

Memorandum

Office of the Principal and Vice-Chancellor
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TO: Board of Governors
FROM: Professor Suzanne Fortier, Principal and Vice-Chancellor
SUBJECT: Key Performance Indicators 2019
DATE: February 13, 2020
DOCUMENT #: GD19-39

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

| | |
|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ISSUE & EXPECTED OUTCOME | 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. |
| BACKGROUND & RATIONALE | 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. |
| ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES | 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). |
| COMPLIANCE WITH UNIVERSITY POLICY | 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. |
| COMPLIANCE WITH LEGISLATION/EXTERNAL REGULATIONS | 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. |
| RISK FACTORS | The budgetary environment may impact the University's ability to achieve targets and realize strategic objectives. |
| SUSTAINABILITY CONSIDERATIONS | 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. |
| IMPACT OF DECISION AND NEXT STEPS | An update on KPIs and their link with the University's strategic planning is provided to the Board annually. |
| MOTION OR | N/A |

**RESOLUTION
FOR APPROVAL**

APPENDICES

Appendix A: 2019 KPI's Report



McGill

Key Performance Indicators

Fall 2019



Version 2020-02-13 BOG

McGill

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| Academic | | | |
| 1 Student-Faculty Ratio (Undergraduate and Graduate) | ● | 5 | Spring 2020 |
| 2 Undergraduate Class Size | ● | 6 | Spring 2020 |
| 3 Graduation Rate after Six Years (Bachelor's) | ● | 7 | Fall 2020 |
| 4 Graduation (Doctoral) and Graduation/Promotion to Doctorate (Master's) | ● | 8 | Fall 2020 |
| 5 Average Financial Support for Doctoral Students (Years One to Three) | ● | 9 | Fall 2020 |
| 6 Total financial Aid and Awards for Undergraduate Students | ● | 10 | Fall 2020 |
| 7 Quality of Student Advising and Supervision | ● | 11 | Spring 2020 |
| 8 Course Evaluations | ● | 12 | Spring 2020 |
| 9 Tenured and Tenure-Track Faculty | ● | 13 | Spring 2020 |
| 10 International Students | ● | 14 | Fall 2020 |
| 11 University Operating Revenues and Expenditures per Student | ● | 15 | Fall 2020 |
| 12 Faculty Salary | ● | 16 | Fall 2020 |

● On-target or moving in that direction

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

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| 13 CFI Share | ● | 18 | Spring 2020 |
| 14 Tri-Agency: Share of Annual Funding | ● | 19 | Fall 2020 |
| 15 FRQ: Share of Annual Funding | ● | 20 | Fall 2020 |
| 16 Research Revenue Intensity | ● | 21 | Fall 2020 |
| 17 Industry Partnership Revenue | ● | 22 | Fall 2020 |
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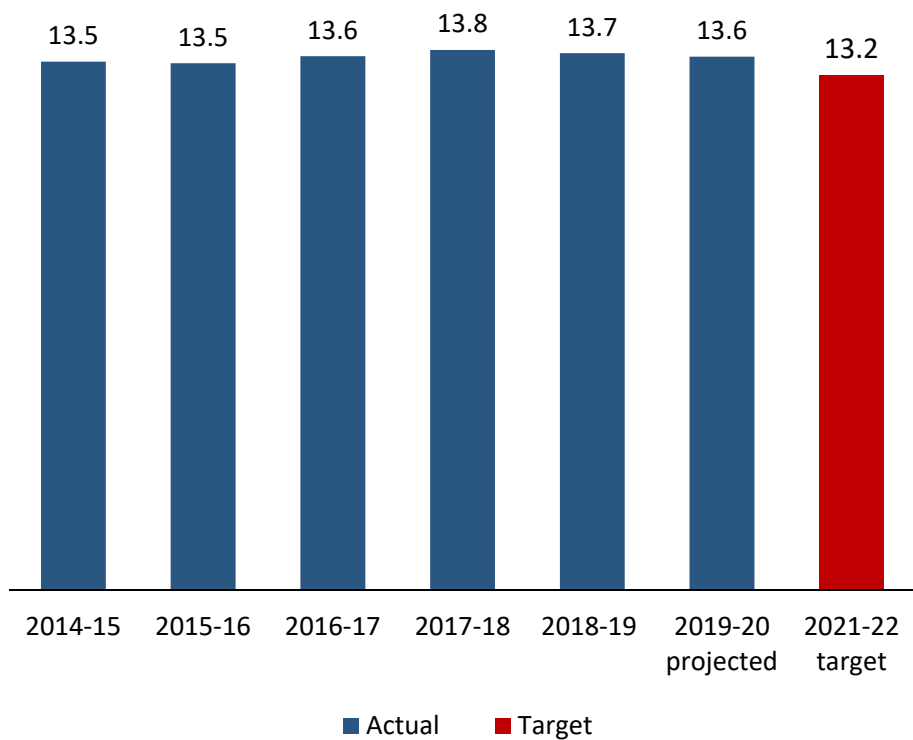
● On-target or moving in that direction

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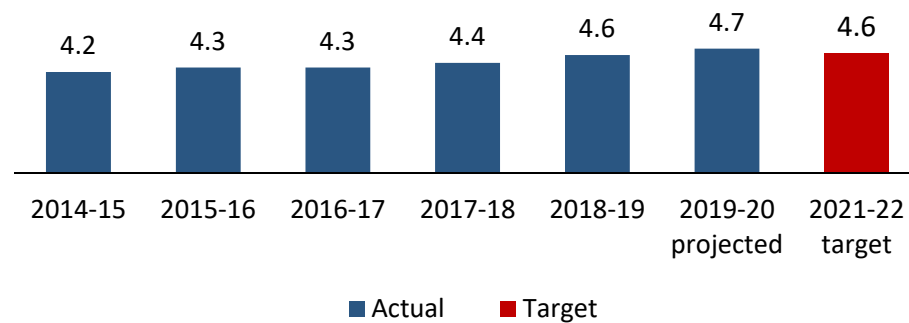
Academic Indicators

KPI 1 Student-Faculty ratio

UNDERGRADUATE



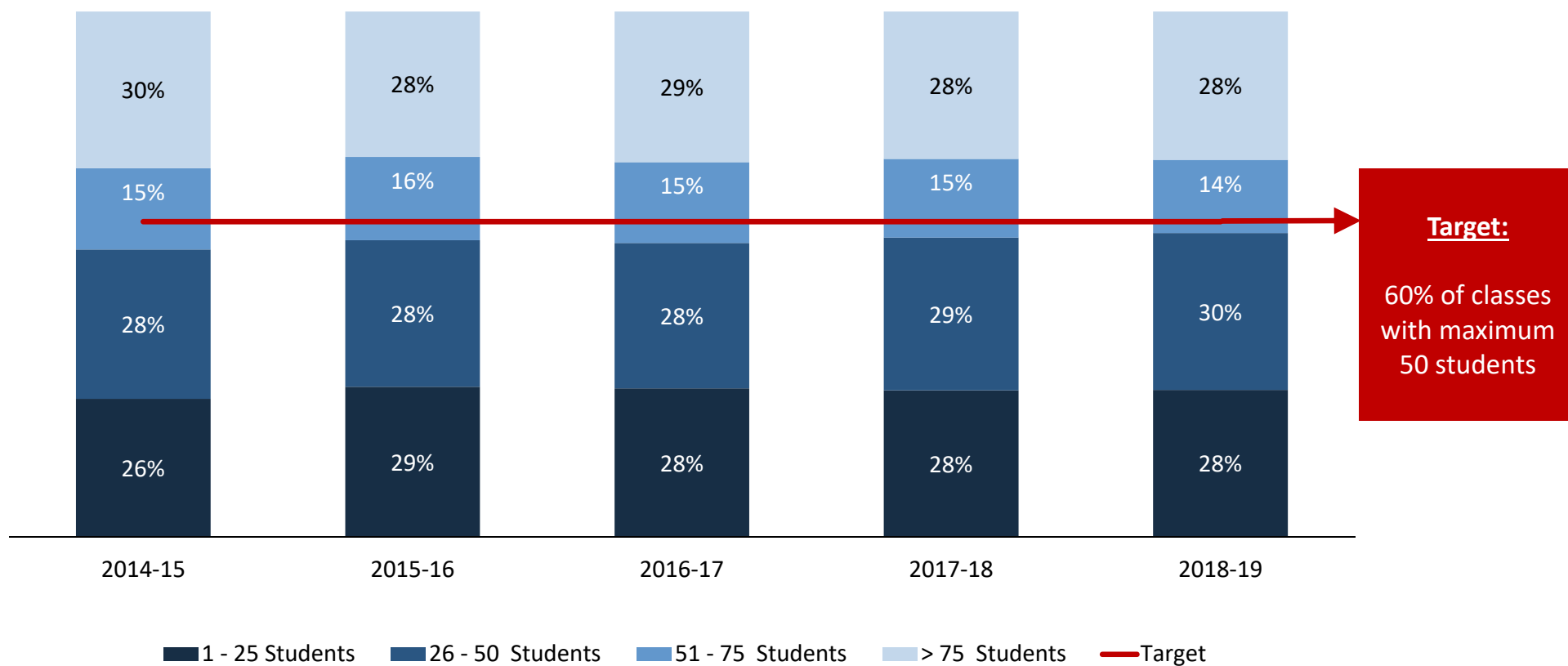
GRADUATE



Benchmark information (U15): McGill has the **lowest** undergraduate student-faculty ratio and the **8th highest** graduate student-faculty ratio in the U15

KPI 2 Undergraduate class size

PROPORTION OF CLASSES BY NUMBER OF STUDENTS

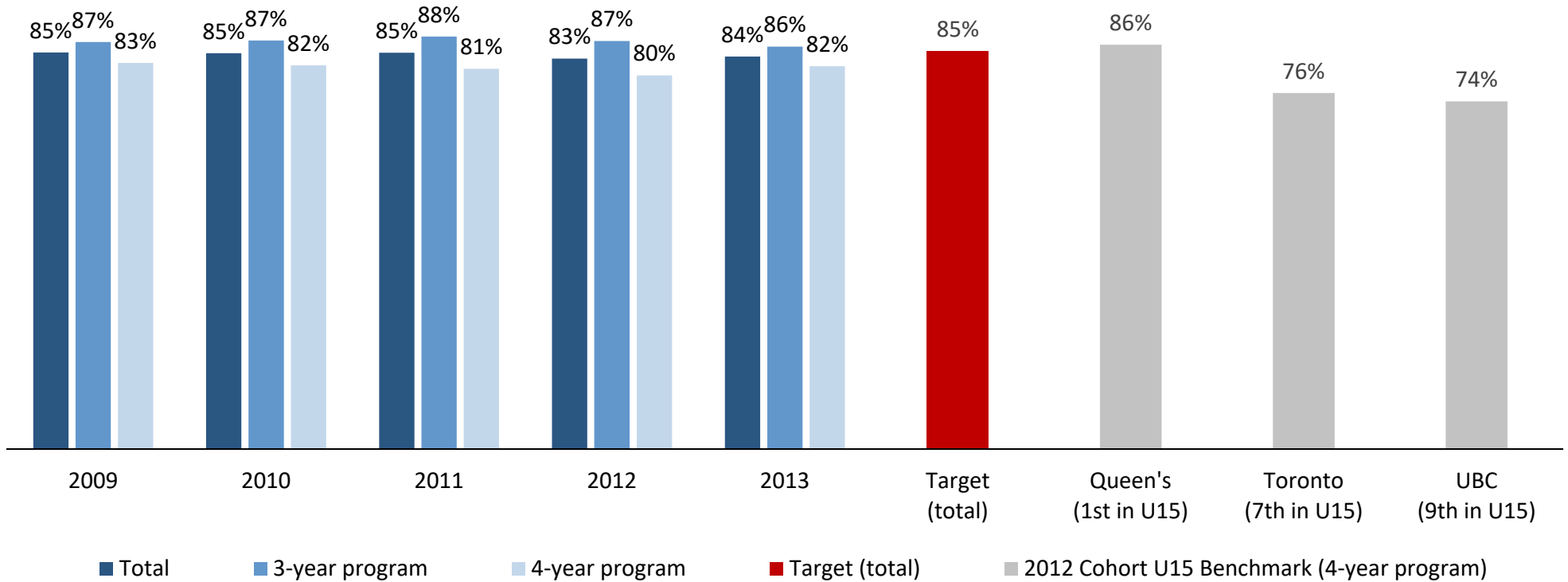


Target:
60% of classes with maximum 50 students

KPI 3

Graduation rate after six years - Bachelor students

SIX-YEAR GRADUATION RATE BY COHORT YEAR

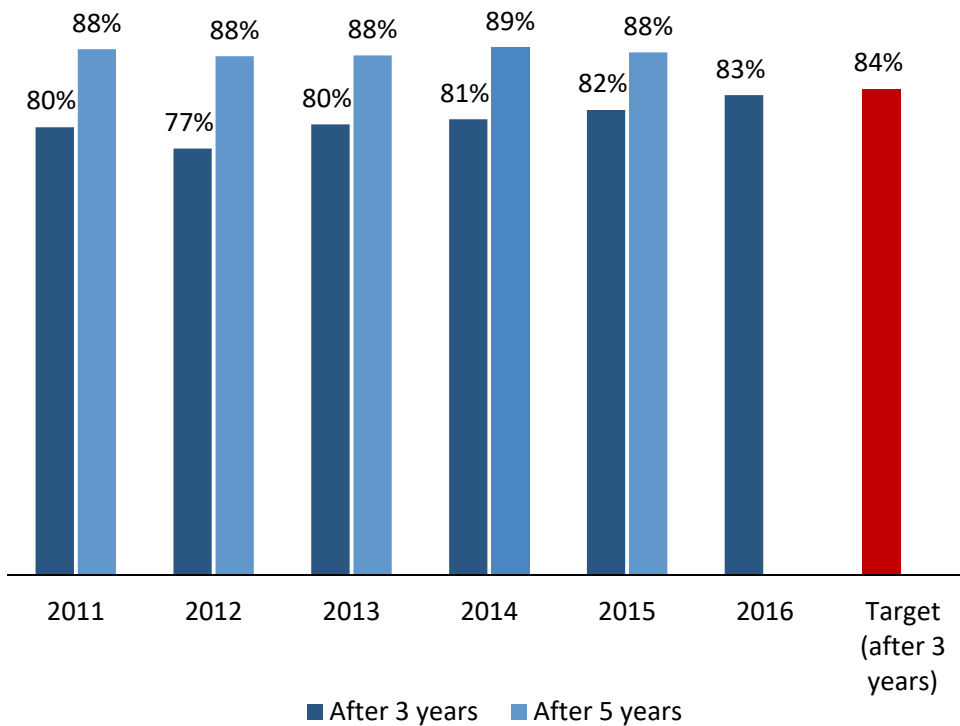


Benchmark information (U15): For the 2012 cohort, McGill at 79.9% had the 5th highest graduation rate for students in 4-year programs.

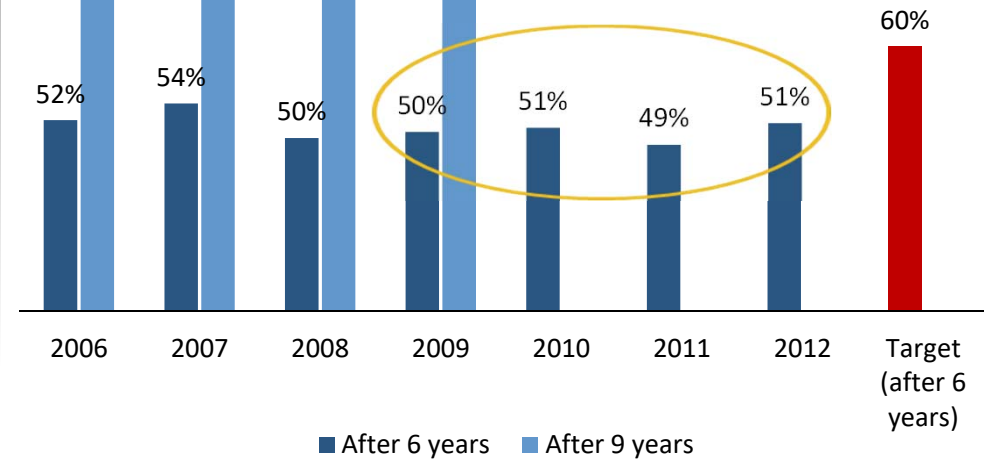
KPI 4

Graduation rates - Graduate students

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



DOCTORATE GRADUATION RATE BY COHORT YEAR



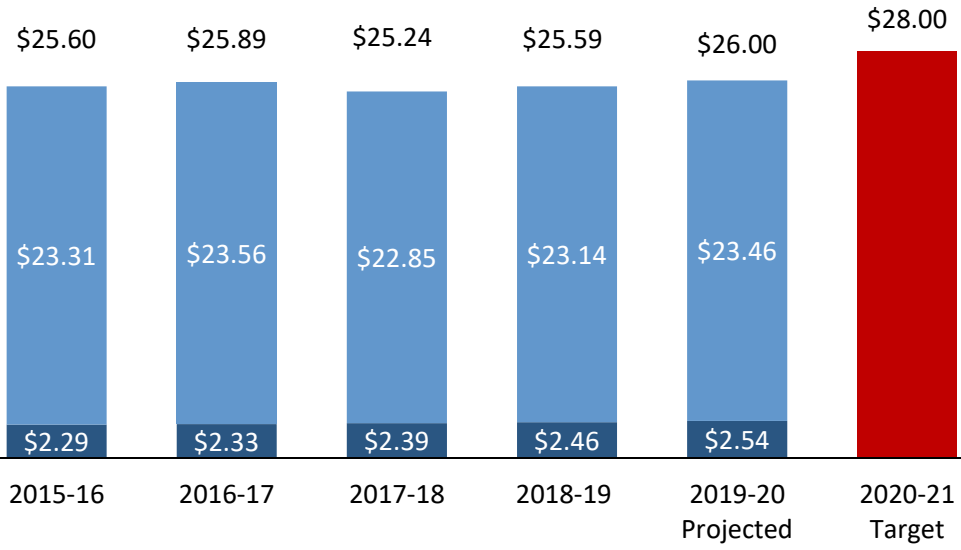
Benchmark information (U15): McGill has the 8th highest graduation rate for Master's (Thesis) after 5 years, and the 10th highest graduation rate for Doctorates after 9 years (2008 cohort)

KPI 5

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

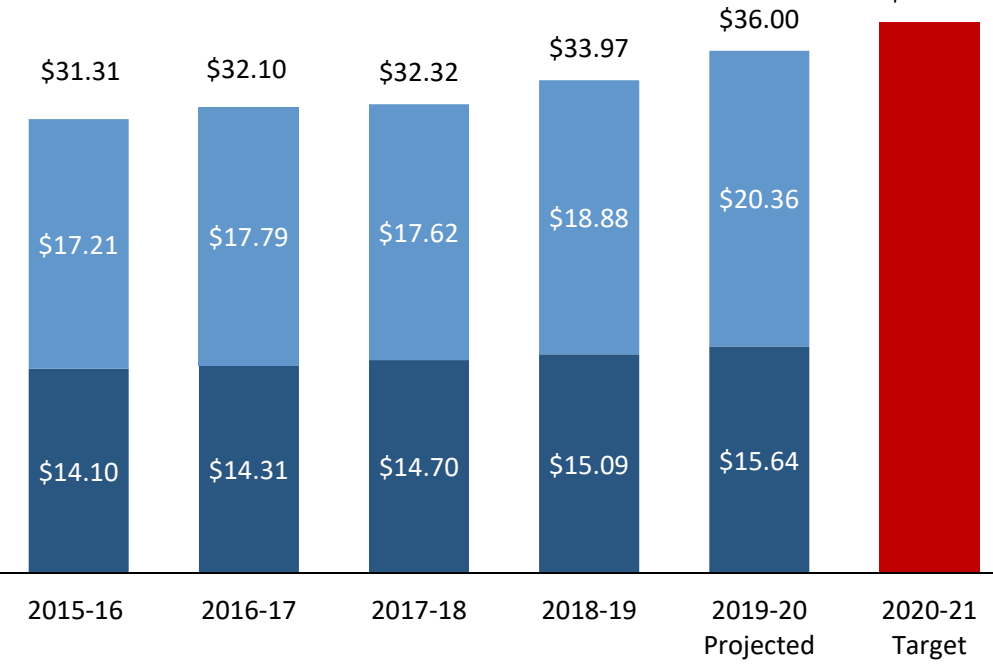
QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS

\$'000



INTERNATIONAL STUDENTS

\$'000

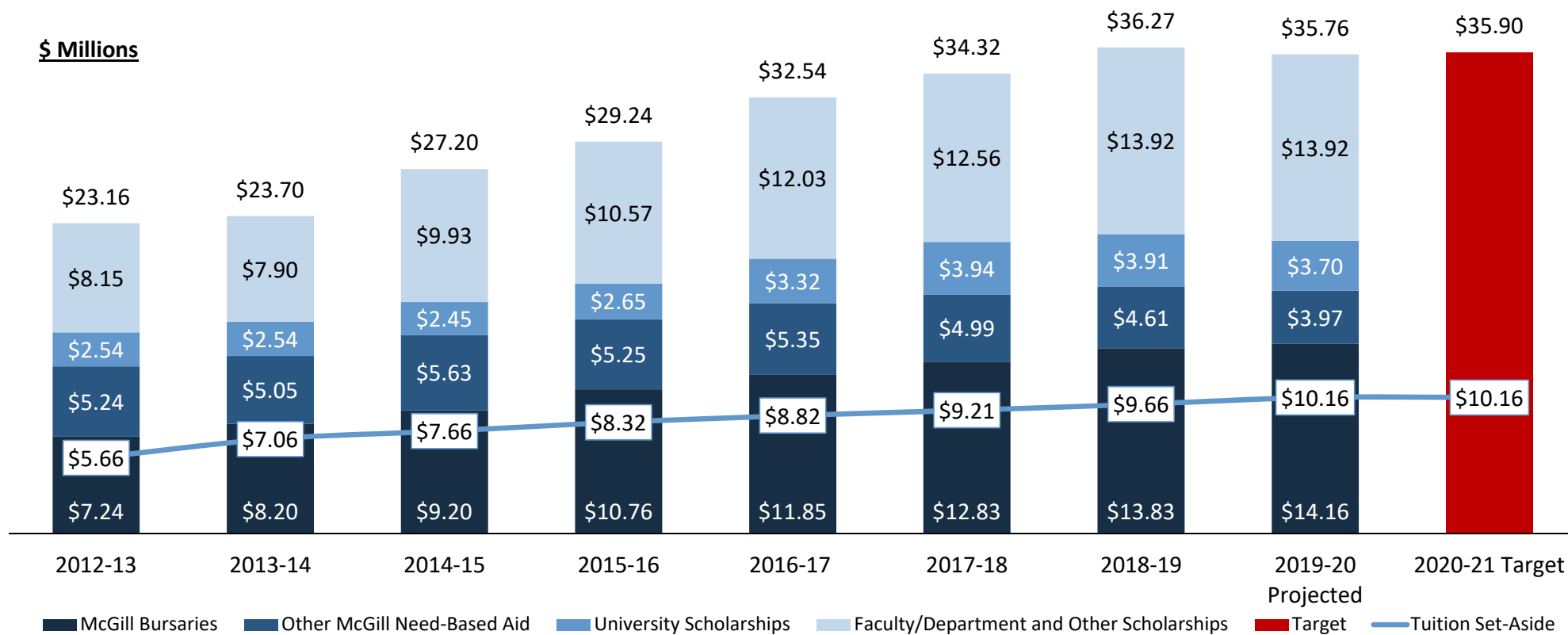


■ Support for Tuition ■ Other Support ■ Target

■ Support for Tuition ■ Other Support ■ Target

KPI 6

Total financial aid & awards for undergraduate students



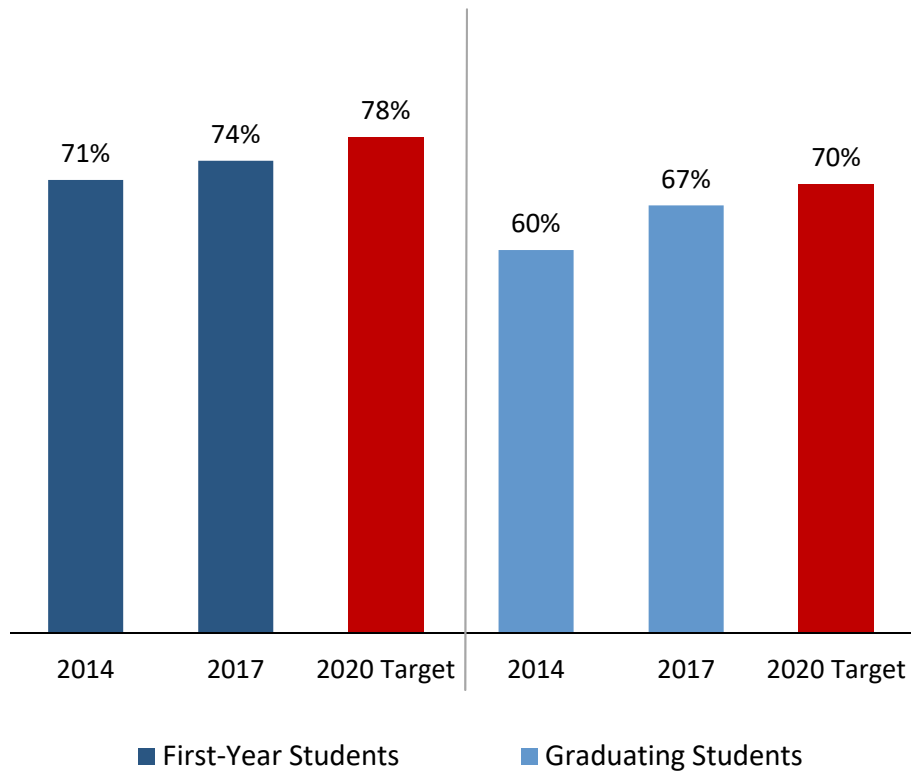
Totals may vary from the sum of each category due to rounding.

KPI 7

Quality of student advising and supervision

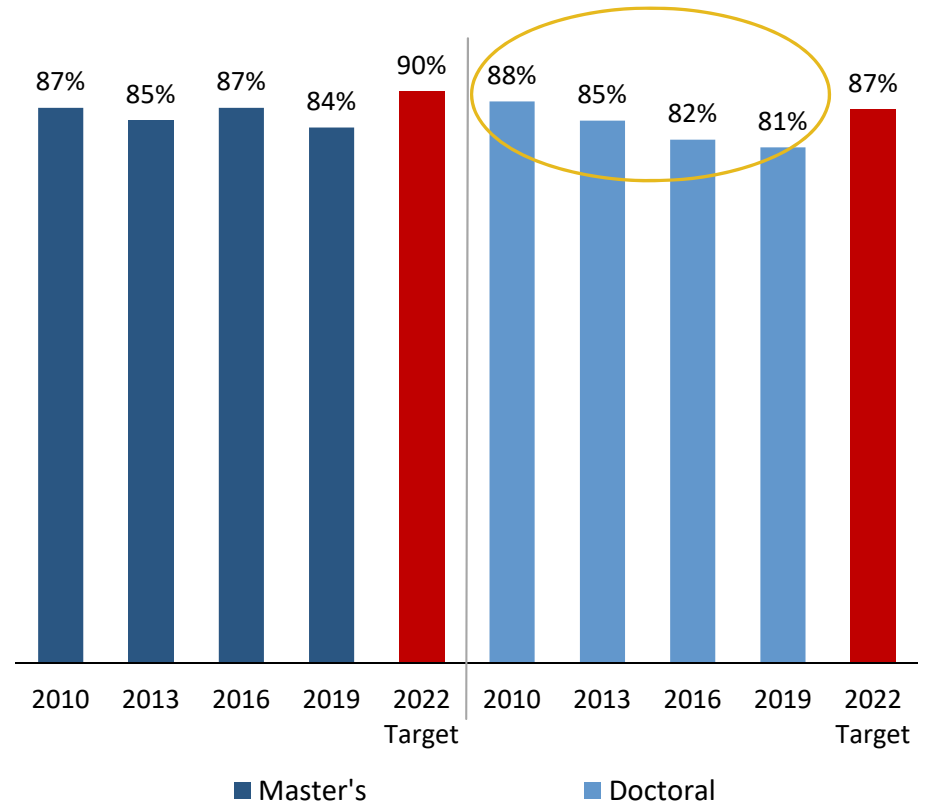
UNDERGRADUATE STUDENTS:

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



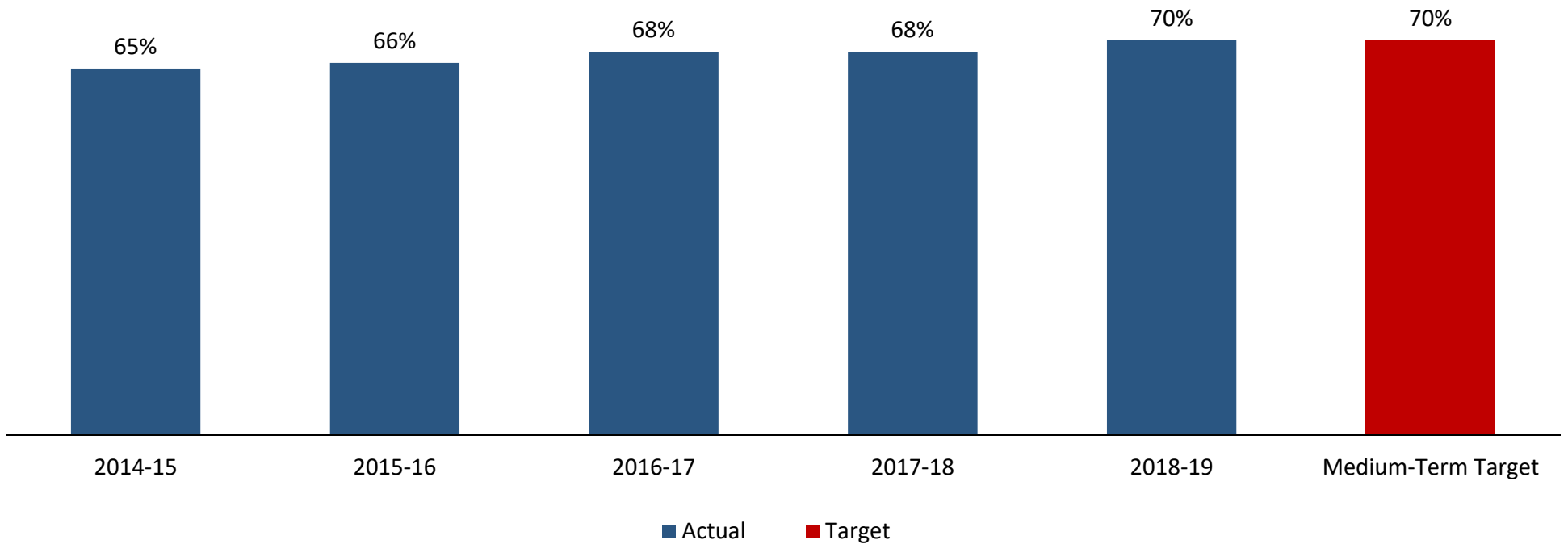
GRADUATE STUDENTS:

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



KPI 8 Course evaluations

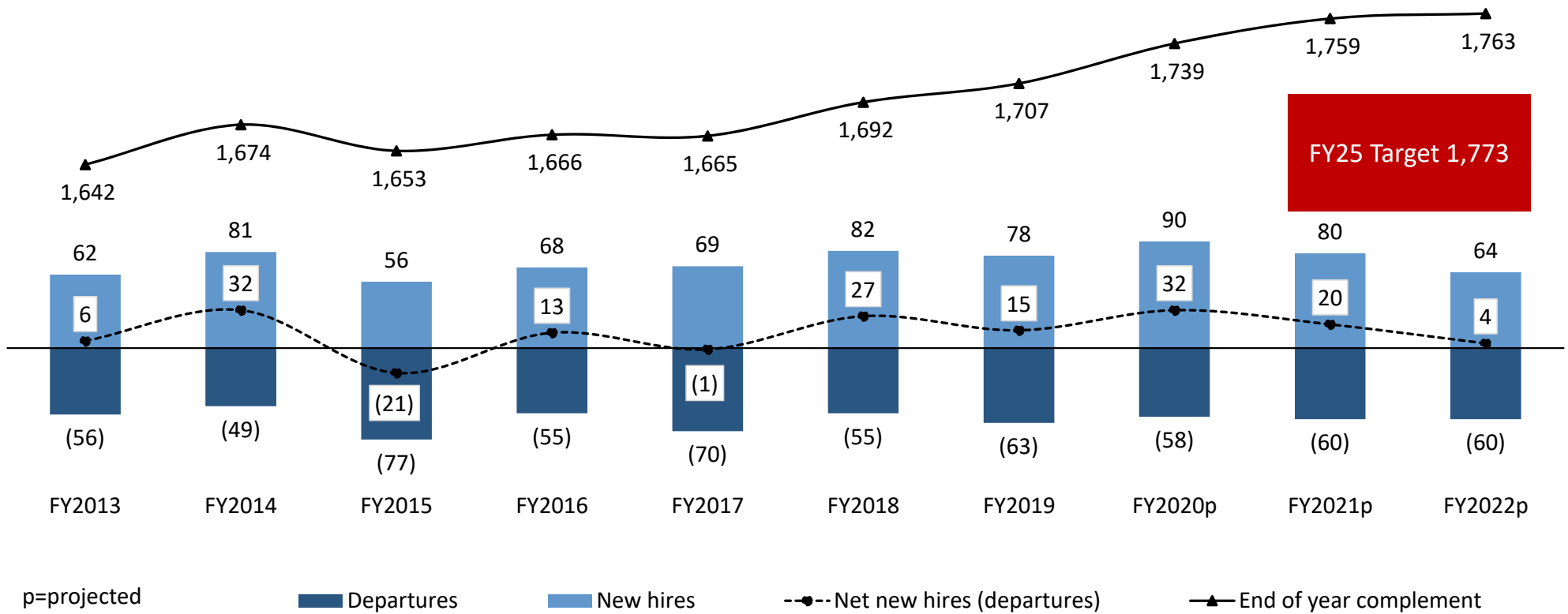
PERCENTAGE OF COURSES (LEVELS 100-700) FOR WHICH STUDENTS WERE 'SATISFIED' OR 'VERY SATISFIED'



KPI 9

Tenured and tenure-track faculty

NET NEW HIRES (DEPARTURES) AND END OF YEAR COMPLEMENT



KPI 10

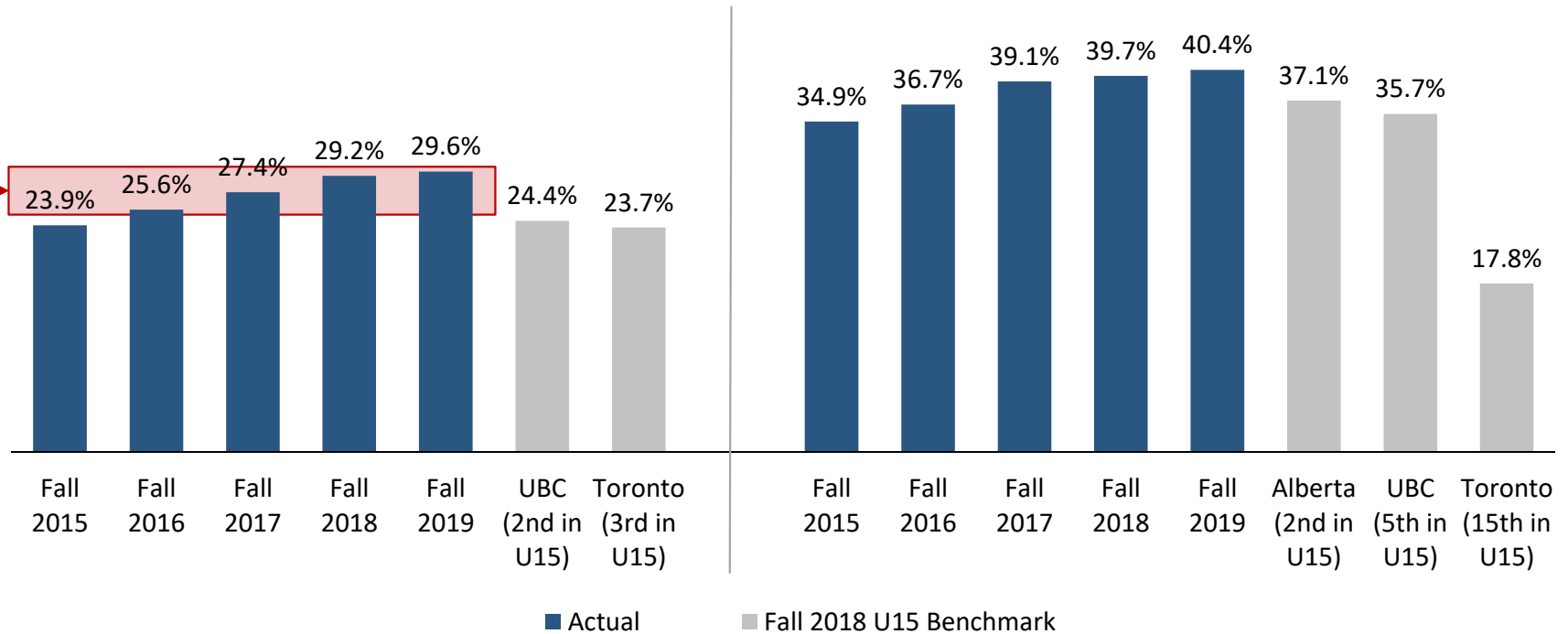
International students

PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL

UNDERGRADUATE STUDENTS

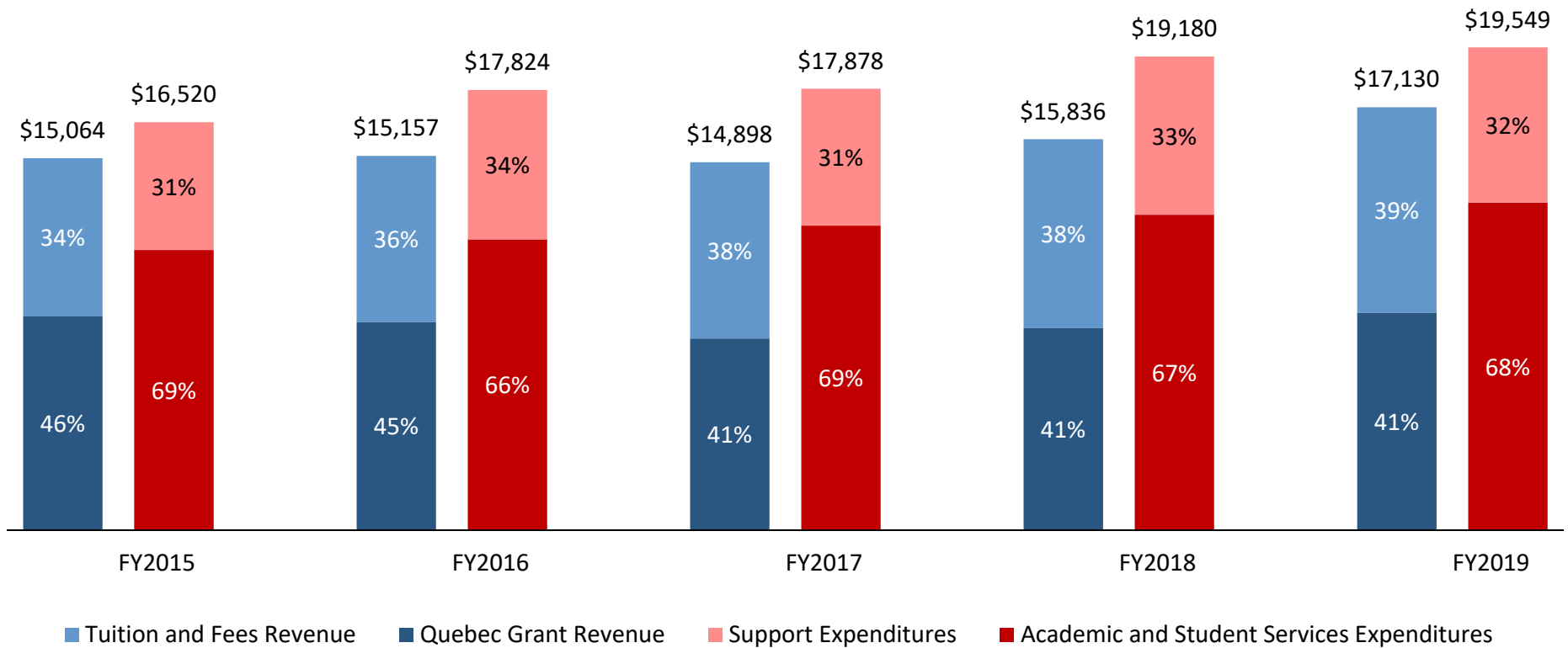
GRADUATE STUDENTS

Undergraduate Target:
Between 25% and 30% international



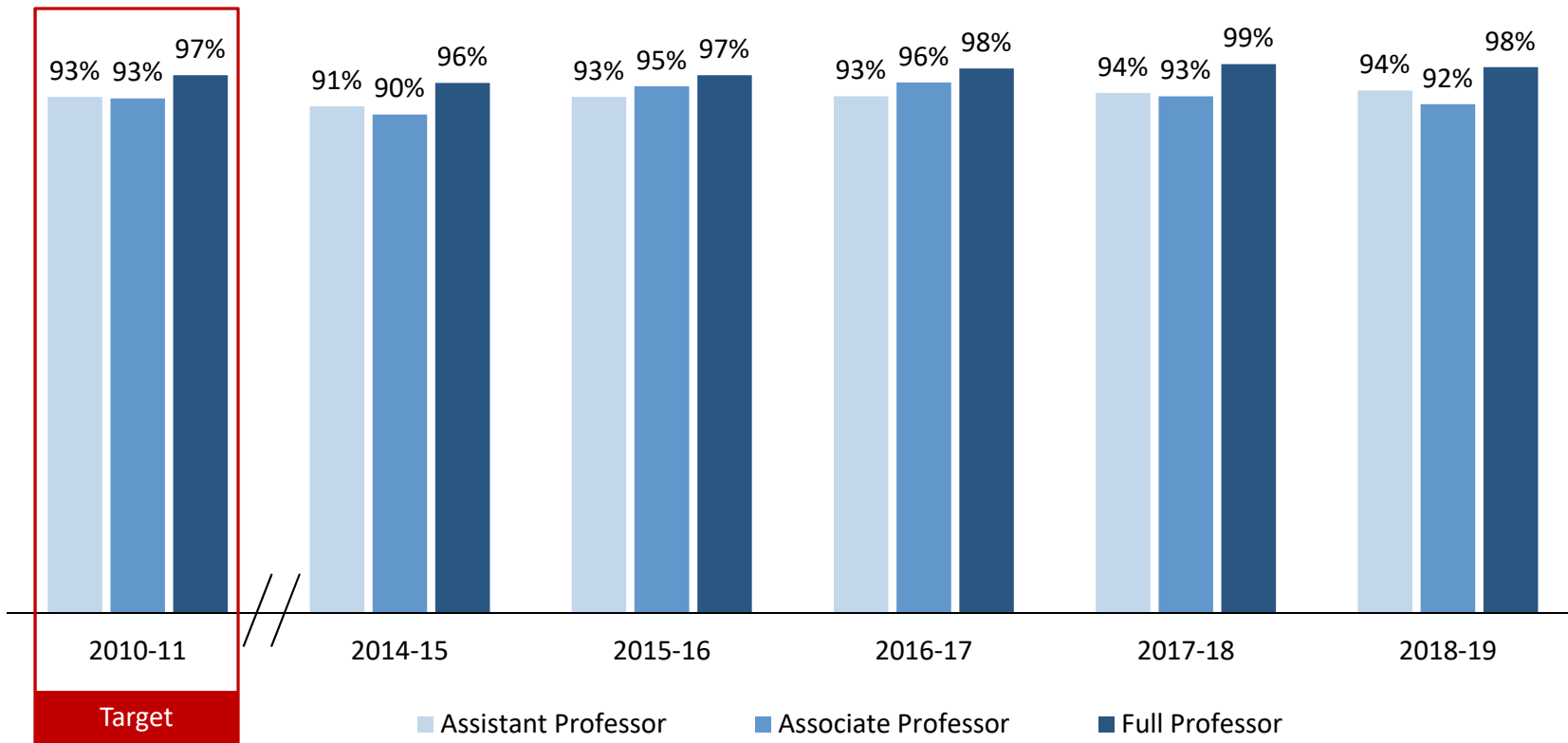
Benchmark information (U15): In 2018, McGill had the **highest** percentage of international degree-seeking students in the U15 for both undergraduate and graduate populations.

KPI 11 University operating revenues and expenditures per student



KPI 12 Faculty salary

MCGILL MEAN SALARY AS A PERCENTAGE OF THE U15 MEDIAN



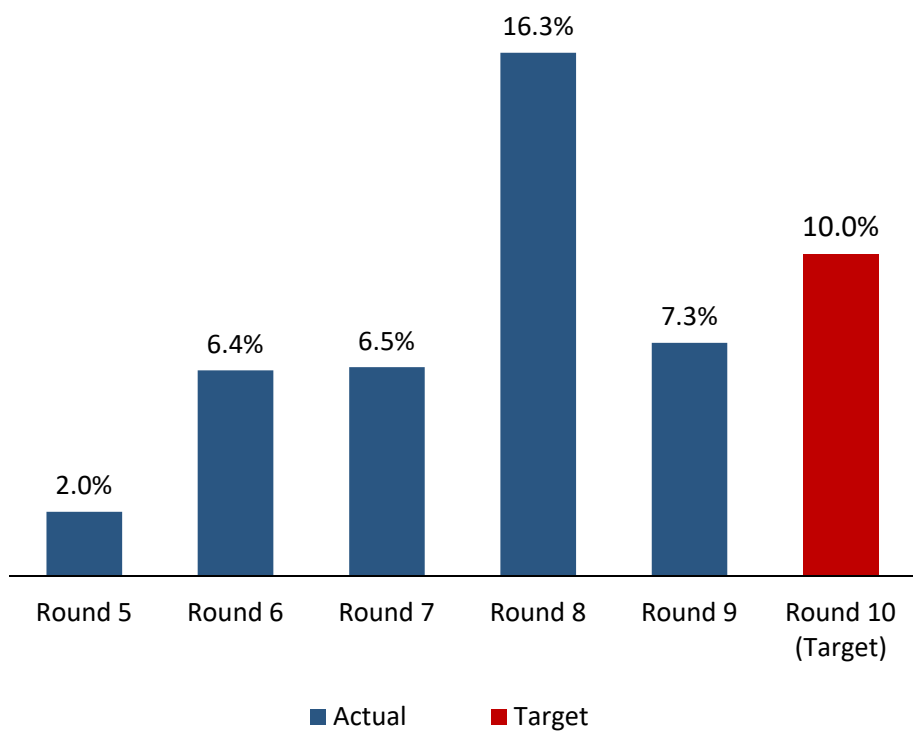
Target:
To remain at or above 2010-11 levels

Benchmark information (U15): McGill has the 11th highest percentage for Assistant Professor, 11th highest for Associate Professor, and 11th highest for Full Professor

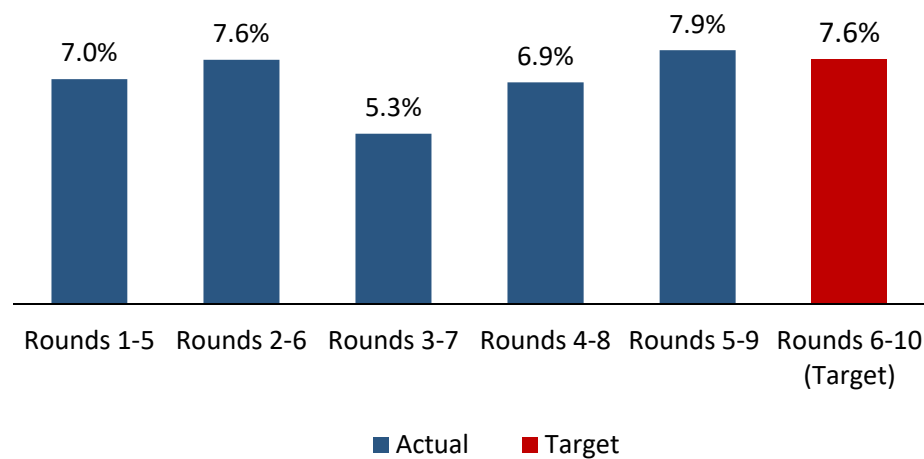
Research and Innovation Indicators

KPI 13 CFI share

INDIVIDUAL ROUNDS



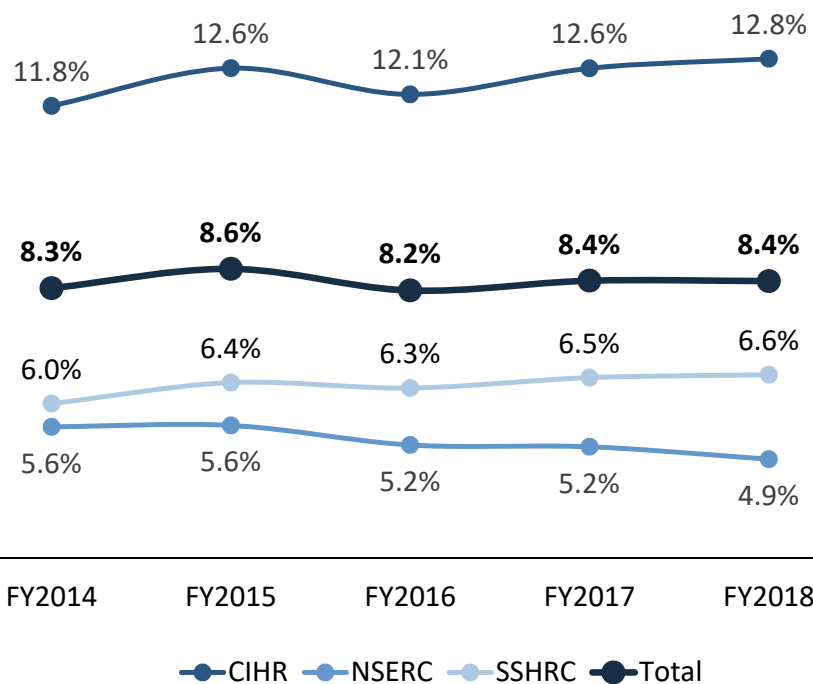
FIVE-ROUND ROLLING AVERAGE



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

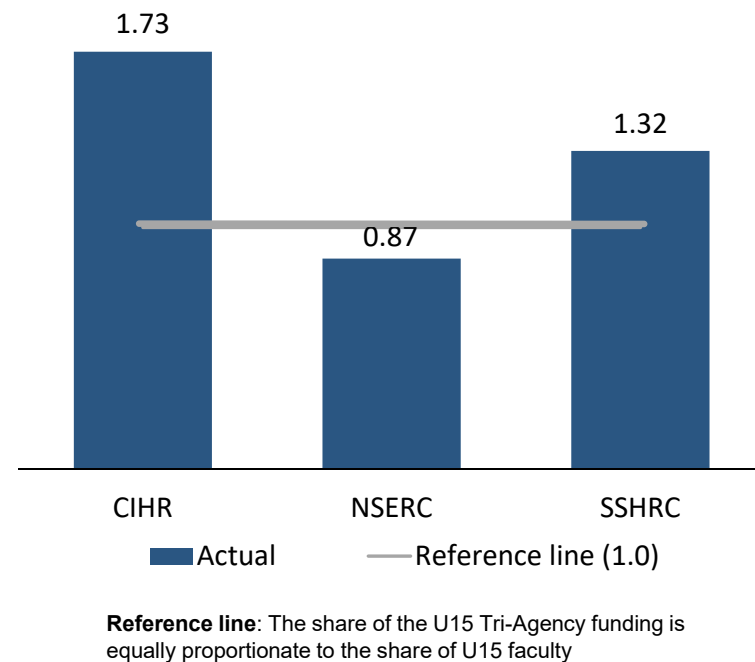
KPI 14 Tri-Agency: Share of annual funding

SHARE OF ANNUAL TRI-AGENCY TOTAL FUNDING



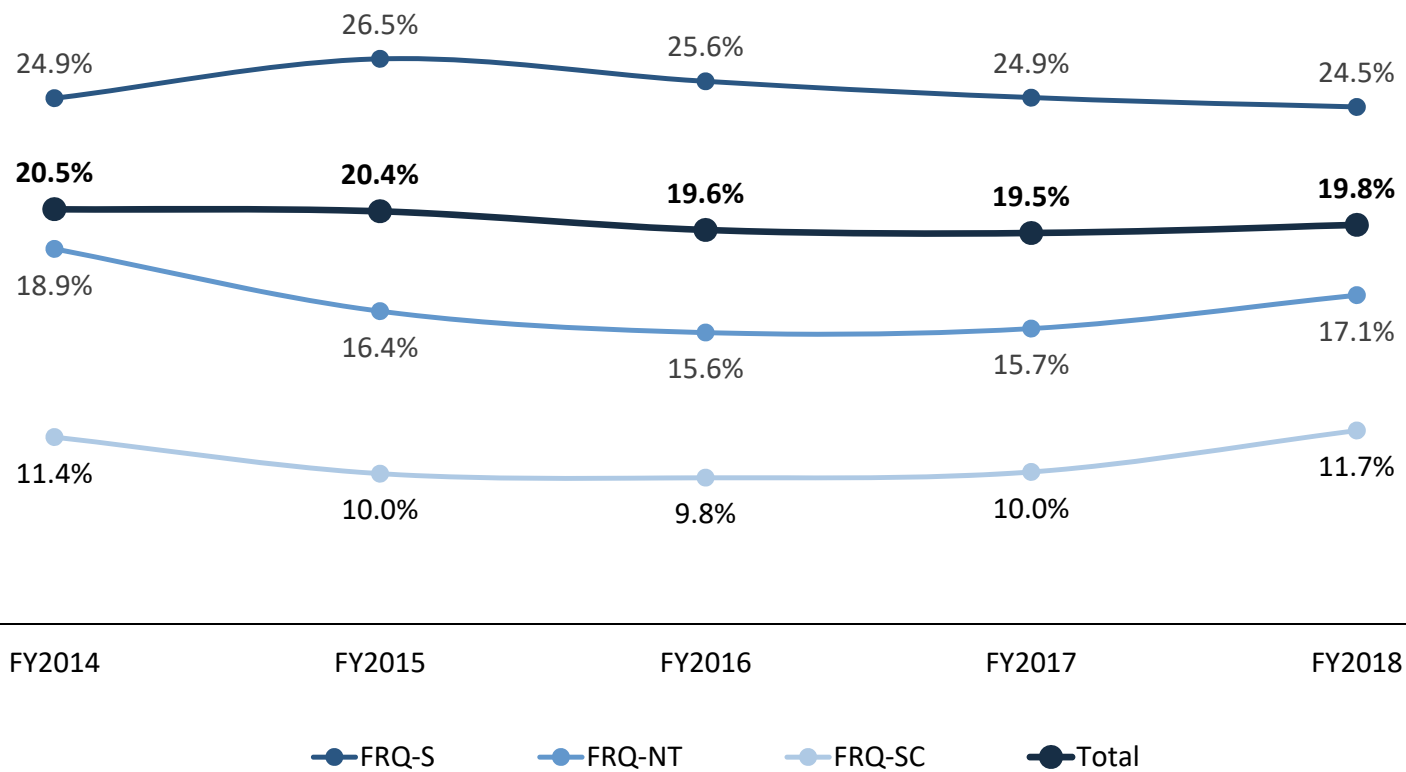
Target:
 Maintain McGill's share of total annual funding within 0.3 percentage points of 8.4%, the average of FY2014 to FY2018

FUNDING EFFICIENCY INDEX: SHARE OF U15 TRI-AGENCY FUNDING RELATIVE TO SHARE OF U15 FACULTY COUNT (FY2018)



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

KPI 15 FRQ: Share of annual funding



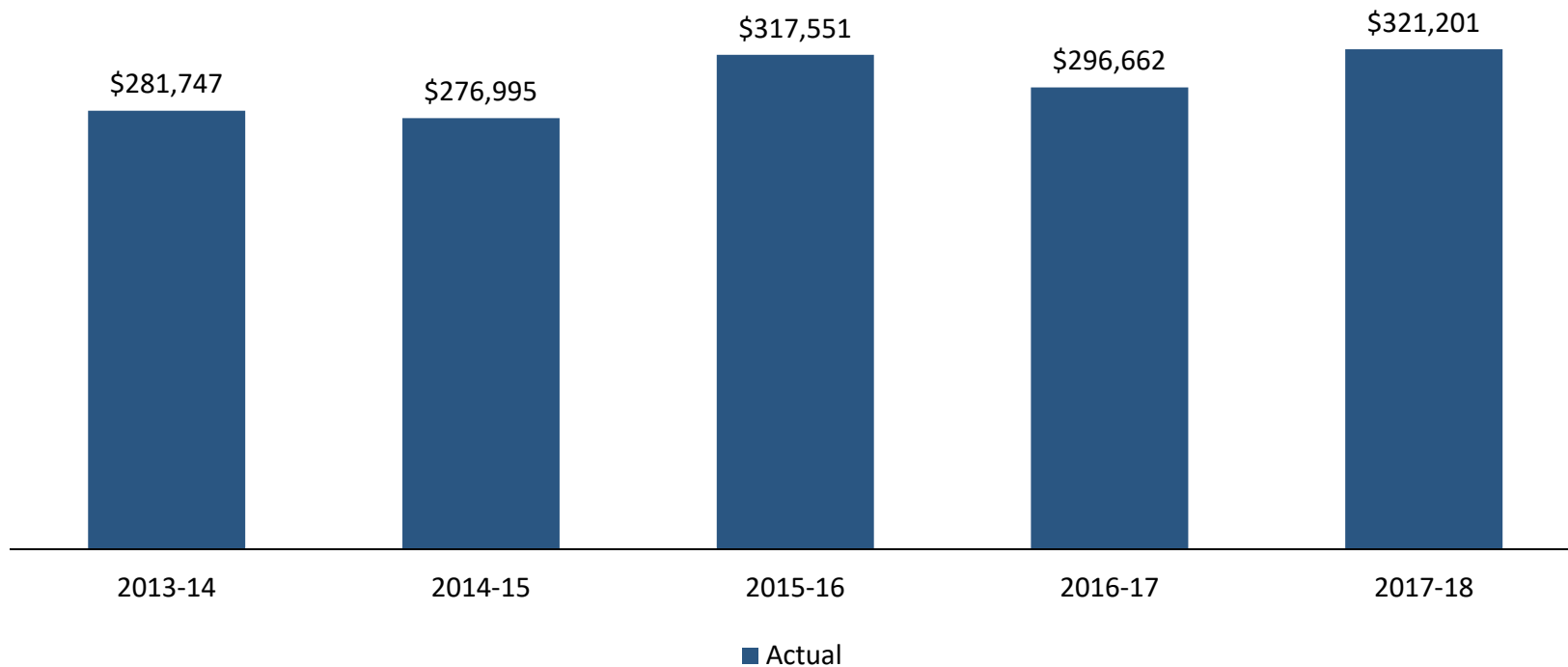
Targets FY2019:

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

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

KPI 16 Research revenue intensity

TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR



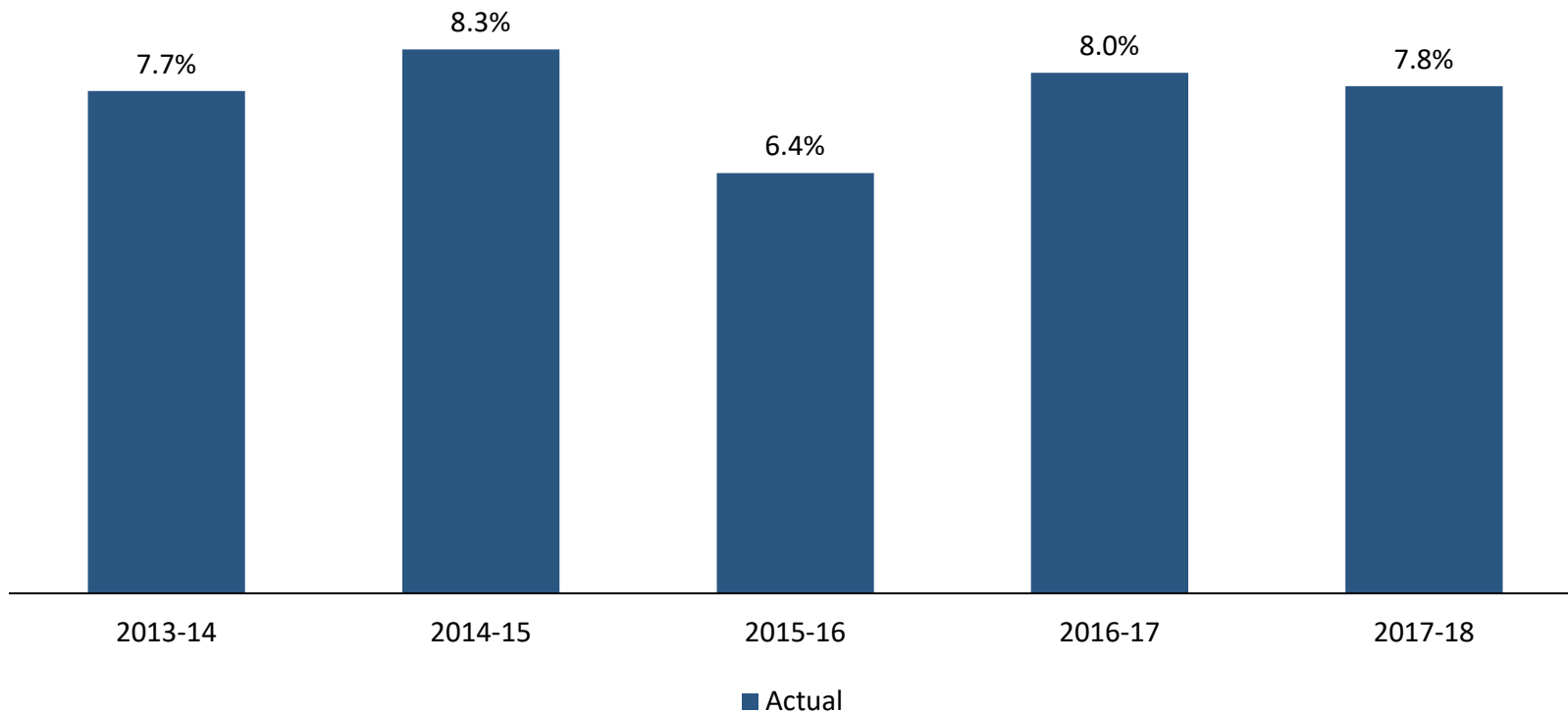
Target:

To reach 2nd rank of U15 institutions in 5 years (FY2022)

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

KPI 17 Industry partnership revenue

INDUSTRY INCOME AS A PERCENTAGE TOTAL SPONSORED RESEARCH INCOME



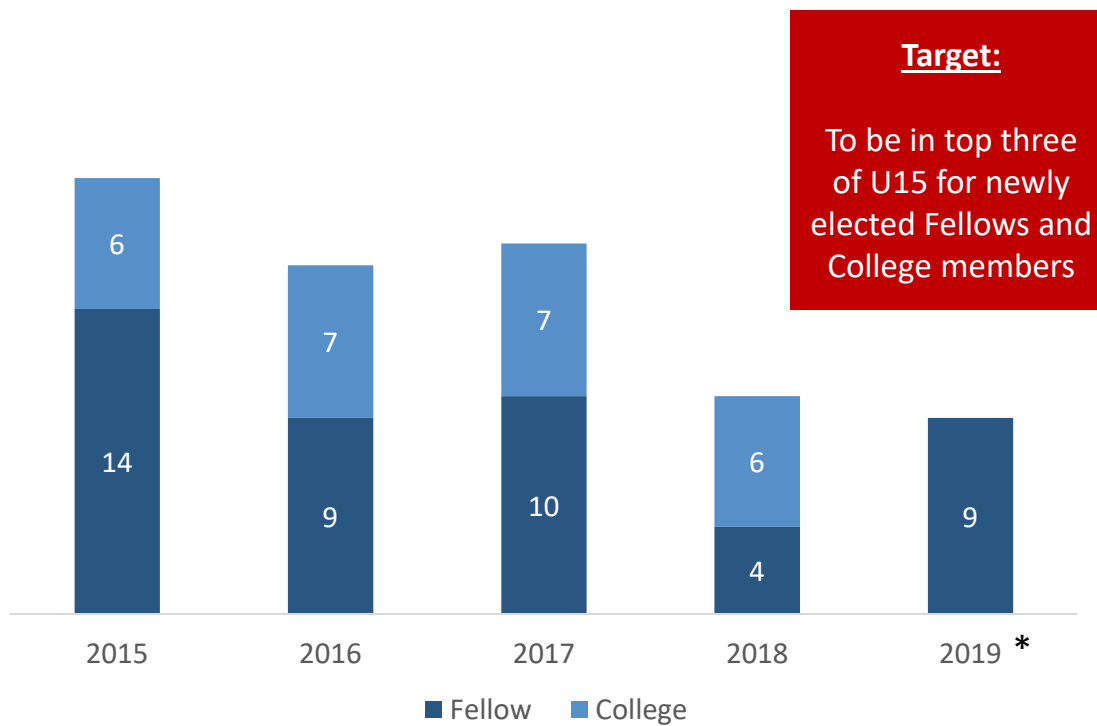
Target:
To reach top third of U15 institutions by 2019-20

Benchmark information (U15): In 2017-18 McGill was 14th out of 15 in Industry Income Percentage in the U15

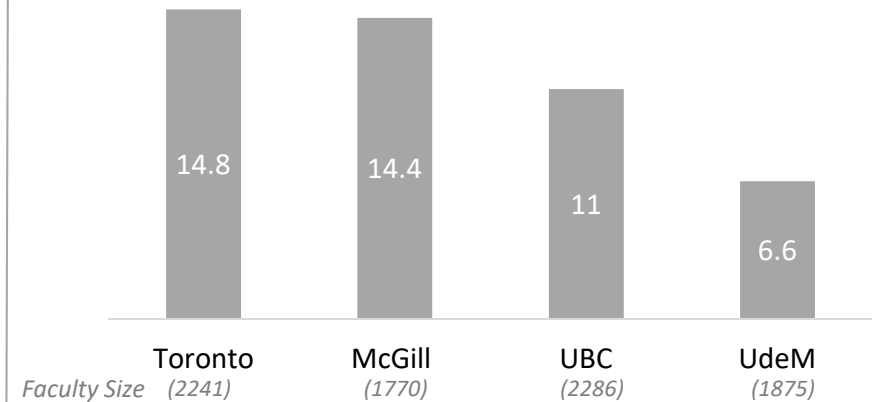
KPI 18

Royal Society of Canada

NUMBER OF NEW ROYAL SOCIETY OF CANADA FELLOWS AND MEMBERS OF COLLEGE OF NEW SCHOLARS, ARTISTS AND SCIENTISTS



FIVE-YEAR AVERAGE (2015-2019) OF NEW FELLOWS AND COLLEGE MEMBERS FOR MCGILL AND COMPARATORS



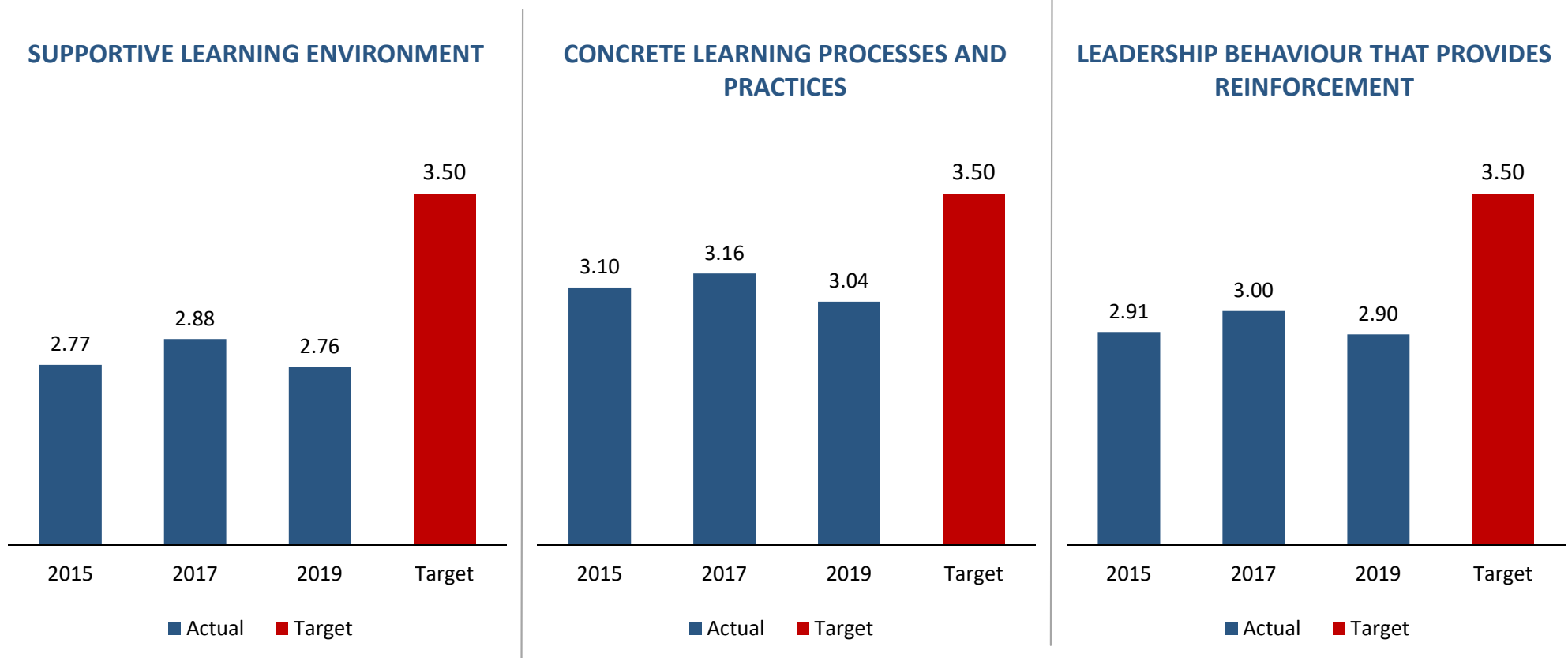
Benchmark information (U6): McGill has the 3rd highest number of newly elected Fellows and College members (FY18) after Toronto and UBC .

* College data not yet available for FY19. Average number of new Fellows for FY19 for U6 is 4.7.

Administration and Finance Indicators

KPI 19 My Healthy Workplace

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



KPI 20

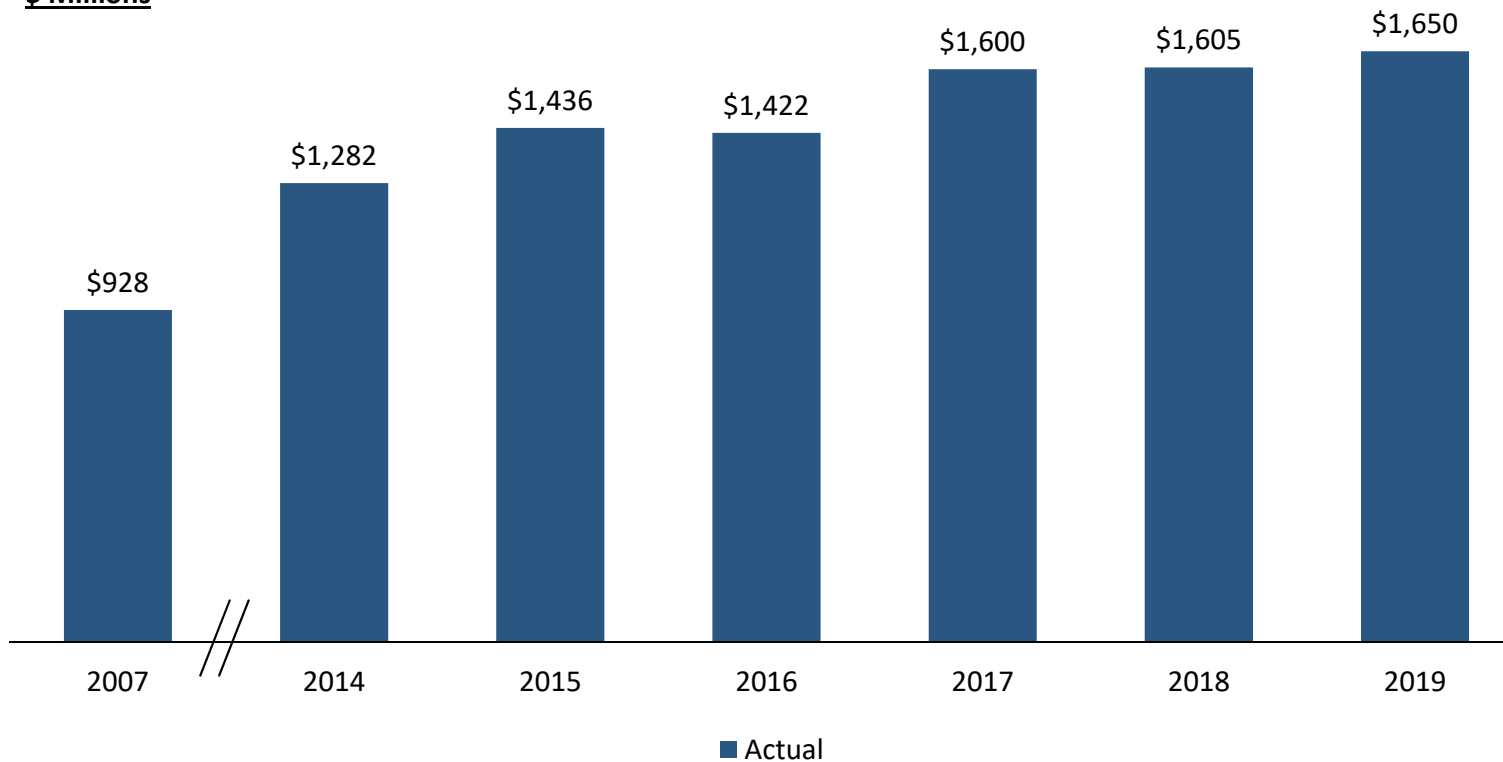
Construction projects: Performance management

| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---------------------------------|----------|---------|---------|---------|---------|----------|--------|----------|
| Total Number of Active projects | 466 | 520 | 467 | 458 | 421 | 391 | 427 | 554 |
| Active projects \$0-\$250k | | | | | | 201 | 213 | 305 |
| Active projects \$250k-\$1M | | | | | | 91 | 110 | 97 |
| Active projects \$1M-\$4M | | | | | | 59 | 63 | 90 |
| Active projects \$4M and over | | | | | | 40 | 41 | 62 |
| Project expenditures | \$121.2M | \$88.1M | \$74.2M | \$81.5M | \$70.9M | \$71.7M | \$124M | 118M\$ |
| \$ Spent/Active projects | \$260k | \$169k | \$159k | \$178k | \$168k | \$183k | \$290k | \$213k |
| On budget (projects over \$1M) | n/a | | | | | 17 of 17 | 8 of 8 | 10 of 12 |
| On time (projects over \$1M) | n/a | | | | | 16 of 17 | 5 of 8 | 8 of 12 |

n/a = Not available

KPI 21 Endowment fund market value

\$ Millions



Targets: (for the next 5 years)

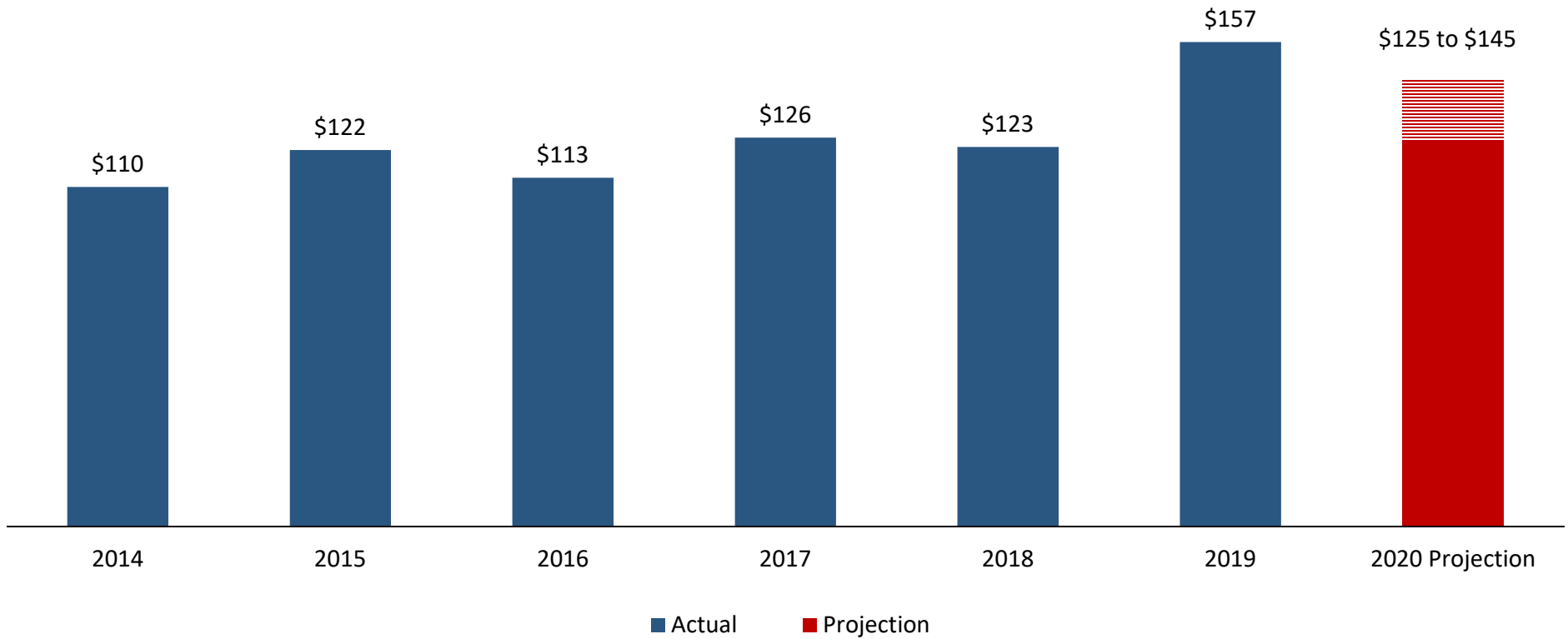
- To preserve (in real dollar terms) the capital of the Endowment Fund over the next 5 years after fees
- FY2024 Target Market Value = 1.78B
- To raise \$30M - \$40M of new gifts to the endowment fund per year

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

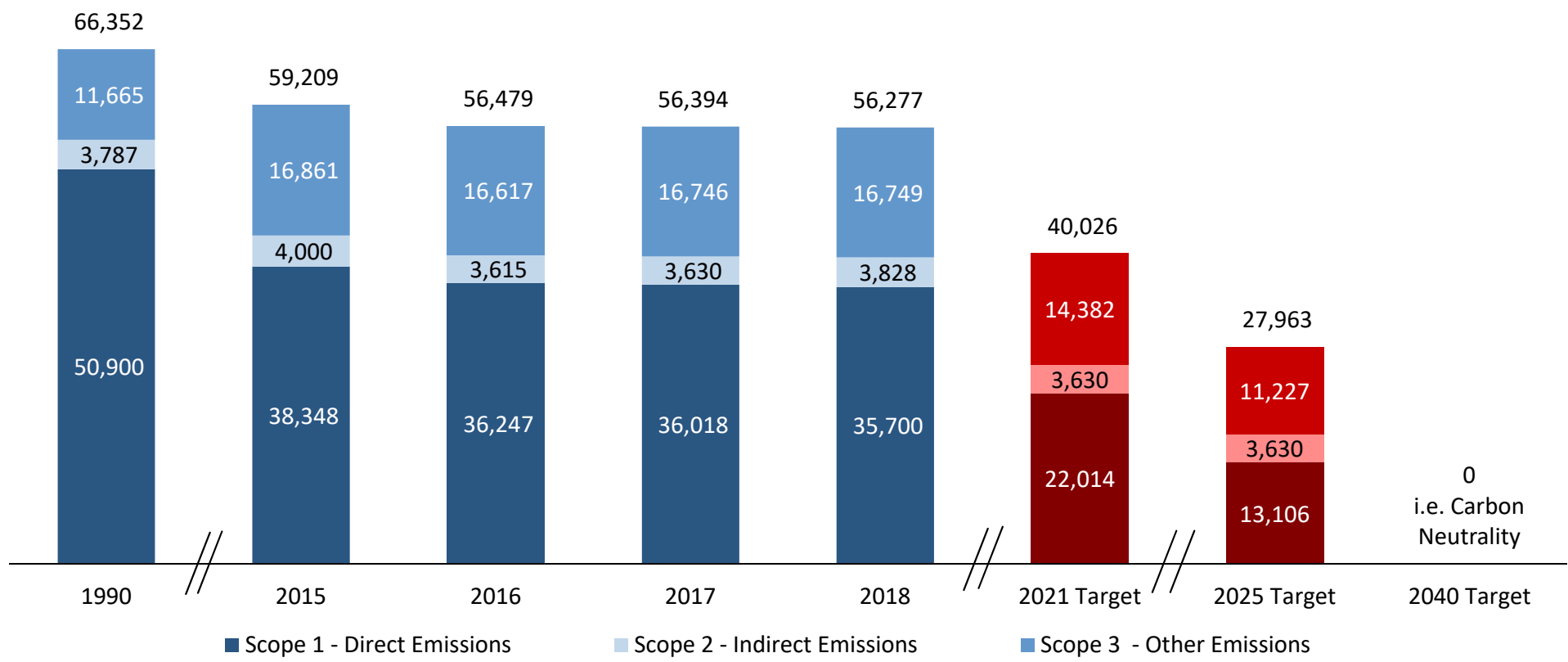
\$ Millions



Sustainability Indicators

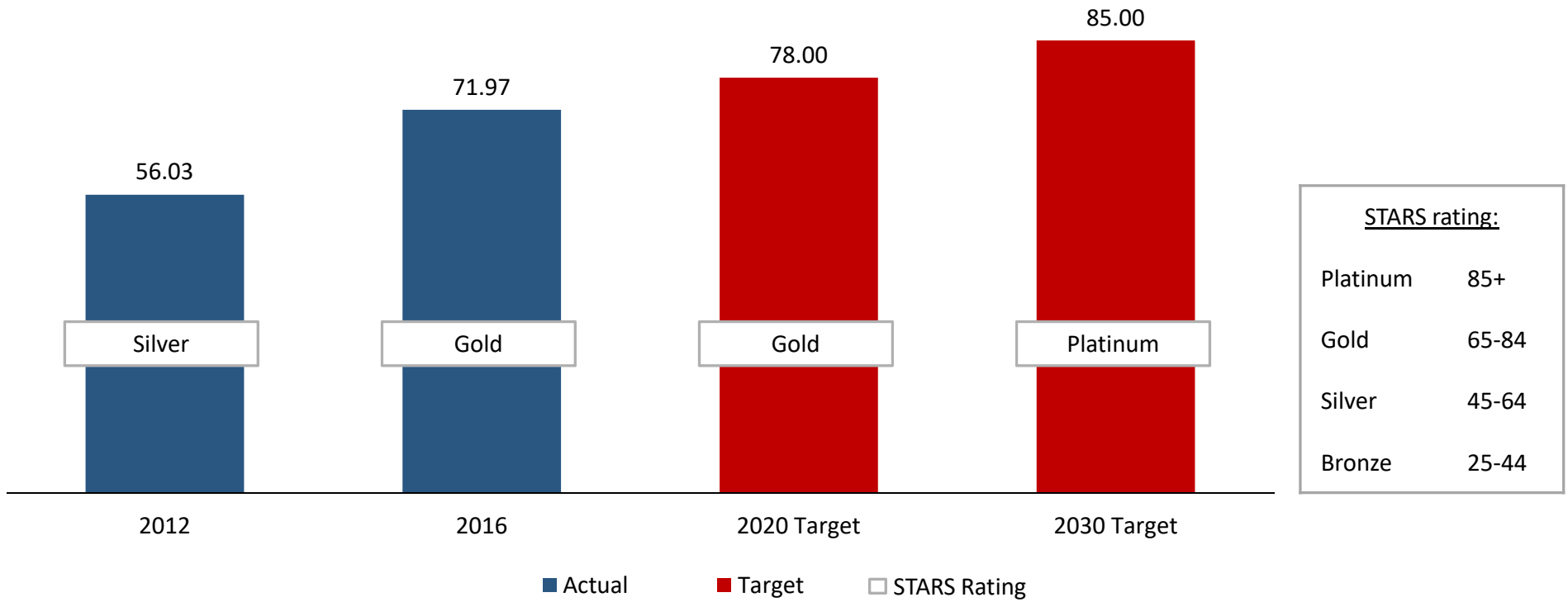
KPI 23 Greenhouse gas emissions

TONNES OF CARBON DIOXIDE EQUIVALENT (tCO₂e)



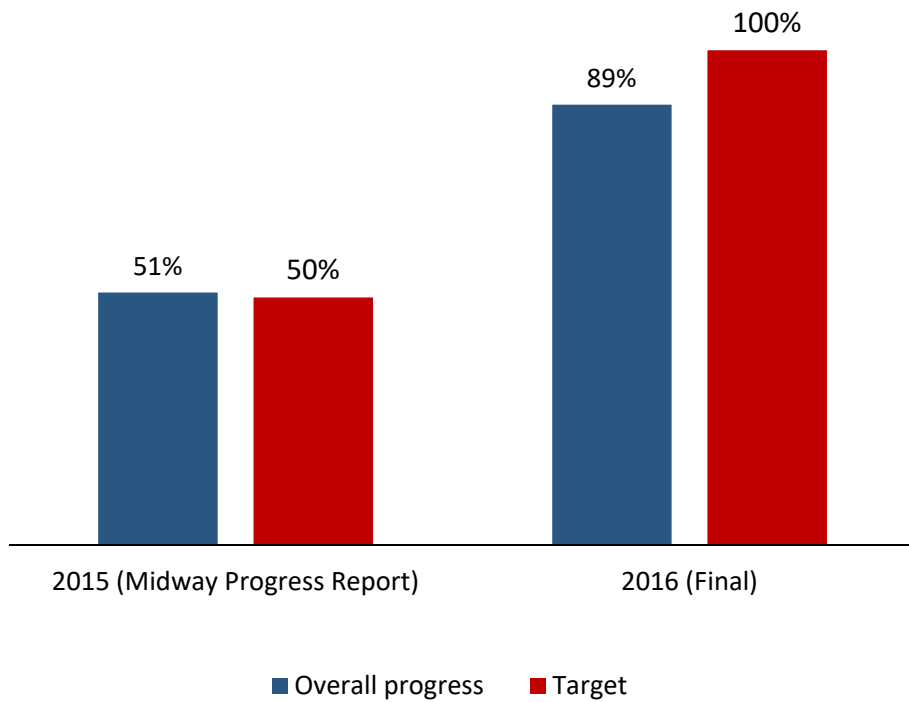
KPI 24 Sustainability rating

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

