

# Memorandum

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**TO:** Board of Governors  
**FROM:** Professor Suzanne Fortier, Principal and Vice-Chancellor  
**SUBJECT:** Key Performance Indicators 2018  
**DATE:** February 14, 2019  
**DOCUMENT #:** GD18-35

**ACTION REQUIRED:**  INFORMATION  APPROVAL/DECISION

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<b>ISSUE &amp; EXPECTED OUTCOME</b>	A report on Key Performance Indicators (KPIs) by the Office of the Principal and Vice-Chancellor is provided to the Board for discussion and input.
<b>BACKGROUND &amp; RATIONALE</b>	KPIs are a set of twenty-five metrics developed by the University to chart its progress on core activities. It allows the University to set targets and track its progress towards realizing its strategic priorities. The first KPI report was presented to the Board in May 2009 and thereafter annually.
<b>ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES</b>	The development of the KPIs have been directly informed by the University's major strategic priorities. The purpose of the KPIs is to ensure alignment with the University's core activities and its mission. They provide a high-level measurement of the University's performance toward its strategic priorities. The KPIs are supported by the senior administration including the Provost and Vice-Principal (Academic), the Deputy Provost (Student Life and Learning), the Vice-Principal (Research and Innovation), the Vice-Principal (Administration and Finance), and the Vice-Principal (University Advancement).
<b>COMPLIANCE WITH UNIVERSITY POLICY</b>	KPI reporting is part of the annual cycle of planning, budgeting, reporting and quality assurance that functions as a report to stakeholders and provides transparency on important accountability elements.
<b>COMPLIANCE WITH LEGISLATION/EXTERNAL REGULATIONS</b>	McGill's KPI framework was originally drafted with input from the provincial government <i>Entente de partenariat</i> , which contained fourteen mandatory indicators common to all universities and three others specific to certain universities. The current government does not require the university to report on specific KPIs.
<b>RISK FACTORS</b>	The budgetary environment may impact the University's ability to achieve targets and realize strategic objectives.
<b>SUSTAINABILITY CONSIDERATIONS</b>	In line with the addition of sustainability to the Board's stewardship role in 2016, a KPI related specifically to sustainability has been added to the report.
<b>IMPACT OF DECISION AND NEXT STEPS</b>	An update on KPIs and their link with the University's strategic planning is provided to the Board annually.
<b>MOTION OR</b>	N/A

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**RESOLUTION  
FOR APPROVAL**

**APPENDICES**

Appendix A: KPI Update 2018

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# McGill

## Key Performance Indicators













Fall 2018

Version 2019-02-06 BOG



McGill









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KPI	Status	Page	Next update (green=updated this version)
<b>Academic</b>			
1 Student-Faculty Ratio (Undergraduate and Graduate)		<a href="#">5</a>	Spring 2019
2 Undergraduate Class Size		<a href="#">6</a>	Spring 2019
3 Graduation Rate after Six Years (Bachelor's)		<a href="#">7</a>	Fall 2019
4 Graduation (Doctoral) and Graduation/Promotion to Doctorate (Master's)		<a href="#">8</a>	Fall 2019
5 Average Financial Support for Doctoral Students (Years One to Three)		<a href="#">9</a>	Fall 2019
6 Total financial Aid and Awards for Undergraduate Students		<a href="#">10</a>	Fall 2019
7 Quality of Student Advising and Supervision		<a href="#">11</a>	Spring 2019
8 Course Evaluations		<a href="#">12</a>	Fall 2019
9 Tenured and Tenure-Track Faculty		<a href="#">13</a>	Spring 2019
10 International Students		<a href="#">14</a>	Fall 2019
11 University Operating Revenues and Expenditures per Student		<a href="#">15</a>	Fall 2019
12 Faculty Salary		<a href="#">16</a>	Fall 2019

 On-target or moving in that direction

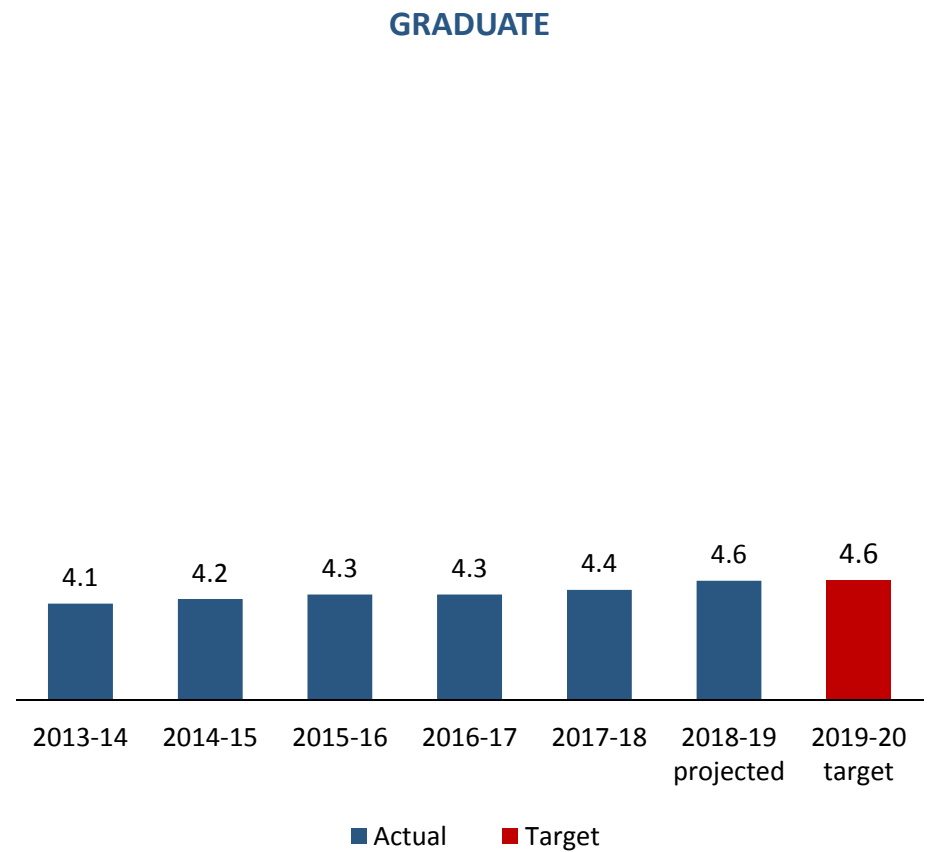
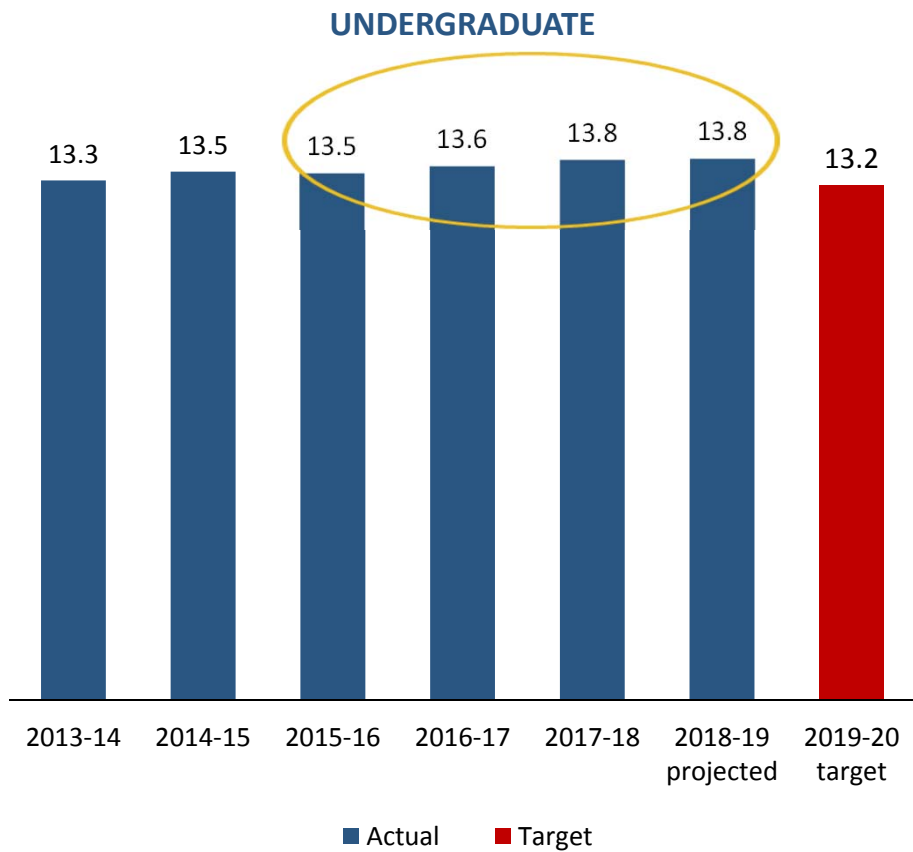
 The target has not been reached and no progress towards the target has been made

## Table of contents (page 2 of 2)

KPI	Status	Page	Next update (green=updated this version)
<b>Research and Innovation</b>			
13 CFI Share		<a href="#">18</a>	Spring 2020
14 Tri-Agency: Share of Annual Funding		<a href="#">19</a>	Spring 2019
15 FRQ: Share of Annual Funding		<a href="#">20</a>	Spring 2019
16 Research Intensity		<a href="#">21</a>	Fall 2019
17 Innovation through Partnerships with Industry		<a href="#">22</a>	Fall 2019
18 Royal Society of Canada Fellows		<a href="#">23</a>	Fall 2019
<b>Administration and Finance</b>			
19 My Workplace		<a href="#">25</a>	Winter 2019
20 Major Construction Projects: Performance Management		<a href="#">26</a>	Fall 2019
21 Endowment Fund Market Value		<a href="#">27</a>	Fall 2019
<b>University Advancement</b>			
22 Philanthropy Cash Received		<a href="#">29</a>	Fall 2019
<b>Sustainability</b>			
23 Greenhouse Gas Emissions		<a href="#">31</a>	Fall 2019
24 Sustainability Strategy - Vision 2020		<a href="#">32</a>	Fall 2020
25 Sustainability Rating		<a href="#">33</a>	Spring 2020

# Academic Indicators

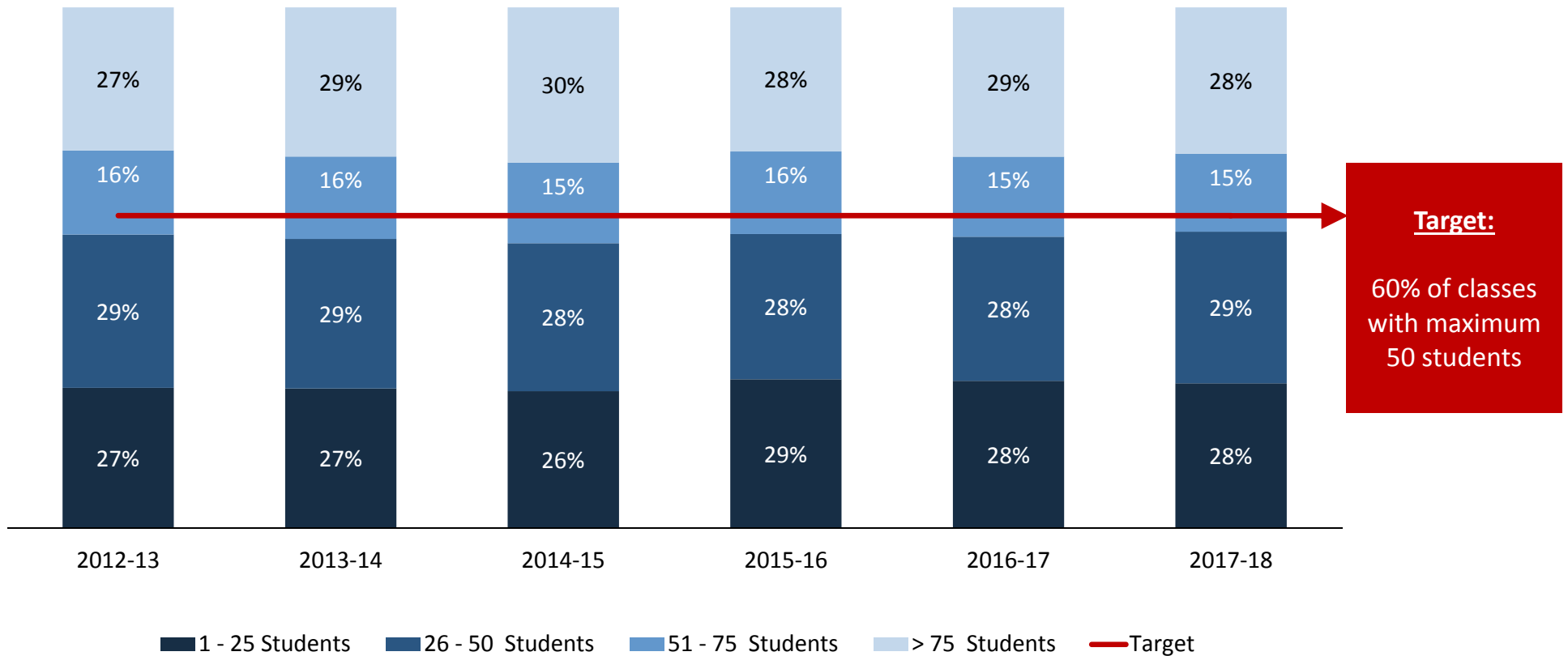
# KPI 1 Student-Faculty ratio



**Benchmark information (U15):** McGill has the **lowest** undergraduate student-faculty ratio and the **6<sup>th</sup> highest** graduate student-faculty ratio in the U15

## KPI 2 Undergraduate class size

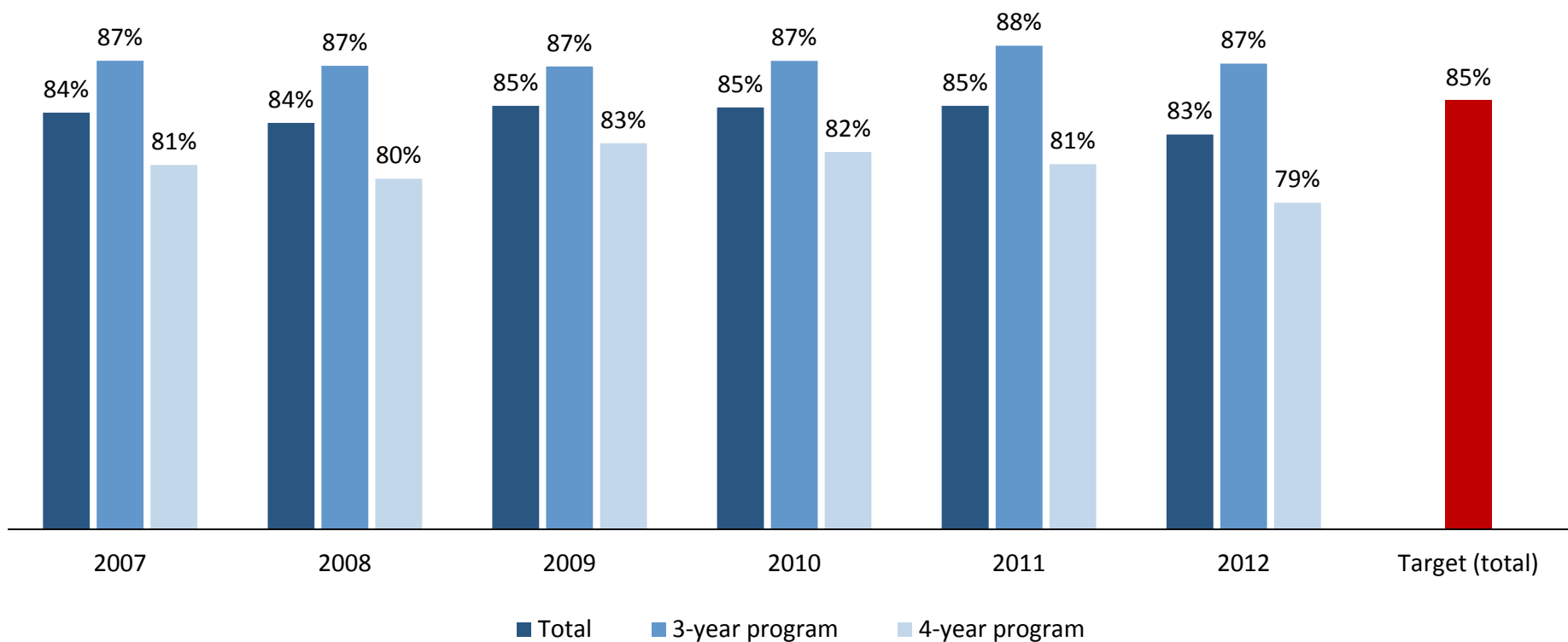
PROPORTION OF CLASSES BY NUMBER OF STUDENTS





## KPI 3 Graduation rate after six years - Bachelor students

SIX-YEAR GRADUATION RATE BY COHORT YEAR

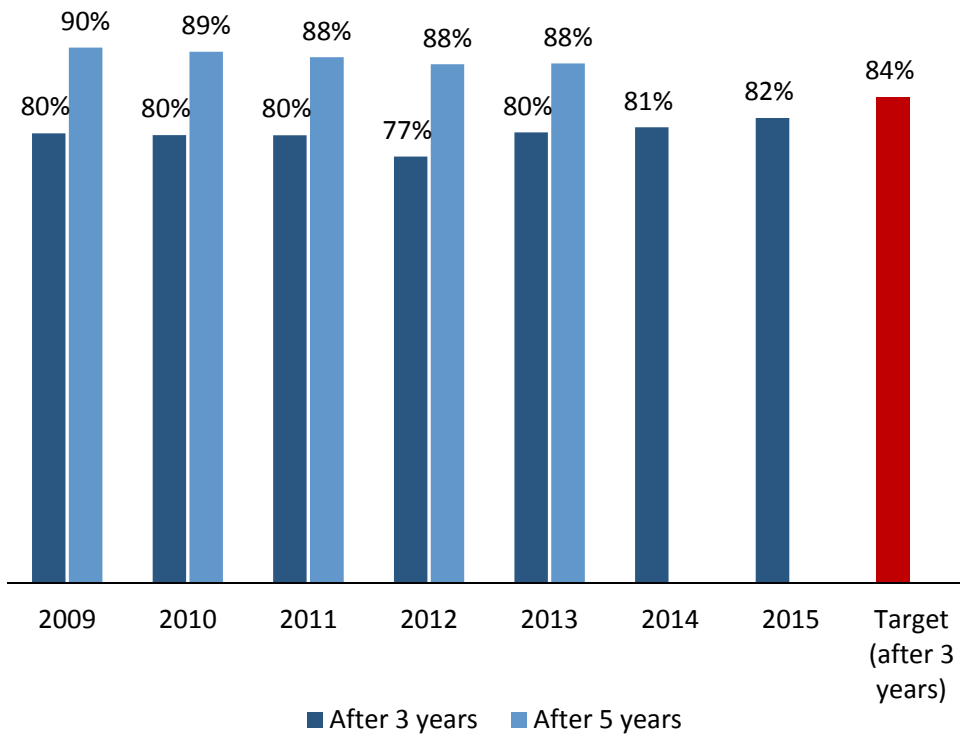


**Benchmark information (U15):** For the 2011 cohort, McGill had the 3<sup>rd</sup> highest graduation rate for students in 4-year programs (81.3%), after Queens's (85.7%) and Western (83.2%)

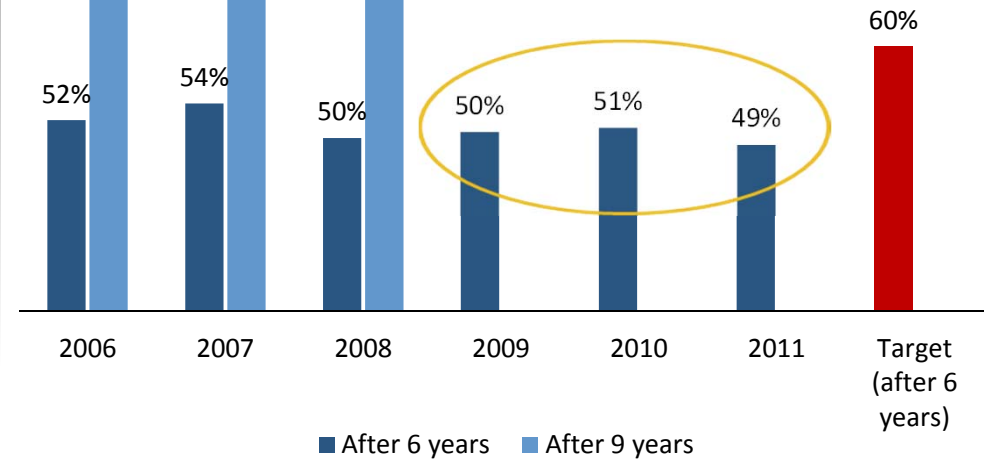
# KPI 4

## Graduation rates - Graduate students

MASTER'S (THESIS) GRADUATION RATE BY COHORT YEAR  
(INCLUDES PROMOTION TO DOCTORATE)



DOCTORATE GRADUATION RATE BY COHORT YEAR



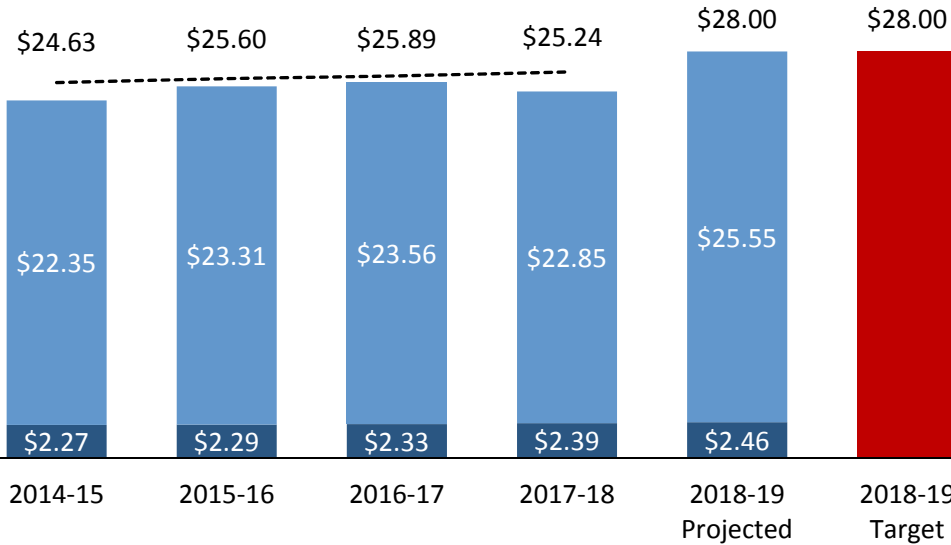
**Benchmark information (U15):** McGill has the 8<sup>th</sup> highest graduation rate for Master's (Thesis) after 5 years, and the 3<sup>rd</sup> highest graduation rate for Doctorates after 9 years

# KPI 5

## Average financial support for Doctoral students (years one to three)

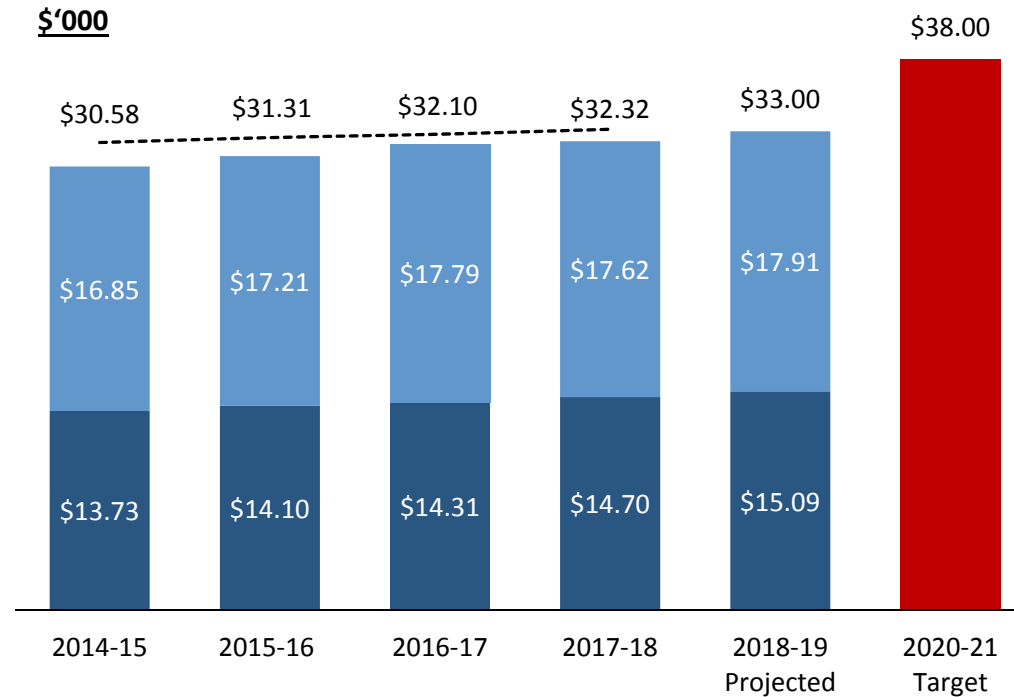
### QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS

\$'000



### INTERNATIONAL STUDENTS

\$'000



Support for Tuition

Other Support

Target

----- 2012-13 \$ adj. for inflation

Support for Tuition

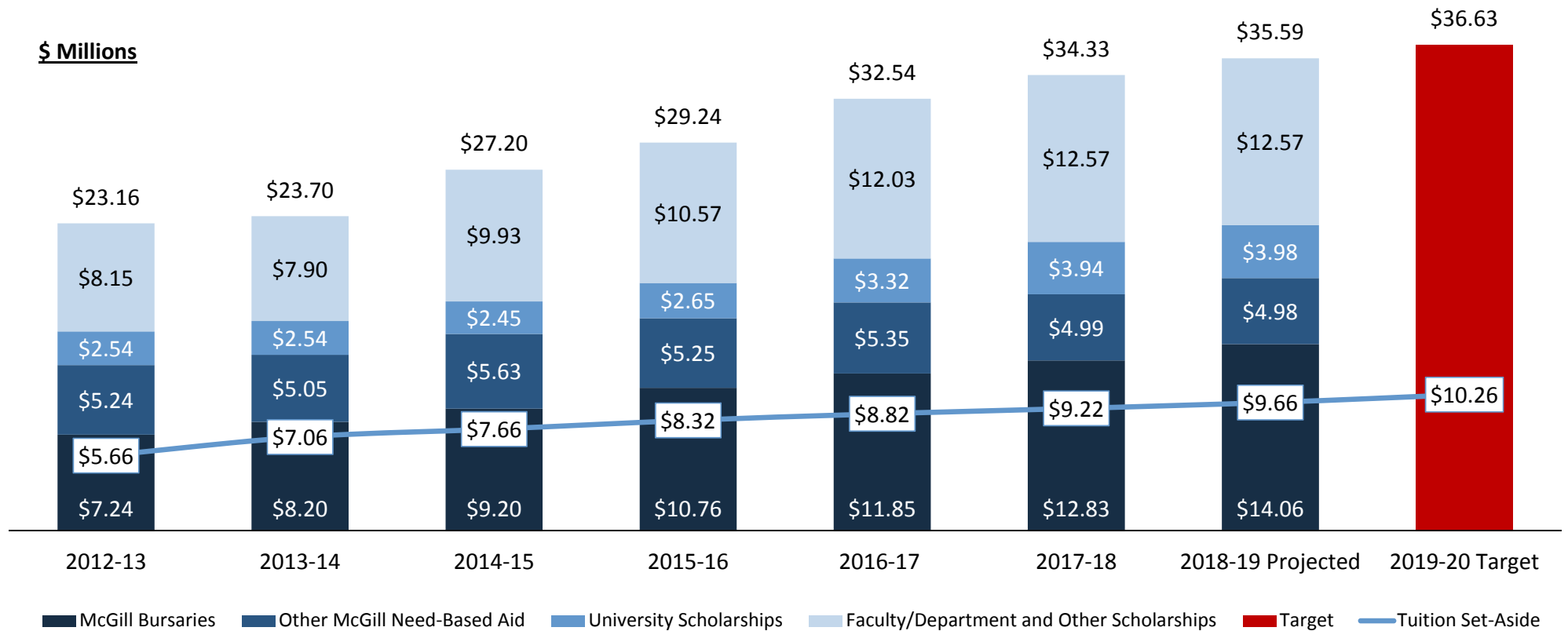
Other Support

Target

----- 2012-13 \$ adj. for inflation

# KPI 6

## Total financial aid & awards for undergraduate students



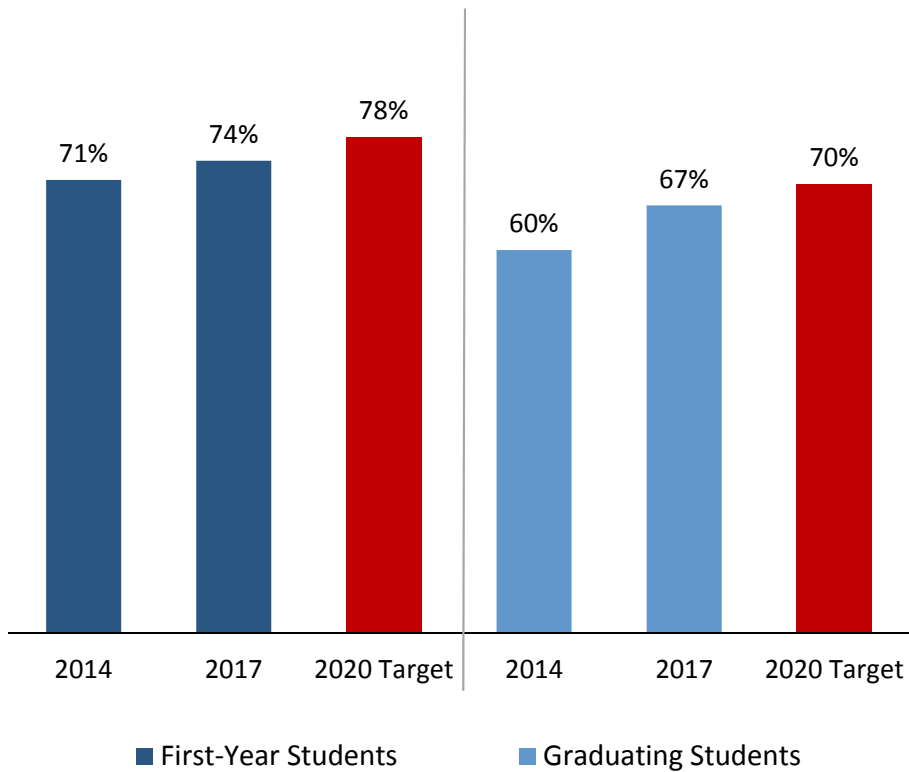
Totals may vary from the sum of each category due to rounding.

# KPI 7

## Quality of student advising and supervision

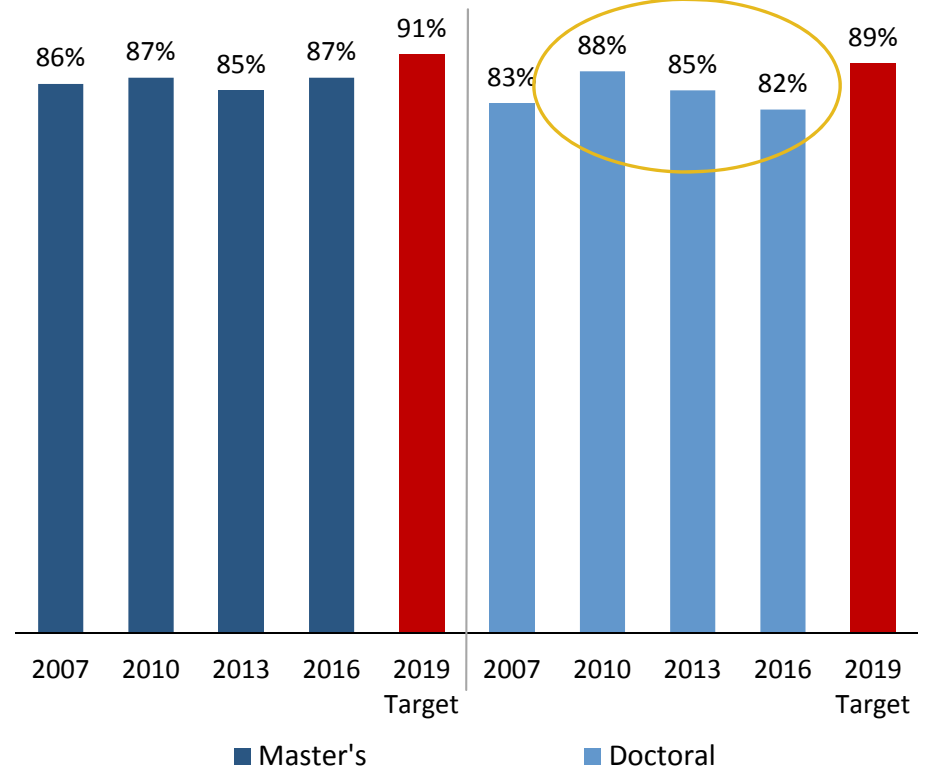
### UNDERGRADUATE STUDENTS:

Percentage who rated quality of academic advisors  
4-5-6-7 on a 7-point scale



### GRADUATE STUDENTS:

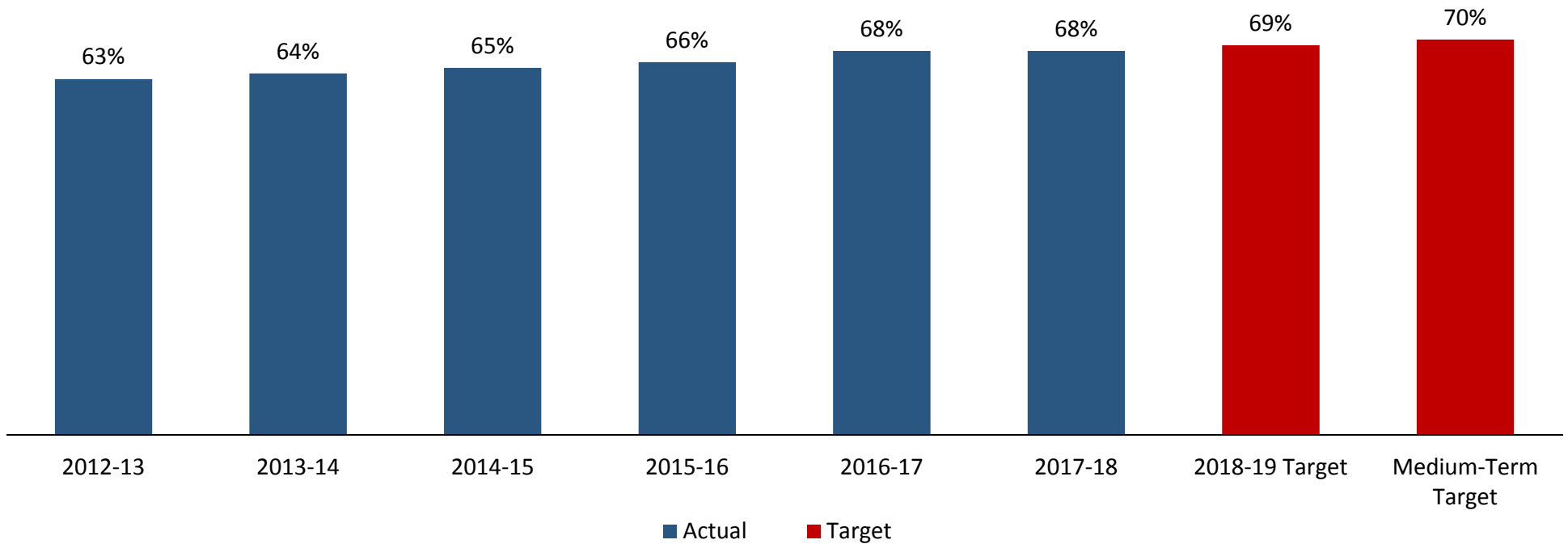
Percentage who agree/strongly agree that  
thesis/dissertation advisor performed role well



## KPI 8

## Course evaluations

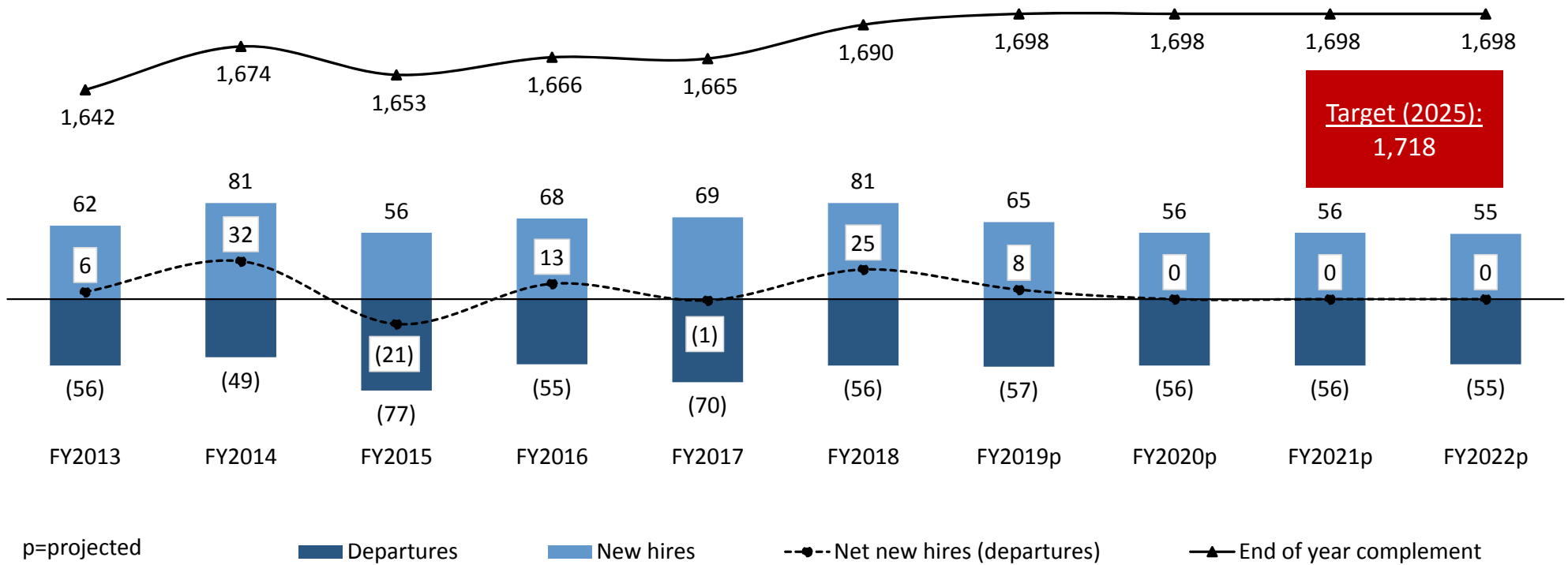
PERCENTAGE OF COURSES (LEVELS 100-700) FOR WHICH STUDENTS WERE 'SATISFIED' OR 'VERY SATISFIED'



# KPI 9

## Tenured and tenure-track faculty

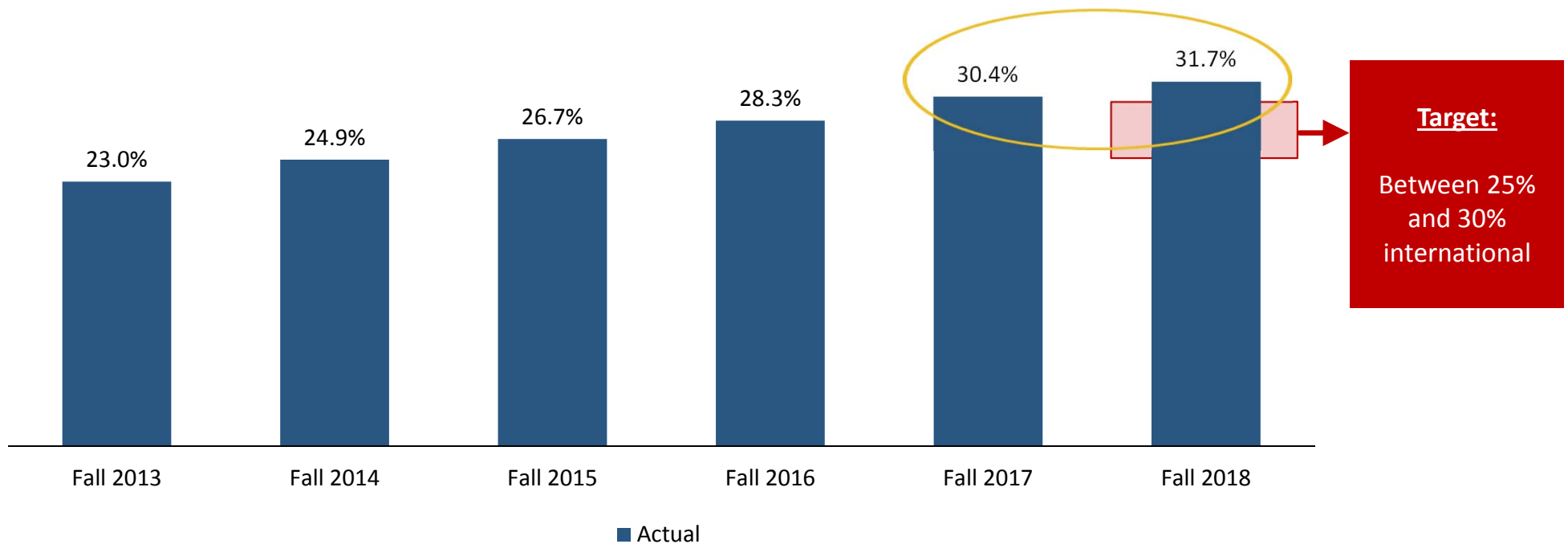
NET NEW HIRES (DEPARTURES) AND END OF YEAR COMPLEMENT



# KPI 10

## International students

PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL

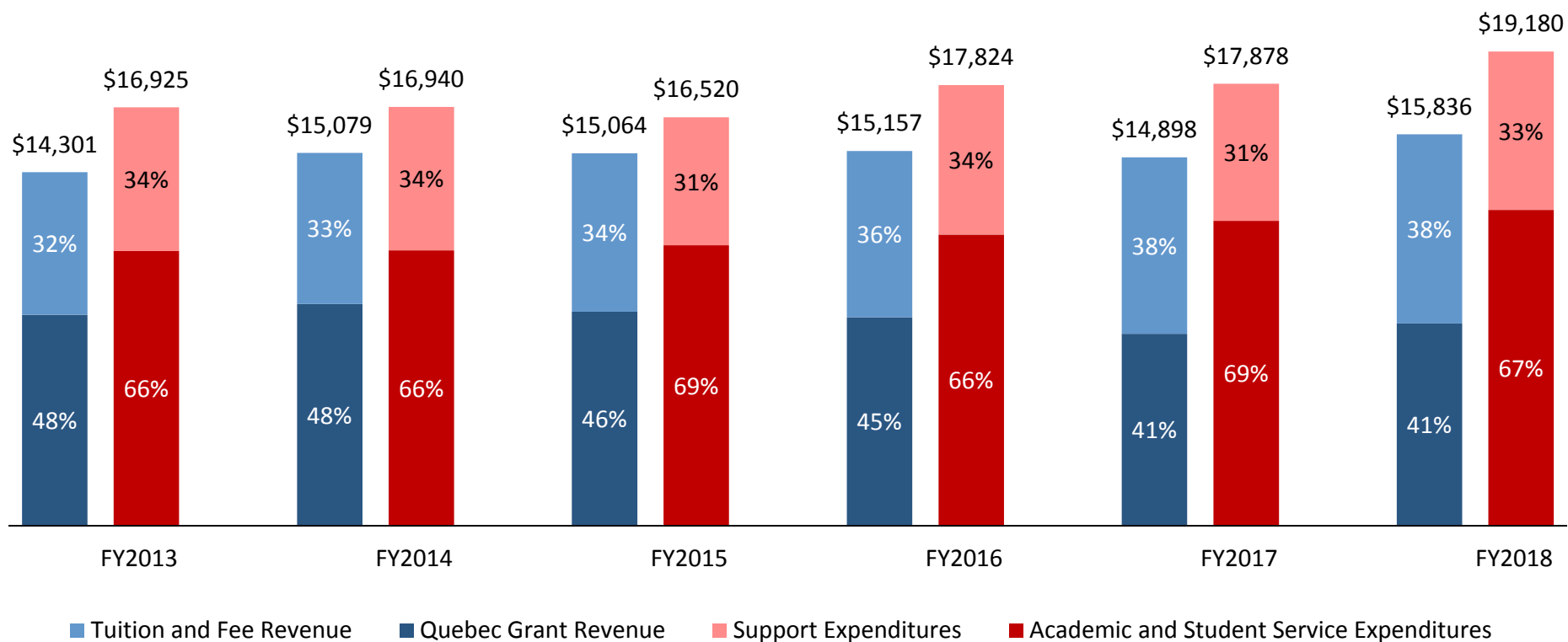


**Benchmark information (U15):** In 2017, McGill had the **highest** percentage of international degree-seeking students in the U15 (30.4%); UBC was next at 25%



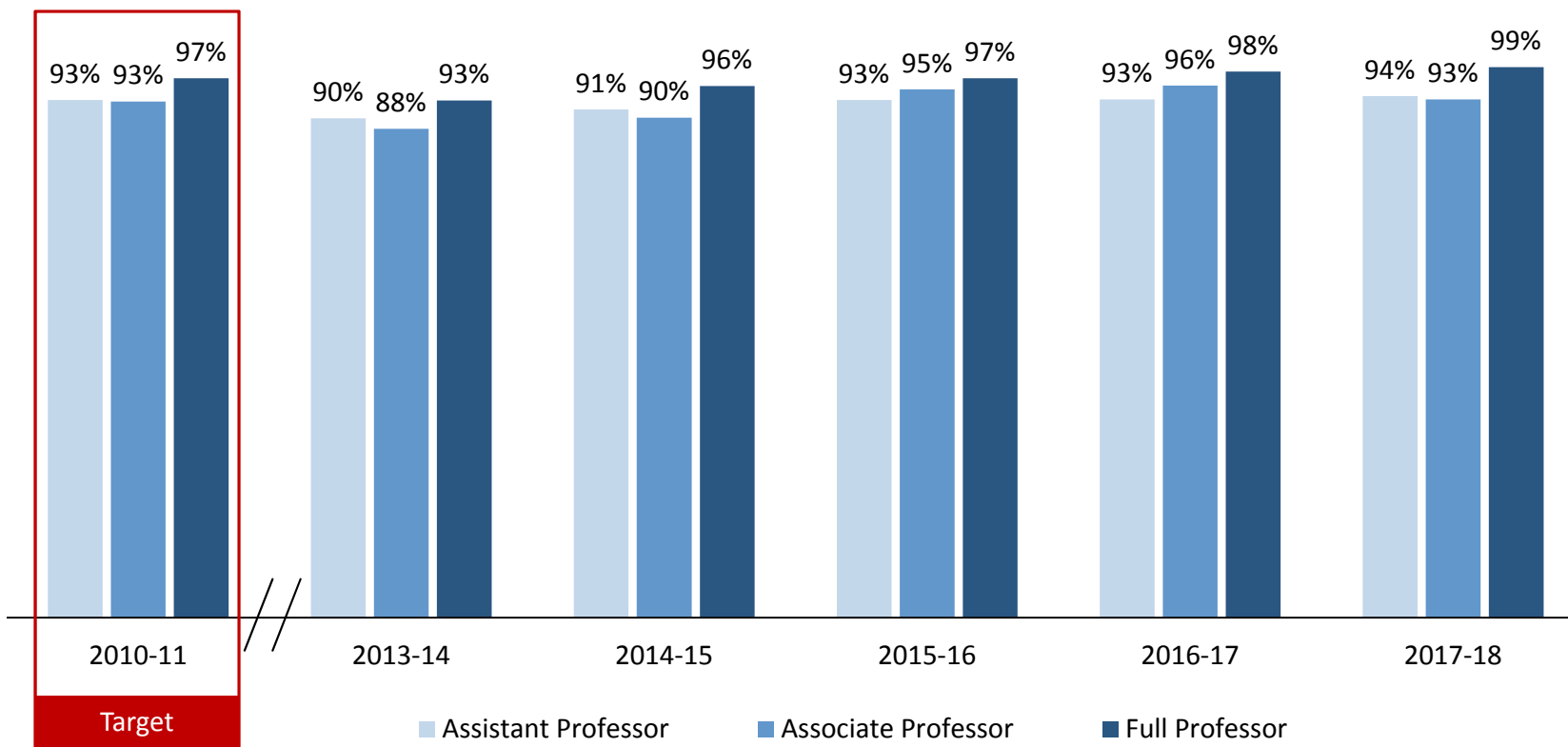
# KPI 11

## University operating revenues and expenditures per student



# KPI 12 Faculty salary

MCGILL MEAN SALARY AS A PERCENTAGE OF THE U15 MEDIAN



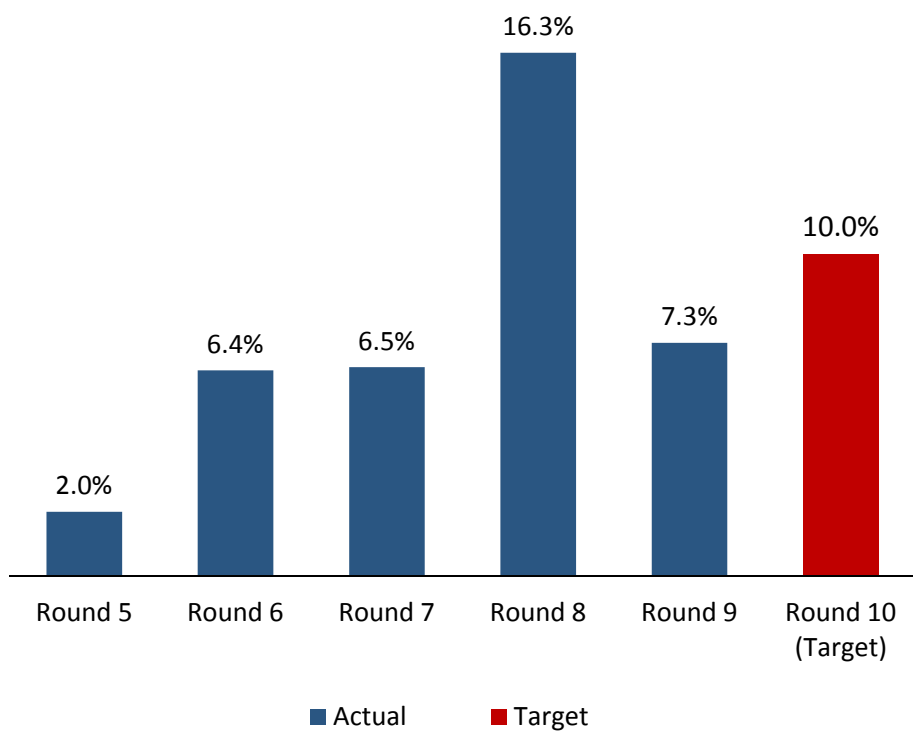
**Target:**  
To return to 2010-11 levels or greater

**Benchmark information (U15):** McGill has the 11<sup>th</sup> highest percentage for Assistant Professor, 10<sup>th</sup> highest for Associate Professor, and 9<sup>th</sup> highest for Full Professor

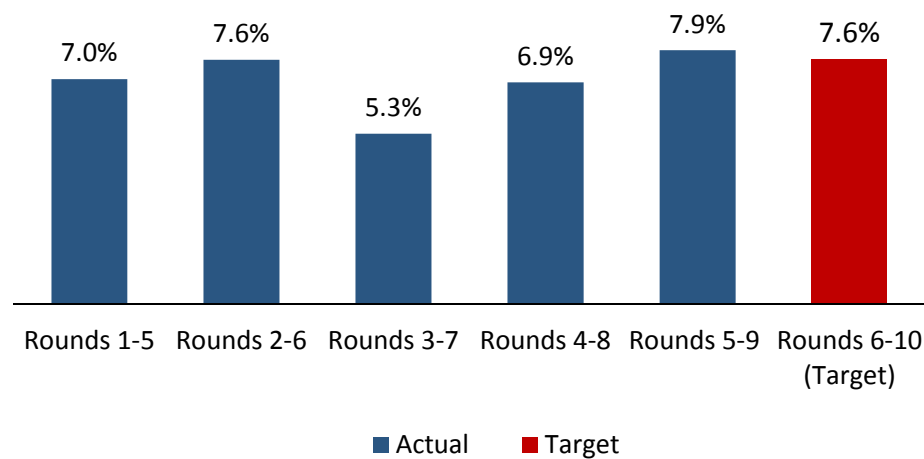
# Research and Innovation Indicators

# KPI 13 CFI share

## INDIVIDUAL ROUNDS



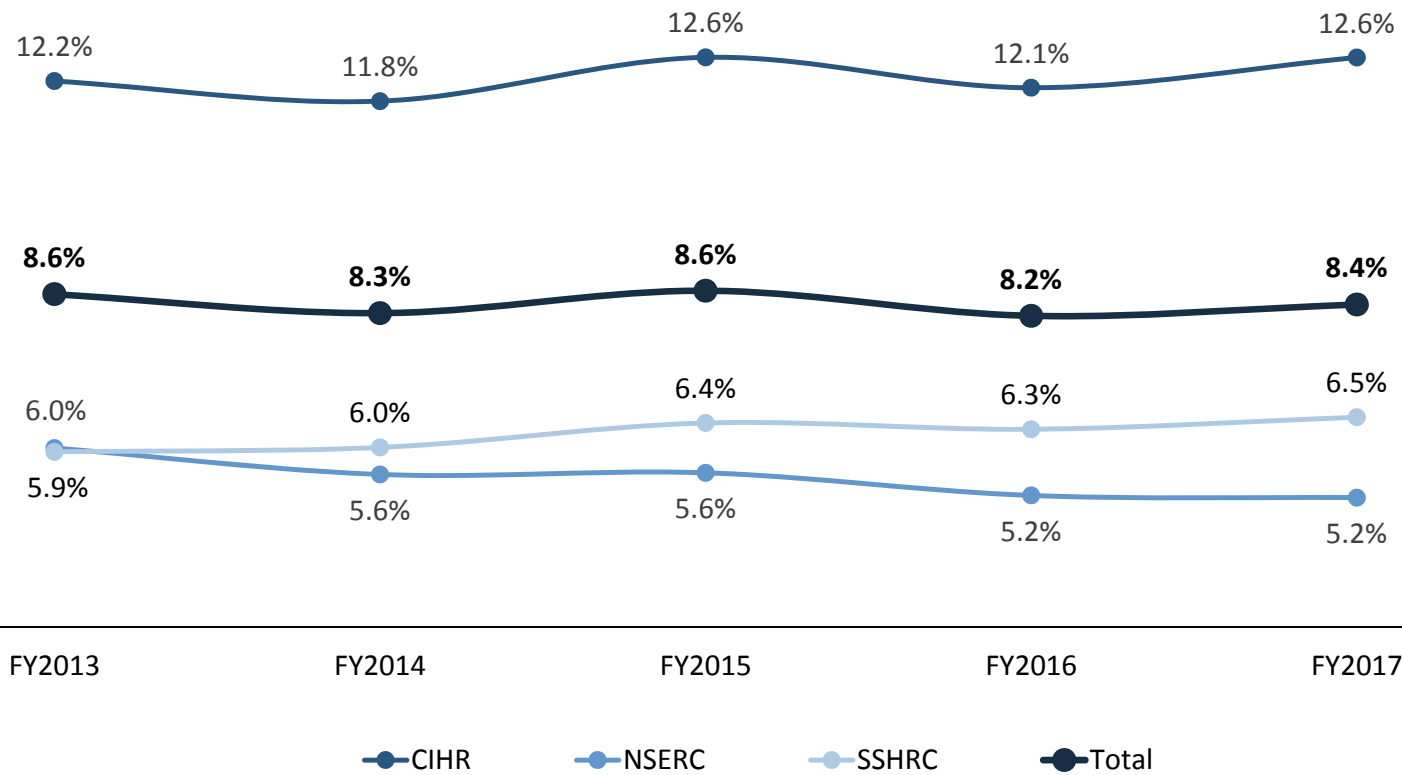
## FIVE-ROUND ROLLING AVERAGE



**Benchmark information (U15):** McGill has the 2<sup>nd</sup> highest total CFI funding awarded since inception (\$415M), after Toronto at \$887M

# KPI 14

## Tri-Agency: Share of annual funding

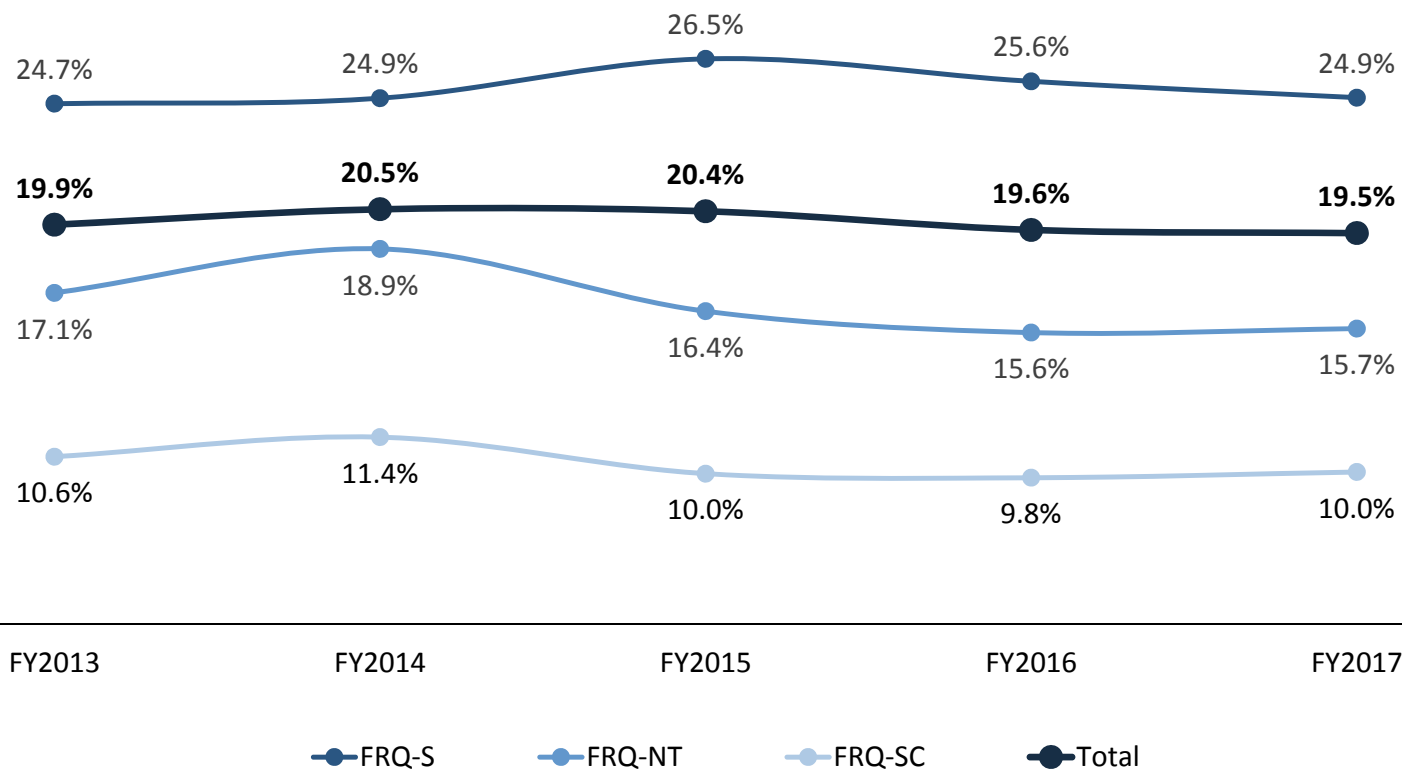


### Target:

Maintain McGill's share of total annual funding within 0.3 percentage points of 8.4%, the average of FY2013 to FY2017

**Benchmark information (U15):** McGill has the 2<sup>nd</sup> highest total tri-agency funding, after Toronto; 2<sup>nd</sup> highest in CIHR; 6<sup>th</sup> highest in NSERC; and 3<sup>rd</sup> highest in SSHRC

# KPI 15 FRQ: Share of annual funding



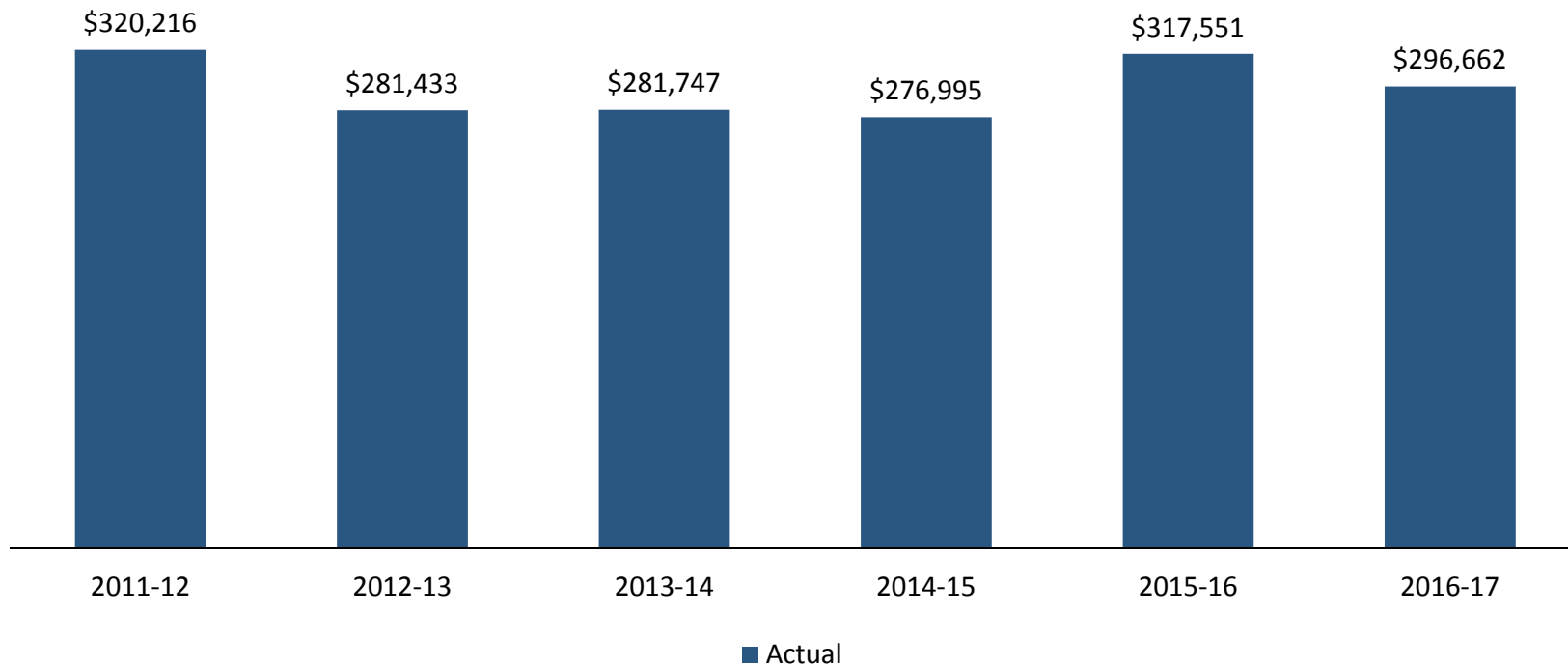
**Targets FY2019:**

- FRQ-S: 26%
- Total: 21%
- FRQ-NT: 18%
- FRQ-SC: 12%

**Benchmark information:** McGill has the 2<sup>nd</sup> highest share of FRQ funding, after U. Montreal; 2<sup>nd</sup> highest in FRQ-S; 3<sup>rd</sup> highest in FRQ-NT; and 4<sup>th</sup> highest in FRQ-SC

# KPI 16 Research intensity

## TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR



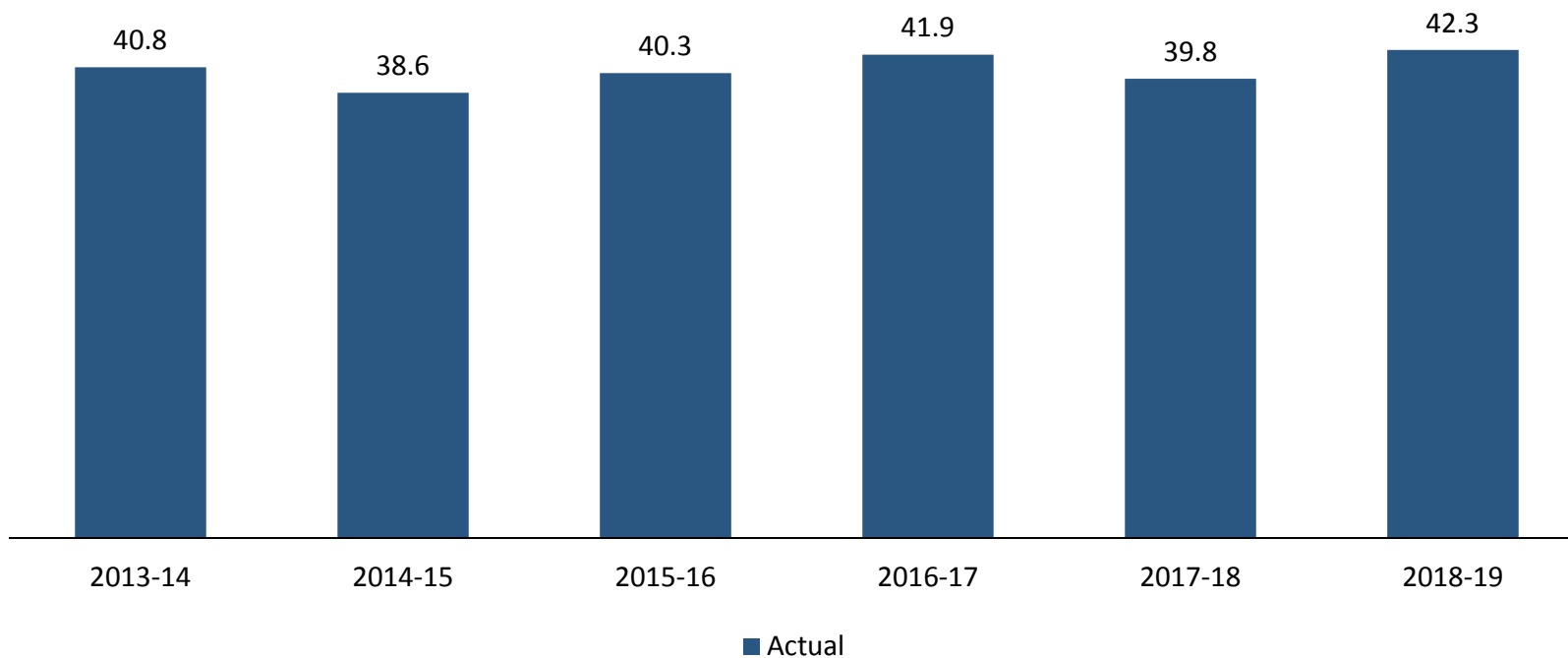
**Target:**  
To reach 2<sup>nd</sup> rank of U15 institutions in 5 years (FY15-20)

**Benchmark information (U15):** McGill has the 3<sup>rd</sup> highest total research revenue per tenure-track professor in the U15, after Toronto and McMaster

# KPI 17

## Innovation through partnerships with industry

**TIMES HIGHER EDUCATION INDUSTRY INCOME SCORE:**  
Based on industry research income scaled for academic staff size



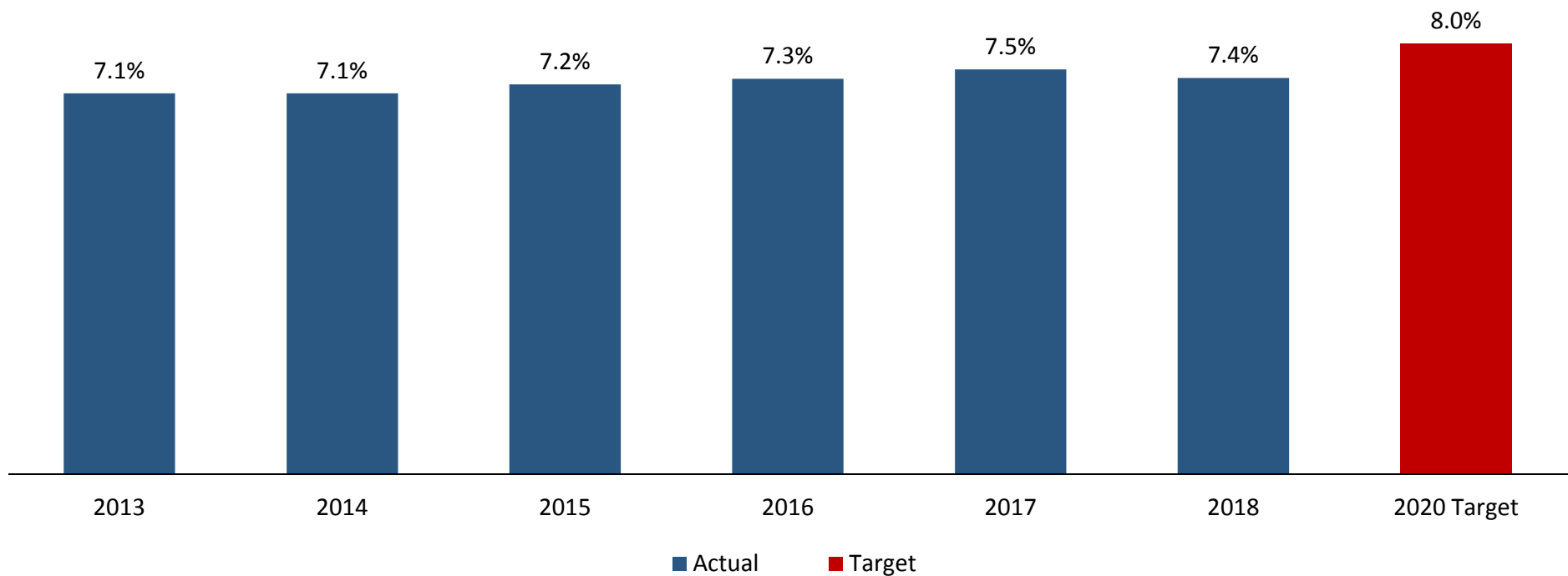
**Target:**  
To reach top third of U15 institutions by 2019-20

**Benchmark information (U15):** McGill has the 14<sup>th</sup> highest Industry Income Score in the U15



## KPI 18 Royal Society of Canada Fellows

PROPORTION OF TOTAL ROYAL SOCIETY OF CANADA FELLOWS



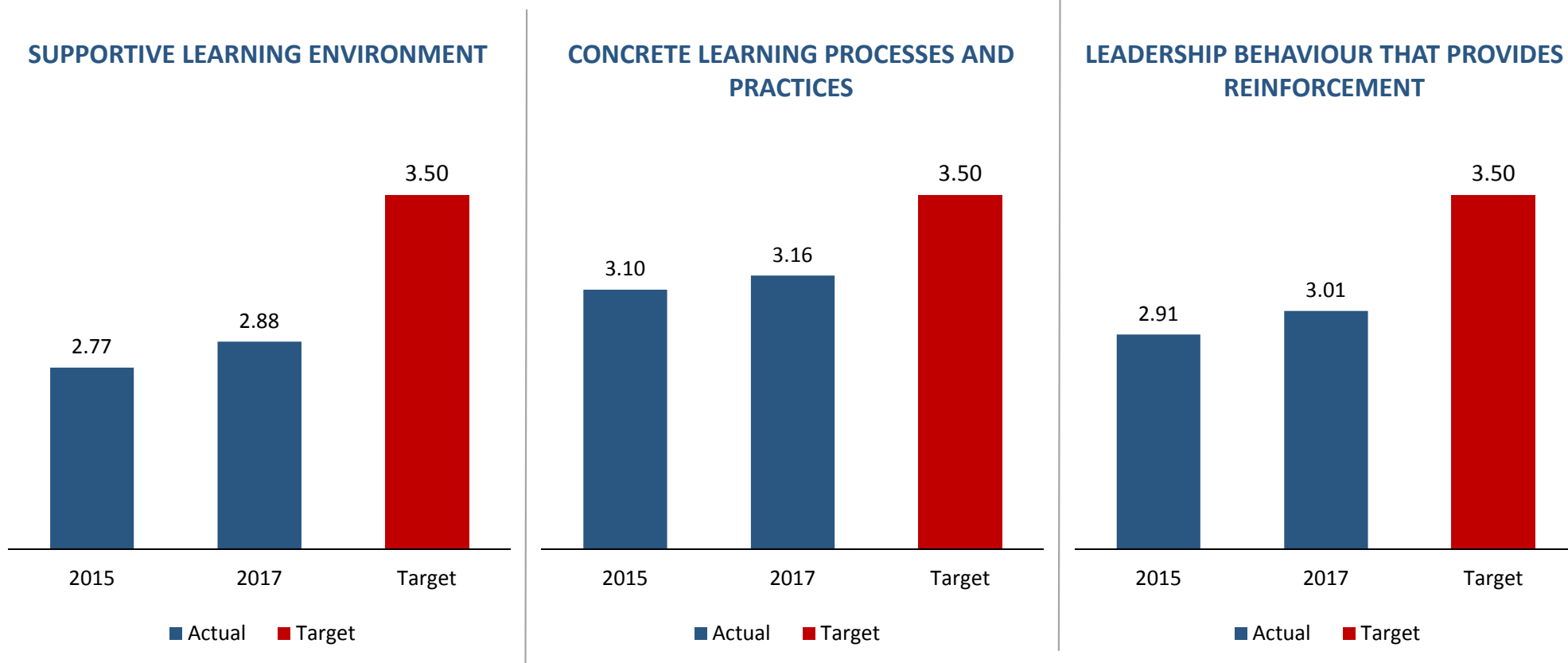
**Benchmark information (U15):** In 2017, McGill had the 3<sup>rd</sup> highest proportion of Royal Society of Canada Fellows (7.5%), after Toronto (15.8%) and UBC (8.6%)

# Administration and Finance Indicators

# KPI 19

## My Workplace

LEARNING ORGANIZATION INDICATORS: Mean survey scores (out of 5)



## KPI 20

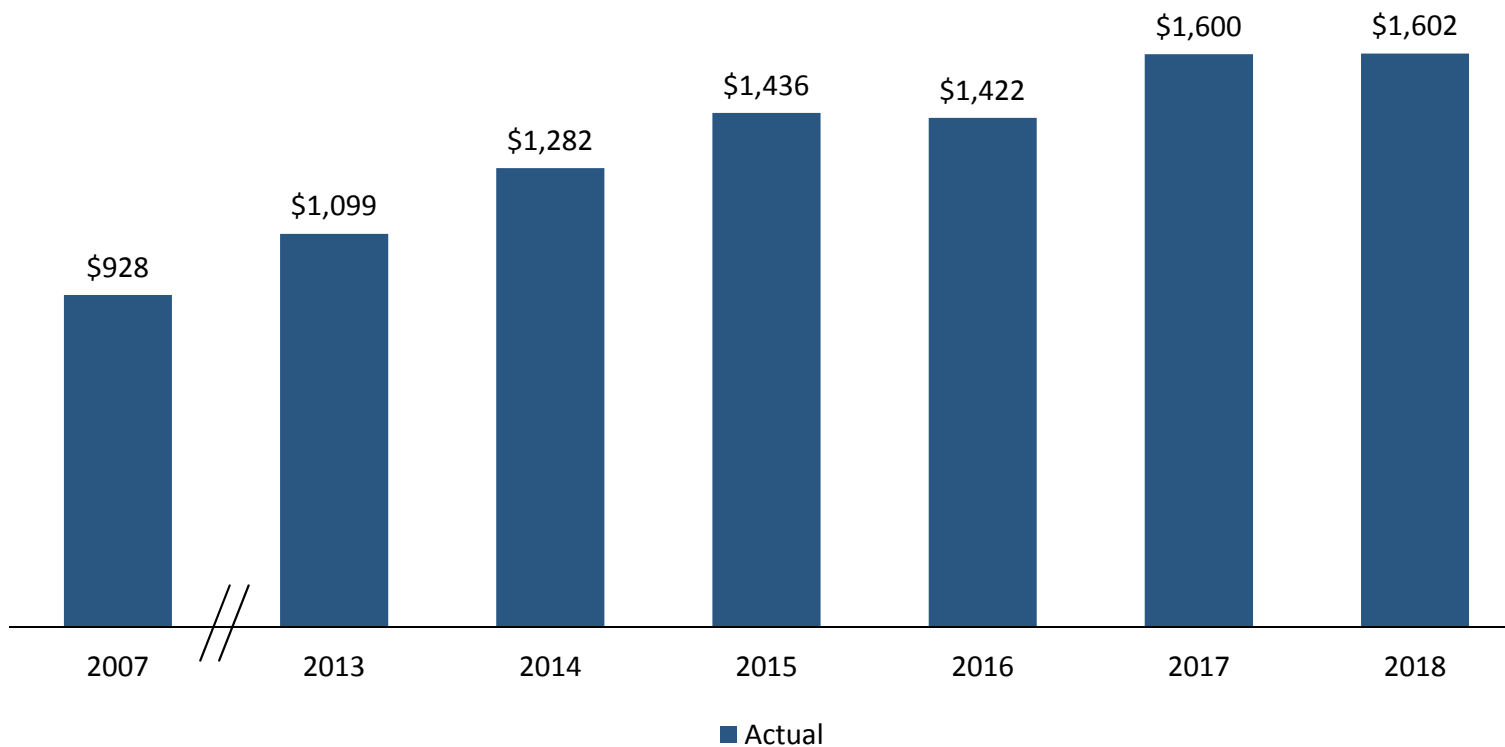
# Major construction projects: Performance management

	FY2012	FY2012	FY2014	FY2015	FY2016	FY2017	FY2018
Total number of active projects <sup>(a)</sup>	466	520	467	458	421	391	427
Active projects \$0-\$250k						201	213
Active projects \$250k-\$1M						91	110
Active projects \$1M-\$4M						59	63
Active projects \$4M and over						40	41
Project expenditures	\$121.2M	\$88.1M	\$74.2M	\$81.5M	\$70.9M	\$71.7M	\$132M
\$ Spent/active projects	\$260k	\$169k	\$159k	\$178k	\$168k	\$183k	\$309k
On budget (projects over \$1M) <sup>(b)</sup>	n/a					17 of 17	8 of 8
On time (projects over \$1M) <sup>(b)</sup>	n/a					16 of 17	5 of 8

n/a = Not available

# KPI 21 Endowment fund market value

\$ Millions



## Targets: (for the next 5 years)

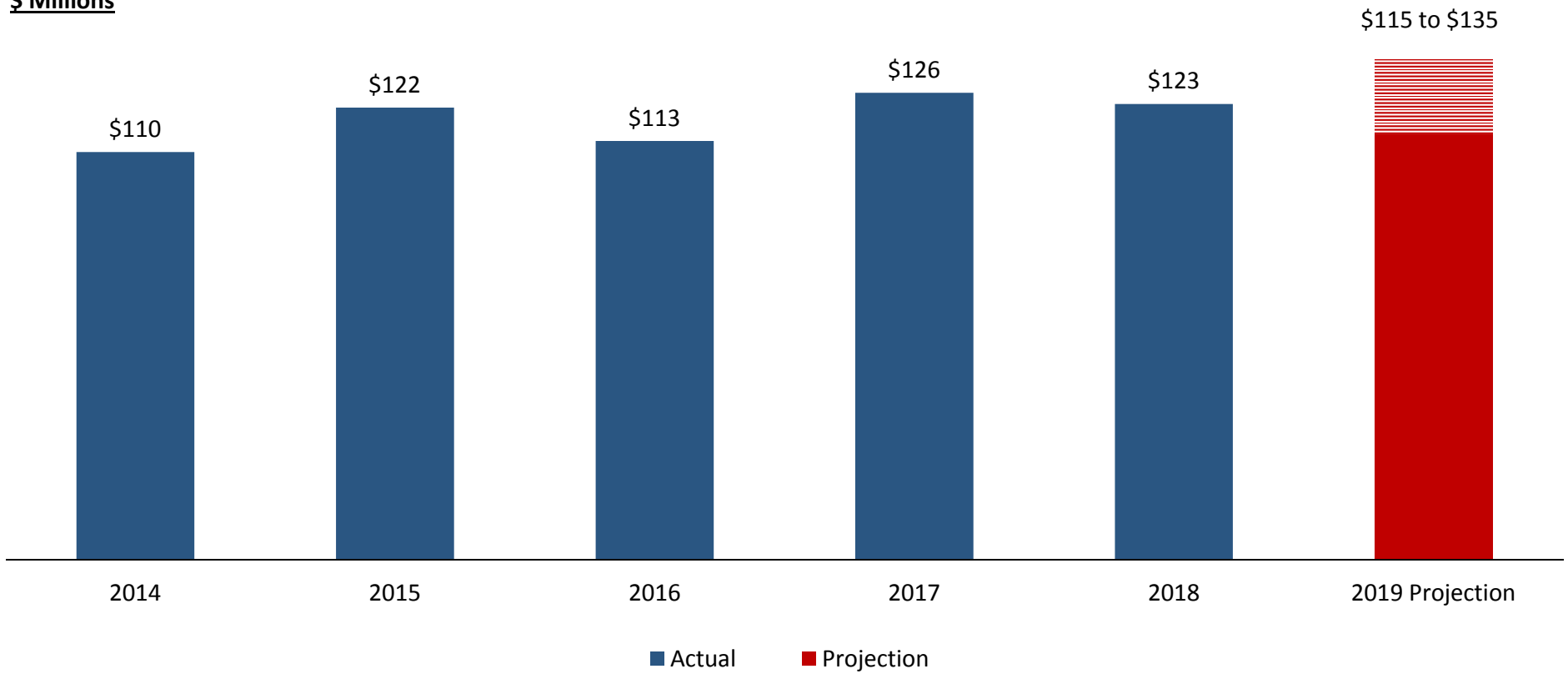
- To preserve (in real dollar terms) the capital of the Endowment Fund over the next 5 years after fees
- FY2023 Target Market Value = 1.726B
- To raise \$30M - \$40M of new gifts to the endowment fund per year

**Benchmark information:** Over the last 5 years, McGill was in the **top quartile** of the Canadian Foundations and Endowments Mellon Universe

# University Advancement Indicators

## KPI 22 Philanthropy cash received

\$ Millions

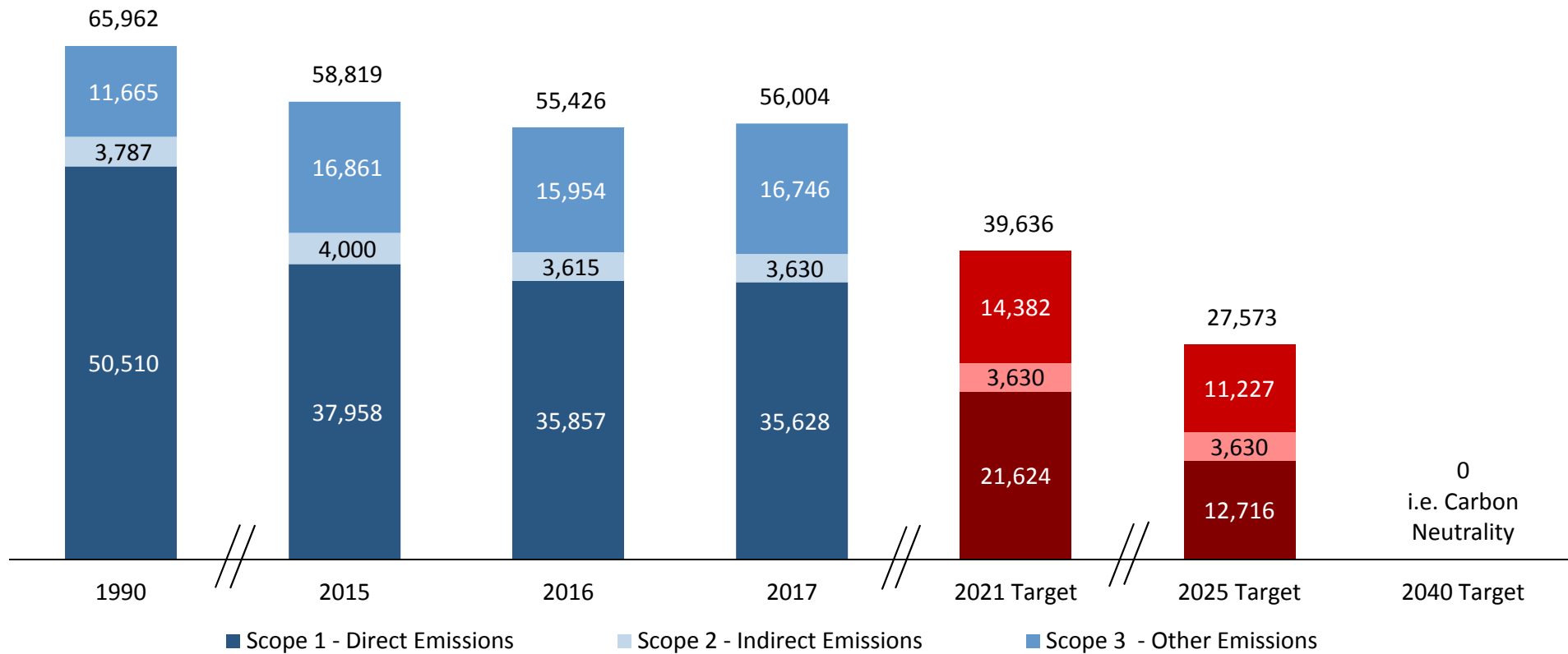


# Sustainability Indicators



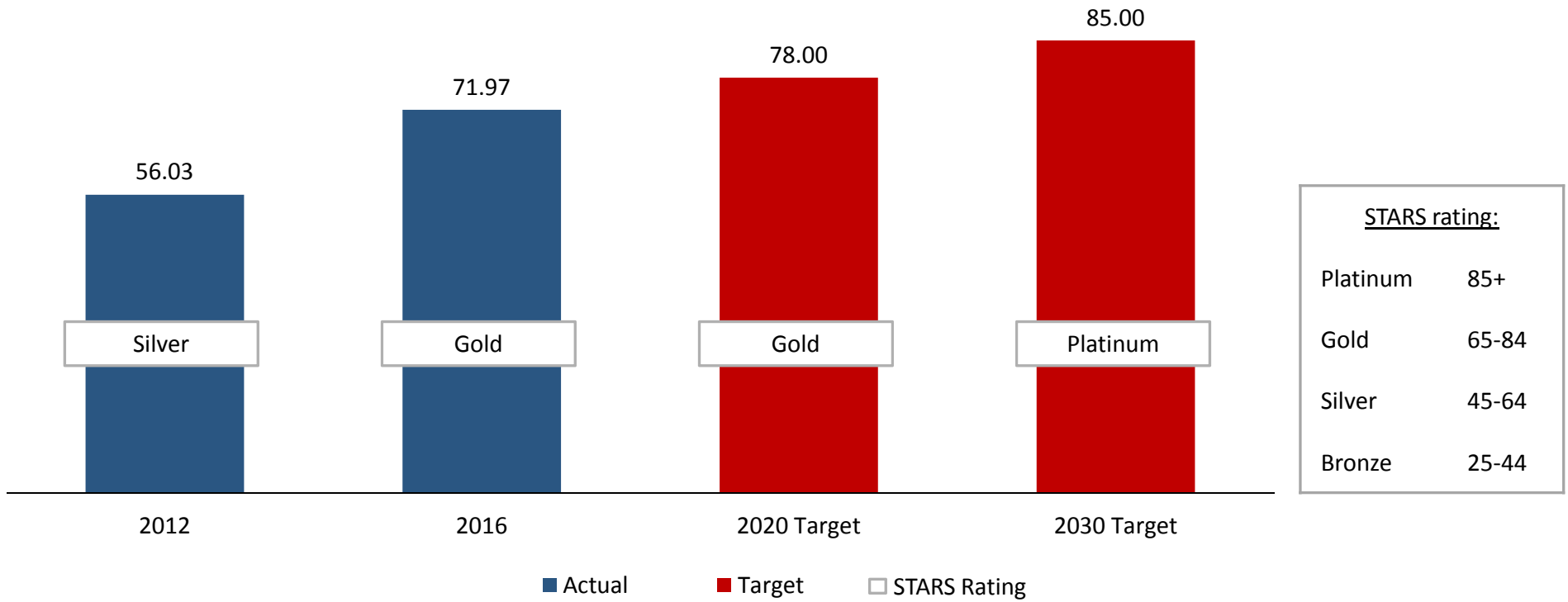
# KPI 23 Greenhouse gas emissions

Tonnes of CO2e



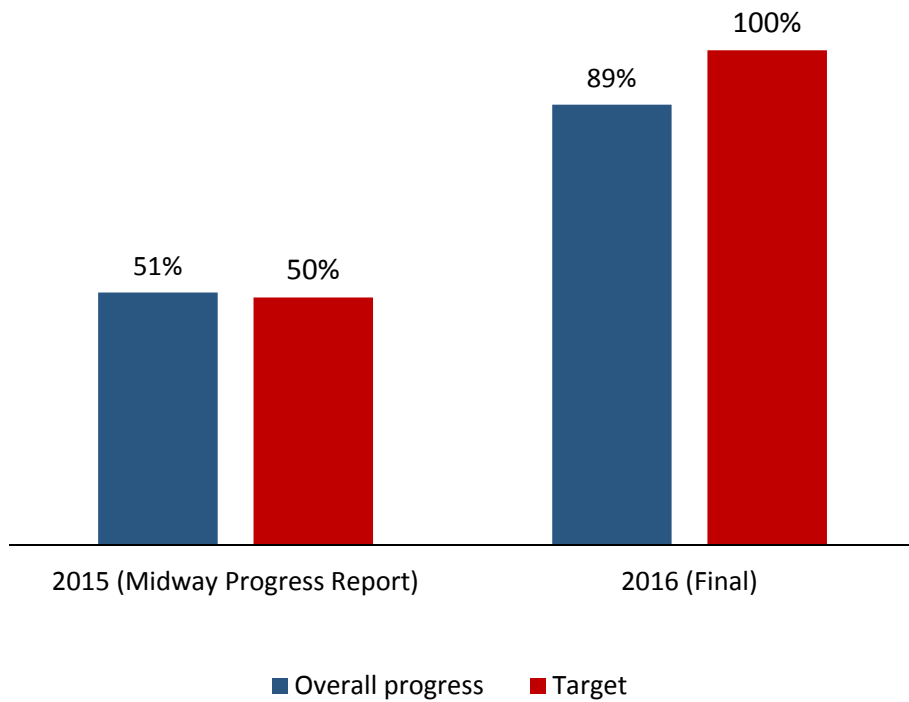
# KPI 24 Sustainability rating

## STARS SCORE



# KPI 25 Sustainability strategy – Vision 2020

### DEGREE OF IMPLEMENTATION OF 2014-2016 SUSTAINABILITY ACTION PLAN



### DEGREE OF IMPLEMENTATION OF 2017-2020 CLIMATE & SUSTAINABILITY ACTION PLAN

