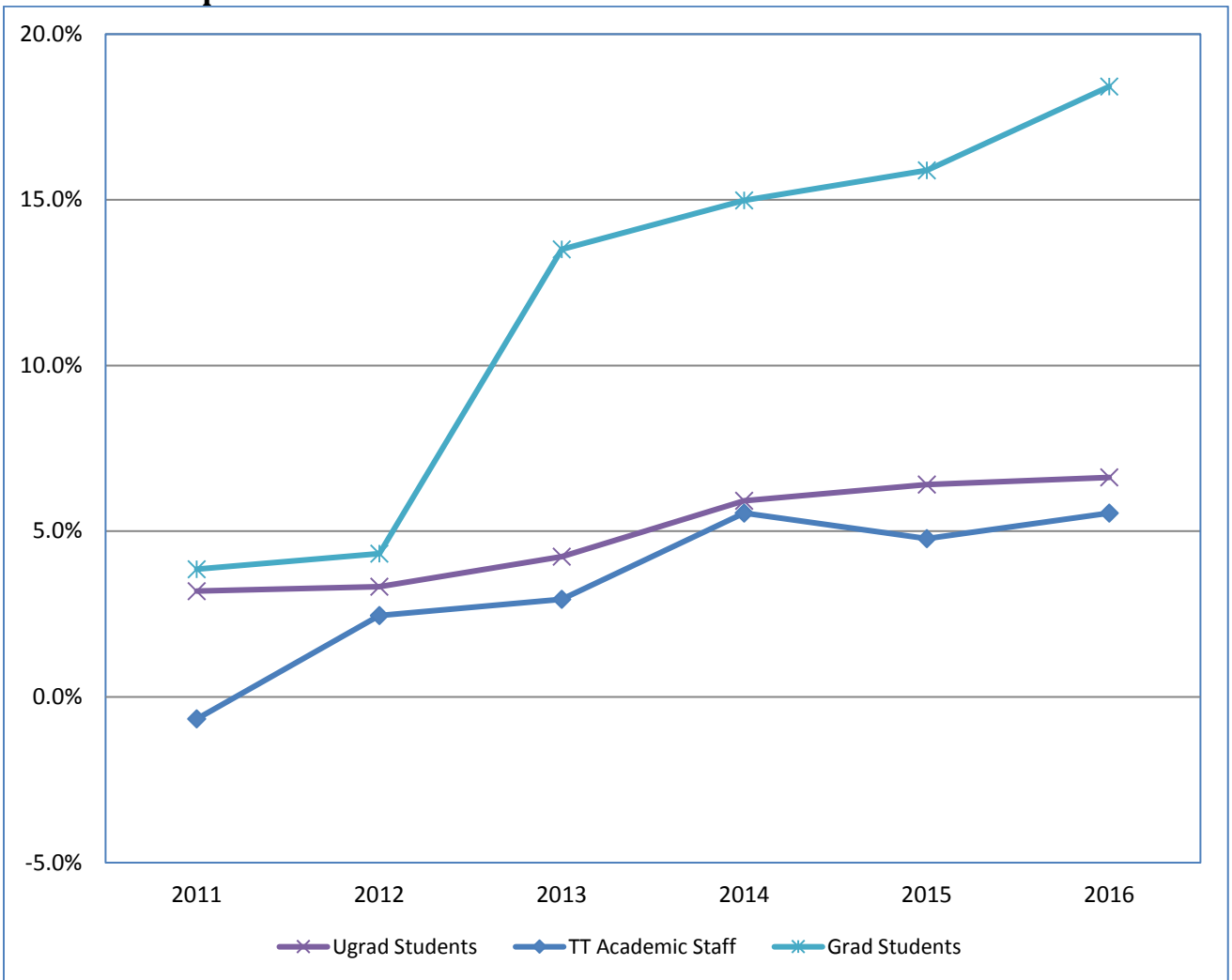


Figure II.3 Five-year evolution of selected indicators, fiscal years ending 30-April



*TT Academic Staff excludes TT Clinical (GFTU) academic staff.

Table II.1**a) Ratio of All Support Staff to All Academic Staff**

Type	Period Ending (30-Apr-YYYY)					
	2011	2012	2013	2014	2015	2016
All Academics	4961	5011	5100	5155	5287	5483
All Administrative & Support Staff	3635	3648	3659	3375	3462	3539
Ratio Support Staff to Academic Staff	0.73	0.73	0.72	0.65	0.65	0.65

b) Ratio of All Support Staff to Full-time University-based Academic Staff

Type	Period Ending (30-Apr-YYYY)					
	2011	2012	2013	2014	2015	2016
Tenure-Track Staff	1601.5	1636.5	1643.5	1675.5	1655.5	1667.5
CAS Ranked Staff	161	154	171	195	266	292
Full-time Librarians (TT and NTT)	71.5	62.5	62.5	66.5	62.5	63.5
Total FT Academics	1834	1853	1877	1937	1984	2023
All Administrative & Support Staff	3635	3648	3659	3375	3462	3539
Ratio Support Staff to Academic Staff	1.98	1.97	1.95	1.74	1.74	1.75

c) Ratio of Full-Time Support Staff to Full-time University-based Academic Staff

Full-Time Staff By Type	Period Ending (30-Apr-YYYY)					
	2011	2012	2013	2014	2015	2016
TT (No Clinical)	1423.5	1458.5	1466.5	1502.5	1491.5	1502.5
TT Clinical	178	178	177	173	164	165
TT LIB	64.5	60.5	59.5	60.5	58.5	57.5
CAS Ranked	161	154	171	195	266	292
CAS Unranked	88	90	106	104	99	110
NTT Librarians	7	2	3	6	4	6
Unionized	396	396	378	387	363	369
Total Academics (FT)	2318	2339	2361	2428	2446	2502
Faculty-based	1538	1517	1522	1404	1446	1501
Institutional	1900	1920	1926	1772	1803	1850
Total Administrators (FT)	3438	3437	3448	3176	3249	3351
Ratio Support Staff to Academic Staff	1.48	1.47	1.46	1.31	1.33	1.34

d) Ratio of Full-Time Support Staff to Tenure-Track and Tenured Academic Staff

Full-Time Staff By Type	Period Ending (30-Apr-YYYY)					
	2011	2012	2013	2014	2015	2016
Tenure-Track Professorial Staff	1601.5	1636.5	1643.5	1675.5	1655.5	1667.5
Tenure-Track Librarian Staff	64.5	60.5	59.5	60.5	58.5	57.5
Total TT Academics	1666	1697	1703	1736	1714	1725
FT Faculty-based Admin & Support Staff	1538	1517	1522	1404	1446	1501
FT Institutional Admin & Support Staff	1900	1920	1926	1772	1803	1850
Total Administrators (FT)	3438	3437	3448	3176	3249	3351
Ratio Support Staff to Academic Staff	2.06	2.03	2.02	1.83	1.90	1.94

Ratios in all Table II.1 a, b, c and d represented graphically

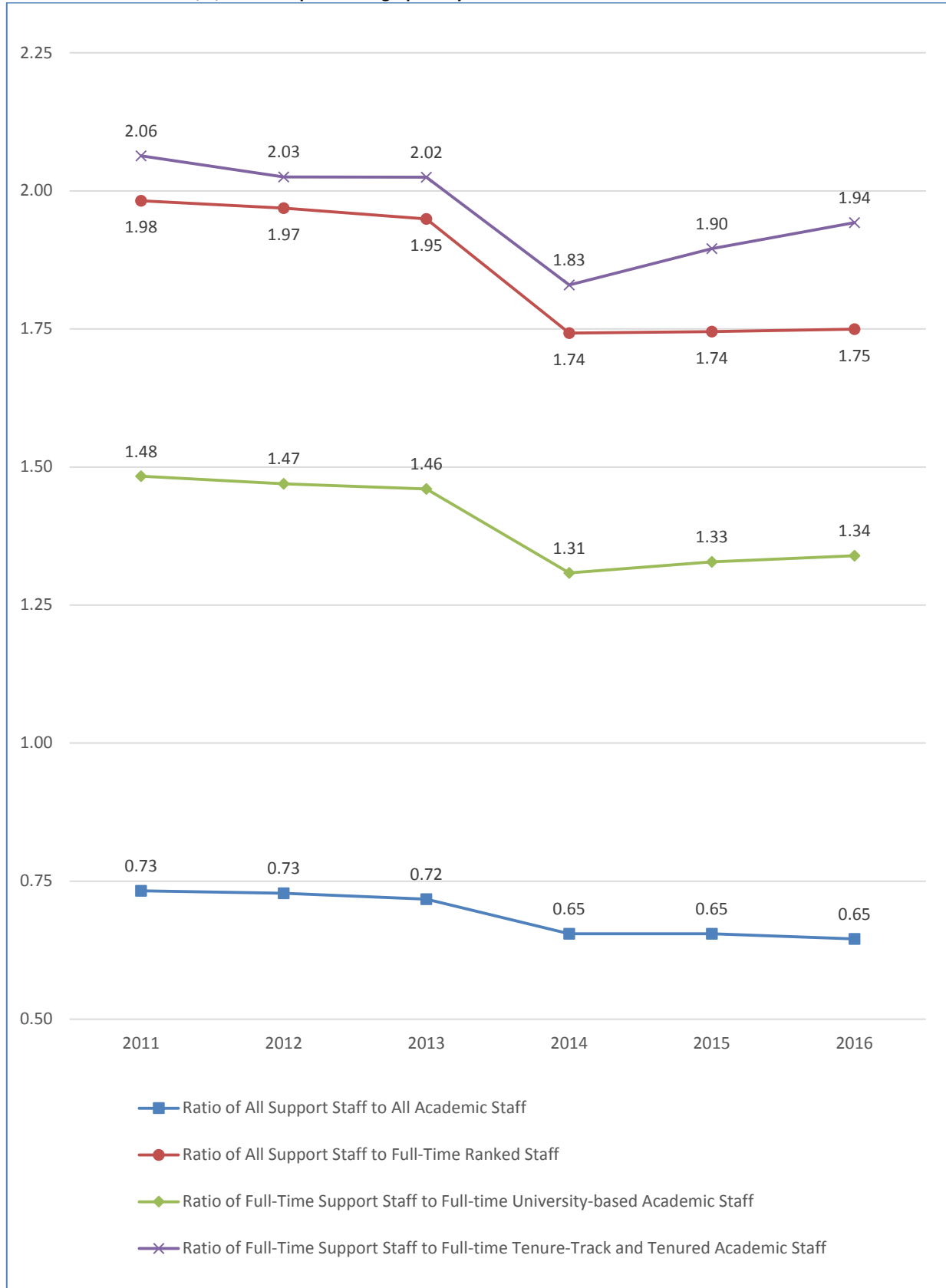


Table II.2a Ratio of Admin & Support Staff in Faculties to Tenure-Track/Tenured Staff

Faculty	(A) Tenure-Track/Tenured Academic & Librarian Staff			(B) Full-Time Admin & Support Staff in Faculties			Ratio: B to A		
	Period Ending (30-Apr-YYYY)			Period Ending (30-Apr-YYYY)			Period Ending (30-Apr-YYYY)		
	2011	2015	2016	2011	2015	2016	2011	2015	2016
Agr. & Env. Sci	94	96	99	81	70	72	0.86	0.73	0.73
Arts	263	300	305	109	107	102	0.41	0.36	0.33
Dentistry	18	18	19	34	41	51	1.94	2.28	2.68
Education	80	63	69	46	39	41	0.58	0.62	0.60
Engineering	150	155	155	129	117	122	0.86	0.75	0.79
Law	40	43	44	30	29	29	0.75	0.67	0.67
Libraries	65	60	58	136	94	98	2.11	1.58	1.70
Management	73	77	74	79	86	89	1.09	1.12	1.20
Medicine	562	567	566	628	605	632	1.12	1.07	1.12
Music	57	59	62	49	41	40	0.86	0.69	0.65
Religious Studies	13	14	13	8	7	5	0.64	0.52	0.40
Science	253	265	263	165	154	154	0.65	0.58	0.59
TOTAL	1666	1715	1725	1494	1390	1435	0.90	0.81	0.83

Ratios in Table II.2a represented graphically

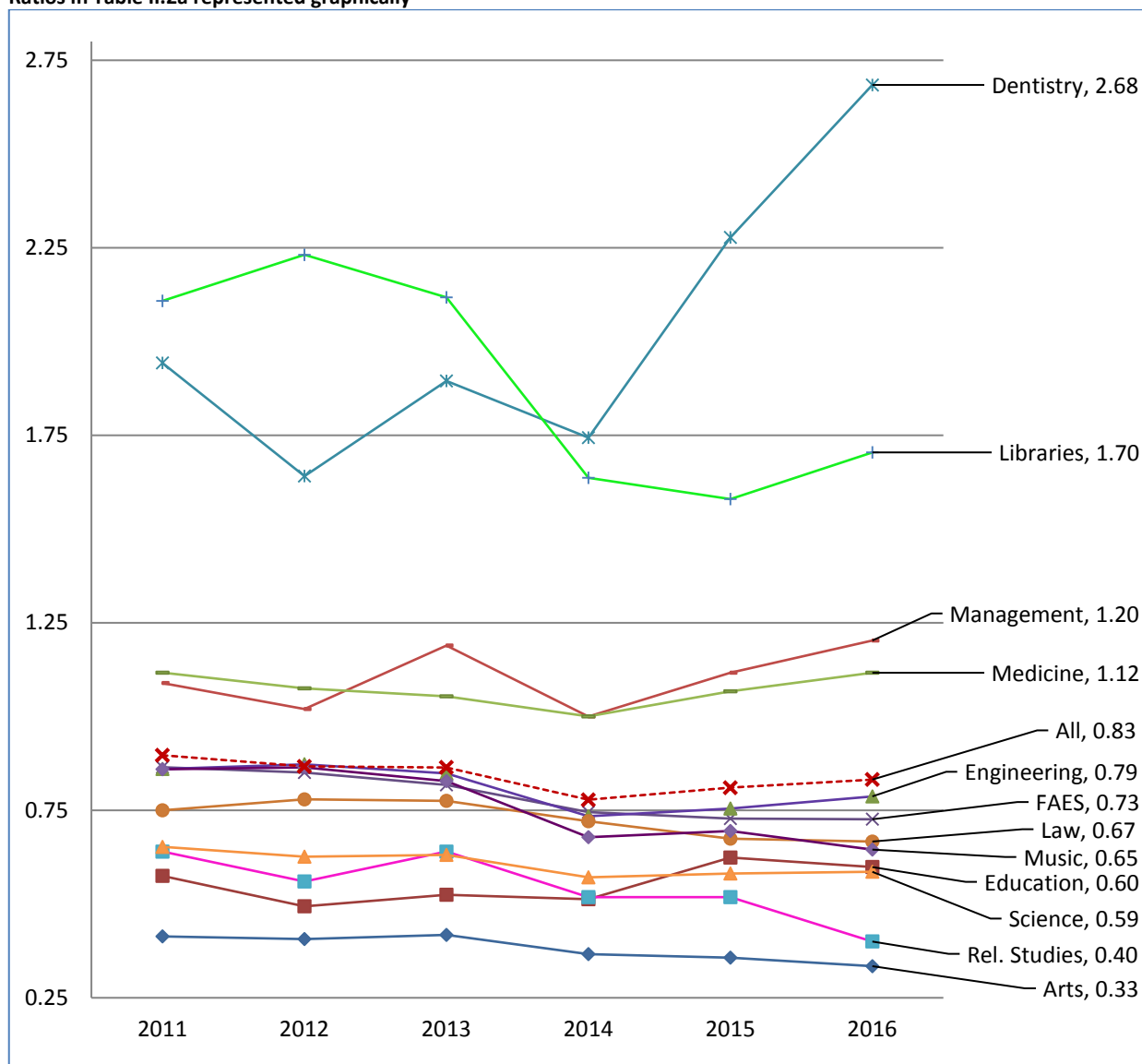


Table II.2b Ratio of All Admin & Support Staff in Faculties to All Academic Staff

	(A) All Academic & Staff			(B) All Admin & Support Staff in Faculties			Ratio: B to A		
	Period Ending (30-Apr-YYYY)			Period Ending (30-Apr-YYYY)			Period Ending (30-Apr-YYYY)		
Faculty	2011	2015	2016	2011	2015	2016	2011	2015	2016
Agr. & Env. Sci	151	165	170	89	76	78	0.59	0.46	0.46
Arts	347	375	387	118	116	117	0.34	0.31	0.30
Continuing Studies	19	25	29	46	63	68	2.42	2.57	2.39
Dentistry	273	282	294	43	50	58	0.16	0.18	0.20
Education	98	85	90	52	43	46	0.53	0.51	0.51
Engineering	197	198	209	133	123	129	0.68	0.62	0.62
Law	48	50	51	31	29	30	0.65	0.58	0.59
Libraries	75	65	66	142	100	102	1.91	1.55	1.56
Management	100	105	104	82	88	94	0.82	0.84	0.91
Medicine	3130	3426	3560	663	638	668	0.21	0.19	0.19
Music	91	89	65	59	48	48	0.65	0.54	0.74
Religious Studies	16	16	46	8	7	5	0.52	0.45	0.11
Science	386	403	409	176	170	165	0.46	0.42	0.40
TOTAL	4929	5281	5477	1642	1551	1608	0.33	0.29	0.29

Ratios in Table II.2b represented graphically

