

Memorandum

Office of the Principal and Vice-Chancellor
James Administration Building
845 Sherbrooke Street West, Room 506
Tel: 514-398-4180 | Fax: 514-398-4768

TO: Board of Governors
FROM: Professor Suzanne Fortier, Principal and Vice-Chancellor
SUBJECT: Key Performance Indicators 2020
DATE: February 11, 2021
DOCUMENT #: GD20-39

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, three KPIs related specifically to sustainability have been added to the report. A fourth KPI will be added in the Fall 2021.
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: 2020 KPI's Report



McGill

Key Performance Indicators

Fall 2020

Version: Winter 2021 BOG
















McGill




Table of contents (page 1 of 2)

KPI	Status	Page	Next update (green=updated this version)
Academic			
1 Student-Faculty Ratio (Undergraduate and Graduate)	●	5	Spring 2021
2 Undergraduate Class Size	●	6	Fall 2021
3 Graduation Rate after Six Years (Bachelor's)	●	7	Fall 2021
4 Graduation (Doctoral) and Graduation/Promotion to Doctorate (Master's)	●	8	Fall 2021
5 Average Financial Support for Doctoral Students (Years One to Three)	●	9	Fall 2021
6 Total financial Aid and Awards for Undergraduate Students	●	10	Fall 2021
7 Quality of Student Advising and Supervision	●	11	Spring 2022
8 Course Evaluations	●	12	Spring 2020
9 Tenured and Tenure-Track Faculty	●	13	Spring 2021
10 International Students	●	14	Fall 2021
11 University Operating Revenues and Expenditures per Student	●	15	Fall 2021
12 Faculty Salary	●	16	Fall 2021

- On-target or moving in that direction
- Partially on-target
- The target has not been reached and no progress towards the target has been made

Table of contents (page 2 of 2)

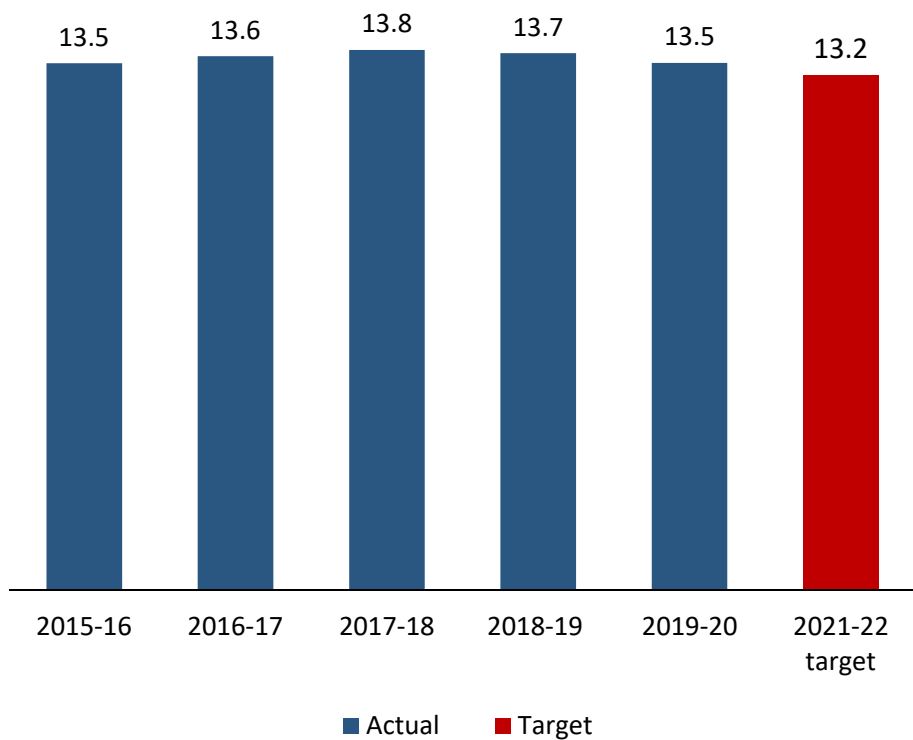
KPI	Status	Page	Next update (green=updated this version)
Research and Innovation			
13 Tri-Agency: Share of Annual U15 Funding		18	Fall 2021
14 FRQ: Share of Annual Funding		19	Fall 2021
15 CFI: Share of National Funding		20	Fall 2021
16 Research Revenue Intensity		21	Fall 2021
17 Industry Partnership Revenue		22	Fall 2021
18 Royal Society of Canada		23	Spring 2021
Administration and Finance			
19 My Healthy Workplace		25	Spring 2021
20 Major Construction Projects: Performance Management		26	Fall 2021
21 Endowment Fund Market Value		27	Fall 2021
University Advancement			
22 Philanthropy Cash Received		29	Fall 2021
Sustainability			
23 Greenhouse Gas Emissions		31	Fall 2021
24 Sustainability Rating		32	Spring 2021
25 Sustainability Strategy - Vision 2020		33	Fall 2021

-  On-target or moving in that direction
-  Partially on-target
-  The target has not been reached and no progress towards the target has been made

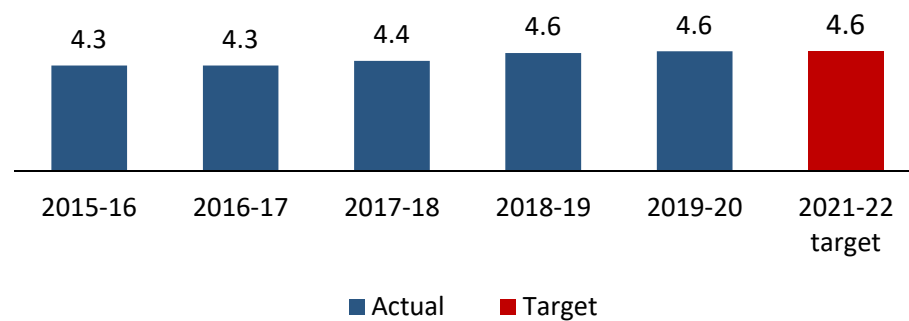
Academic Indicators

KPI 1 Student-Faculty ratio

UNDERGRADUATE



GRADUATE

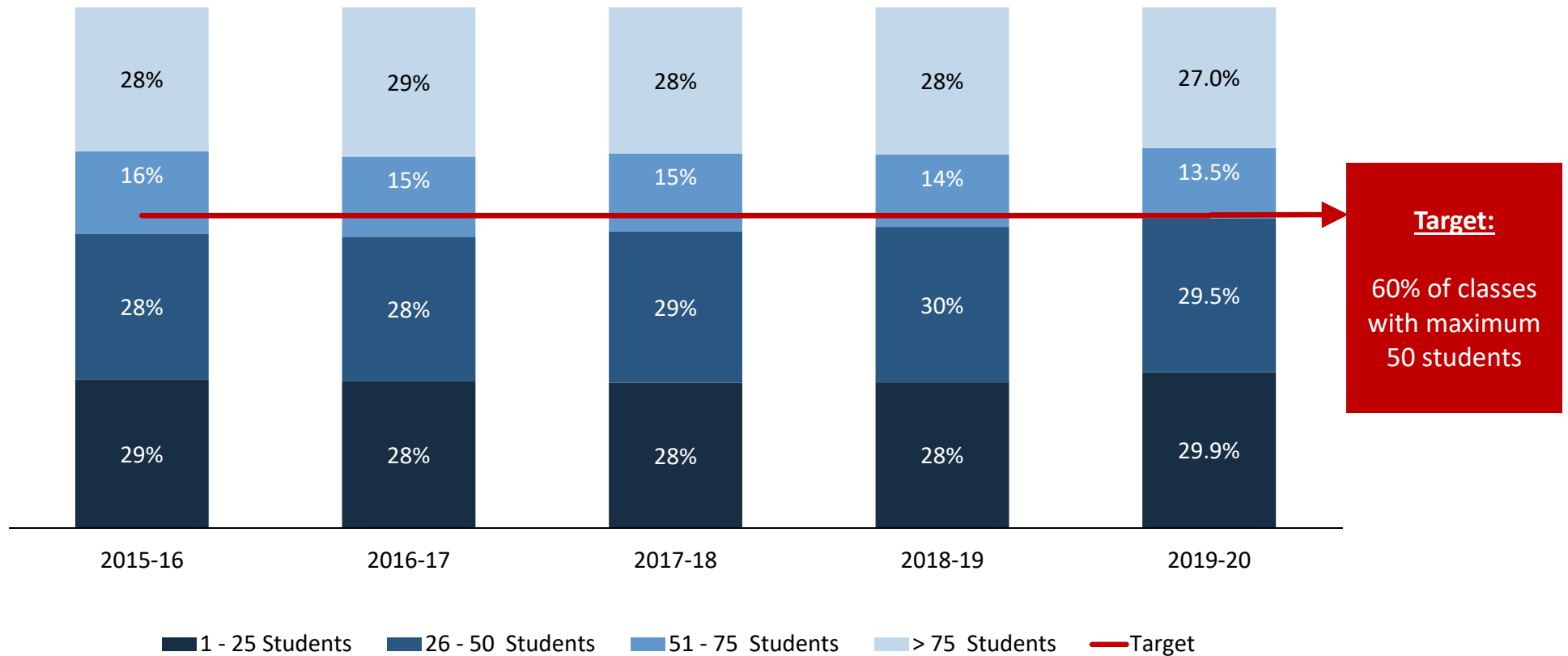


Benchmark information (U15):

McGill has the **lowest** undergraduate student-faculty ratio in the U15, and we consider a lower ratio to be preferable. Seven U15 institutions have a higher graduate student-faculty ratio than McGill, and we consider a higher ratio to be preferable.

KPI 2 Undergraduate class size

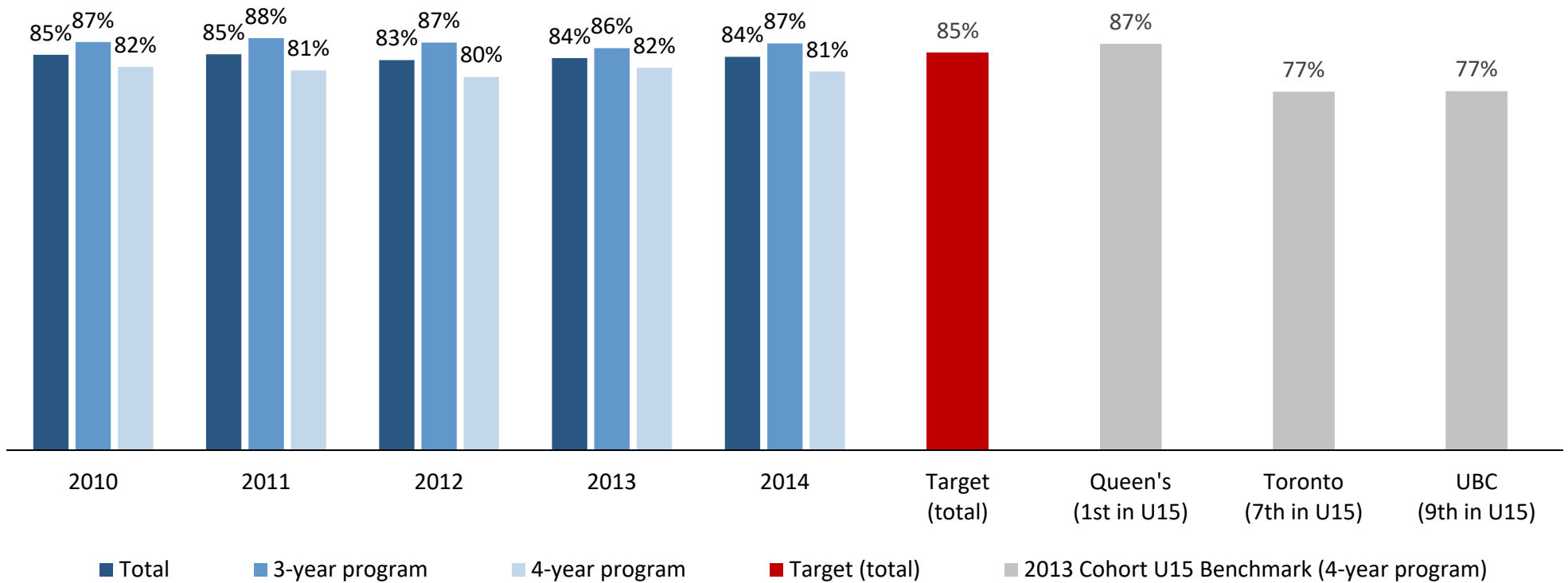
PROPORTION OF CLASSES BY NUMBER OF STUDENTS



KPI 3

Graduation rate after six years - Bachelor students

SIX-YEAR GRADUATION RATE BY COHORT YEAR

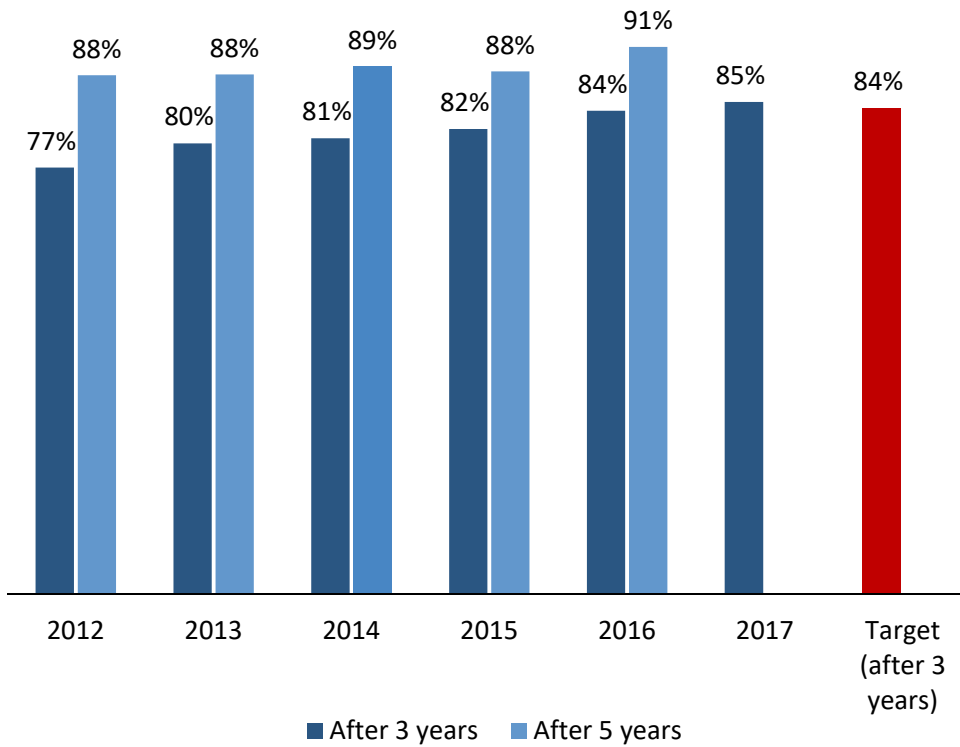


Benchmark information (U15): For the 2013 cohort, McGill at 82% had the 3rd highest graduation rate for students in 4-year programs.

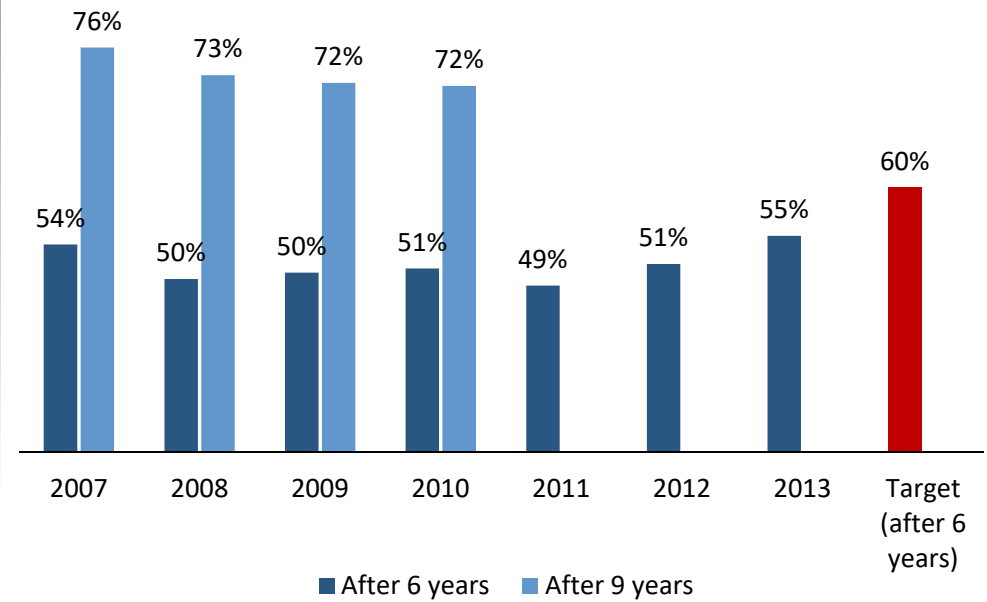
KPI 4

Graduation rates - Graduate students

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



DOCTORATE GRADUATION RATE BY COHORT YEAR



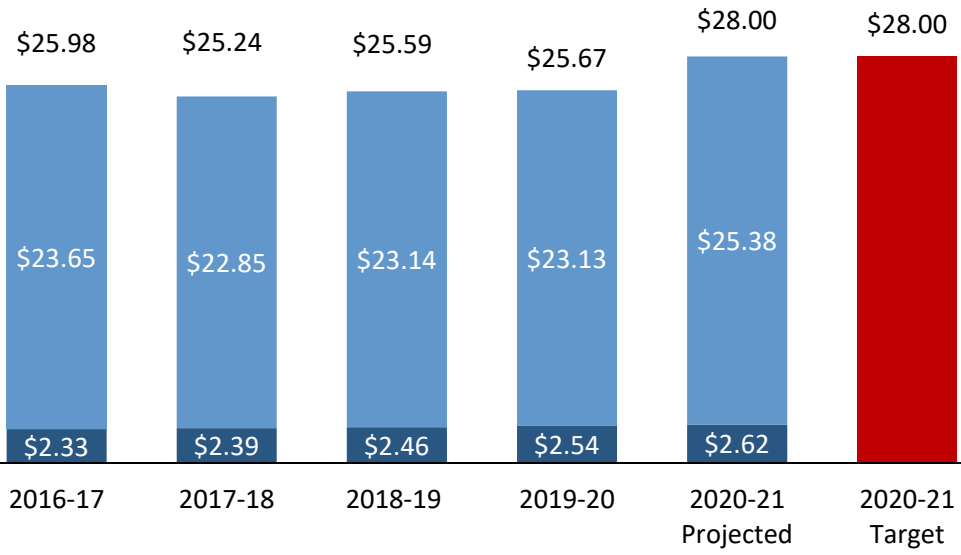
Benchmark information (U15): McGill has the 8th highest graduation rate for Master's (Thesis) after 5 years, and the 10th highest graduation rate for Doctorates after 9 years (2008 cohort)

KPI 5

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

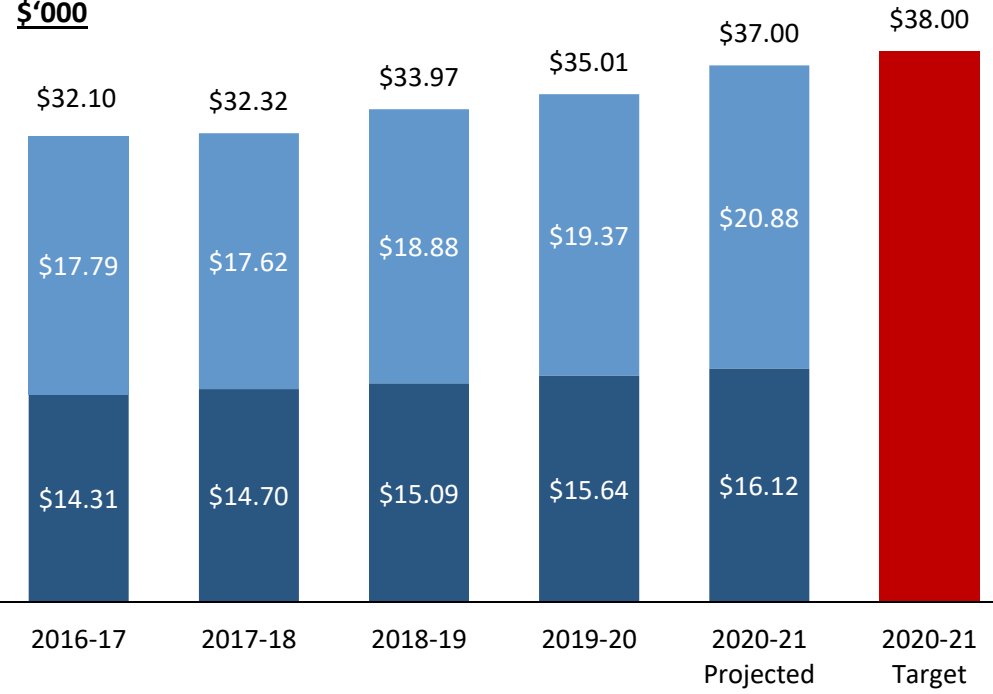
QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS

\$'000



INTERNATIONAL STUDENTS

\$'000



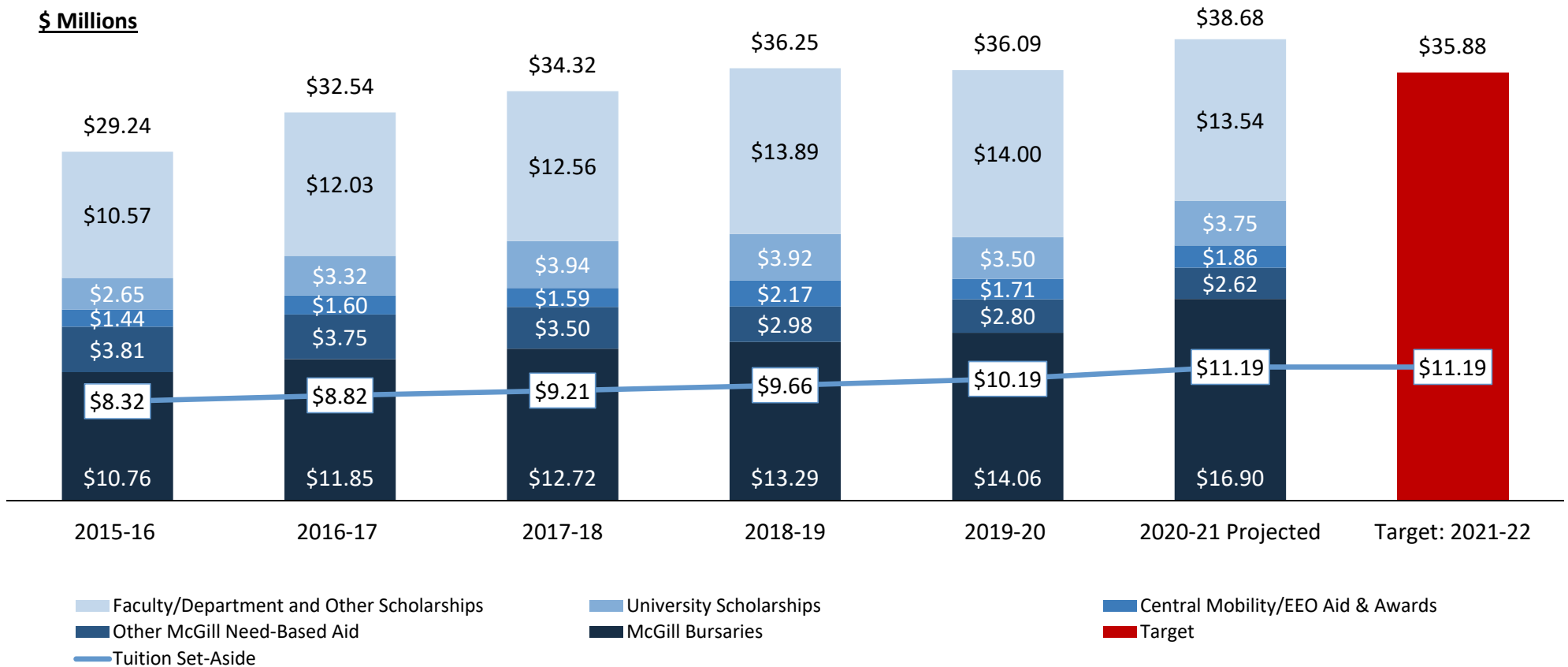
■ Support for Tuition ■ Other Support ■ Target

■ Support for Tuition ■ Other Support ■ Target

KPI 6

Total financial aid & awards for undergraduate students

\$ Millions



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

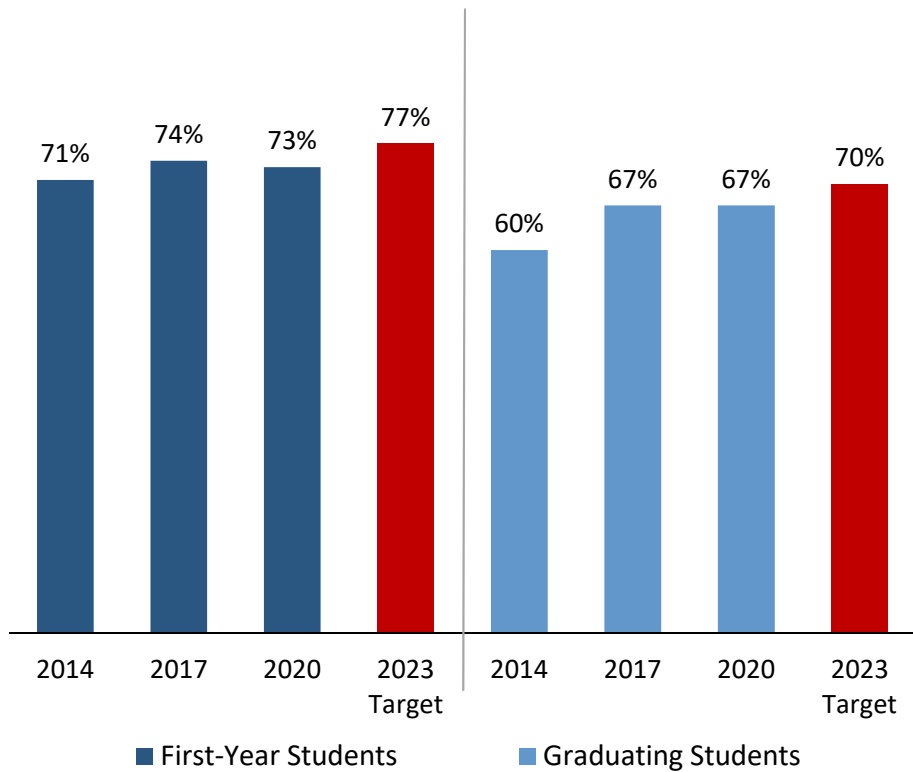
Version: Winter 2021 BOG

KPI 7

Quality of student advising and supervision

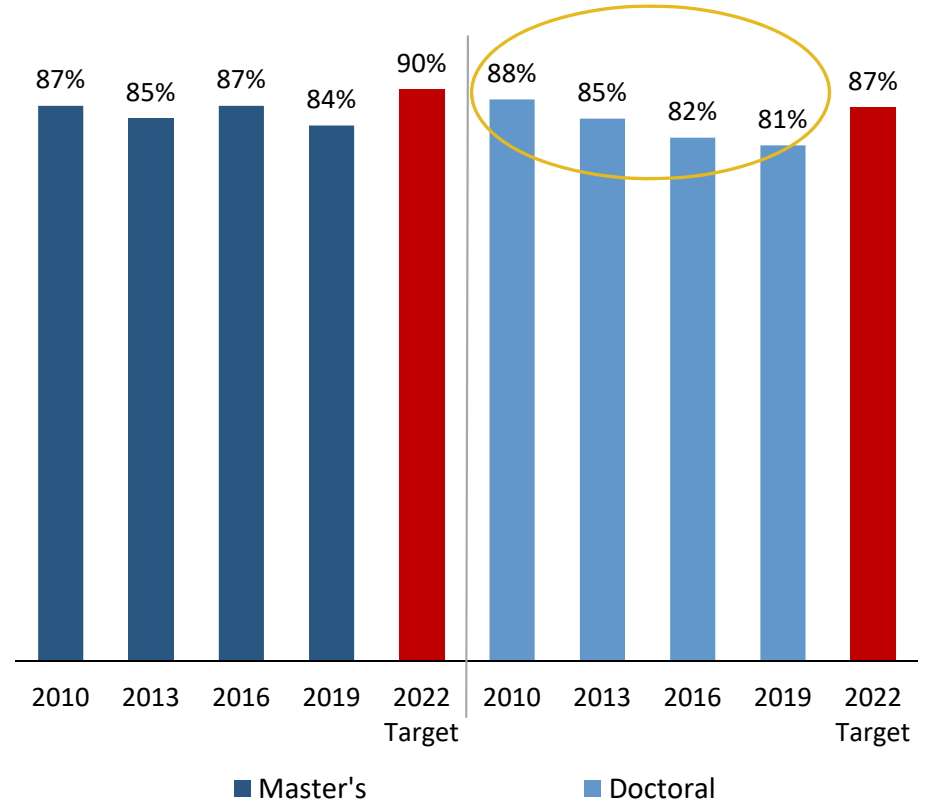
UNDERGRADUATE STUDENTS:

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



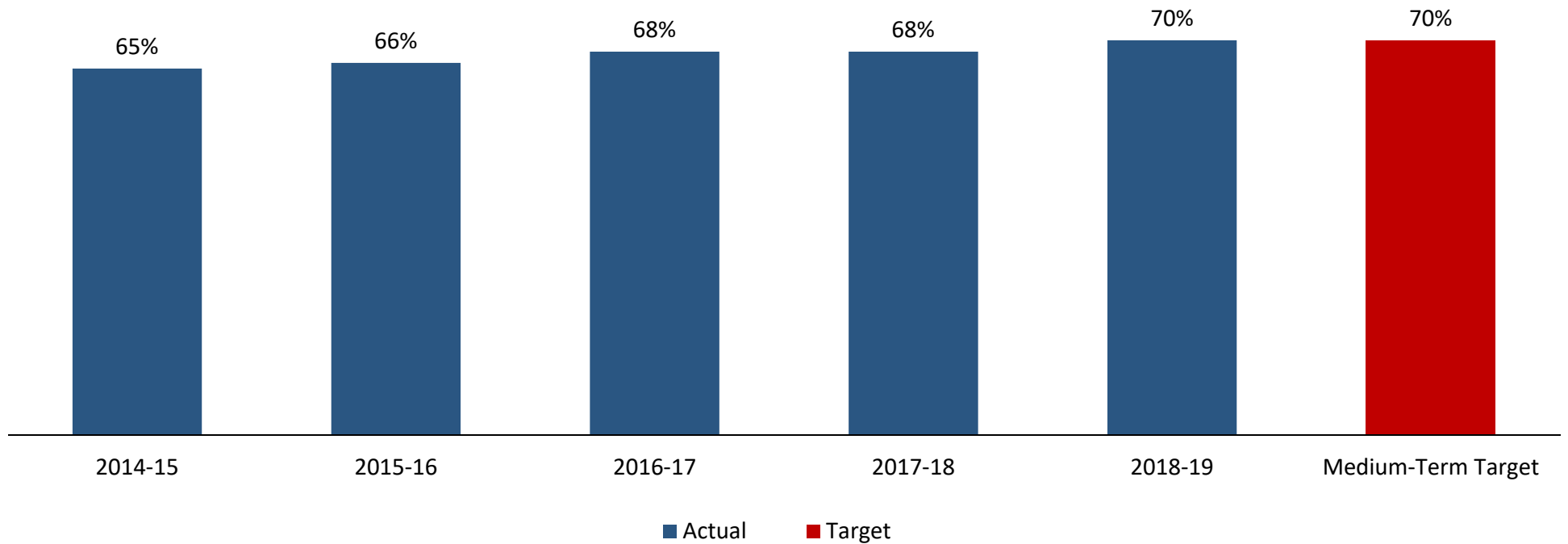
GRADUATE STUDENTS:

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



KPI 8 Course evaluations

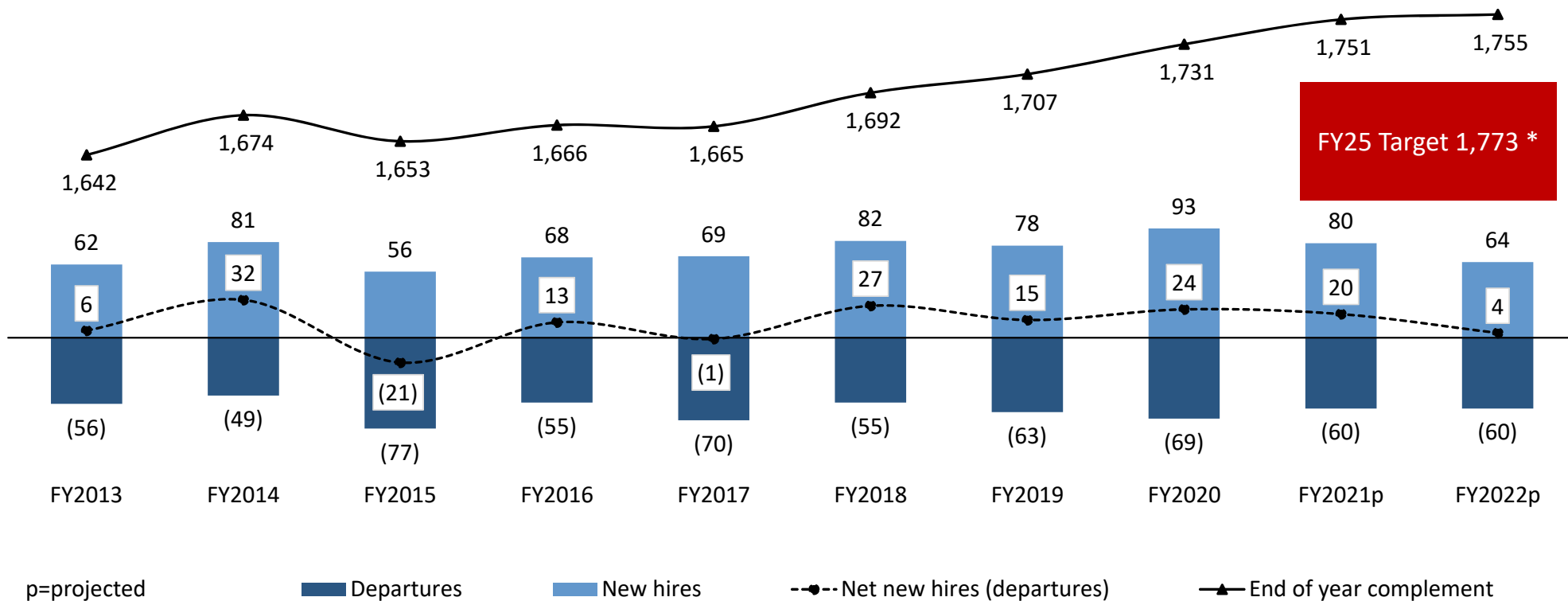
PERCENTAGE OF COURSES (LEVELS 100-700) FOR WHICH STUDENTS WERE 'SATISFIED' OR 'VERY SATISFIED'



KPI 9

Tenured and tenure-track faculty

NET NEW HIRES (DEPARTURES) AND END OF YEAR COMPLEMENT



* To be reviewed. Recent hiring suspension as part of COVID-19-related budget measures may require adjustment to target achievement date.

KPI 10

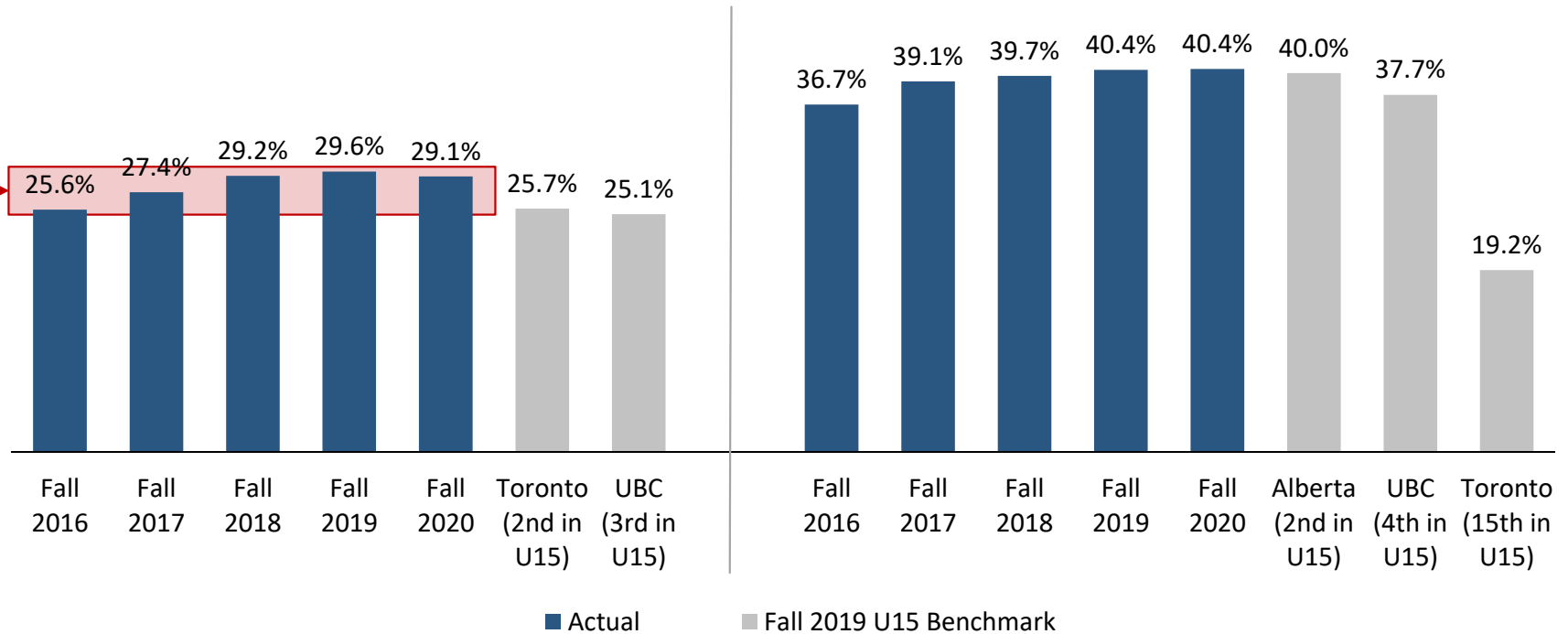
International students

PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL

UNDERGRADUATE STUDENTS

GRADUATE STUDENTS

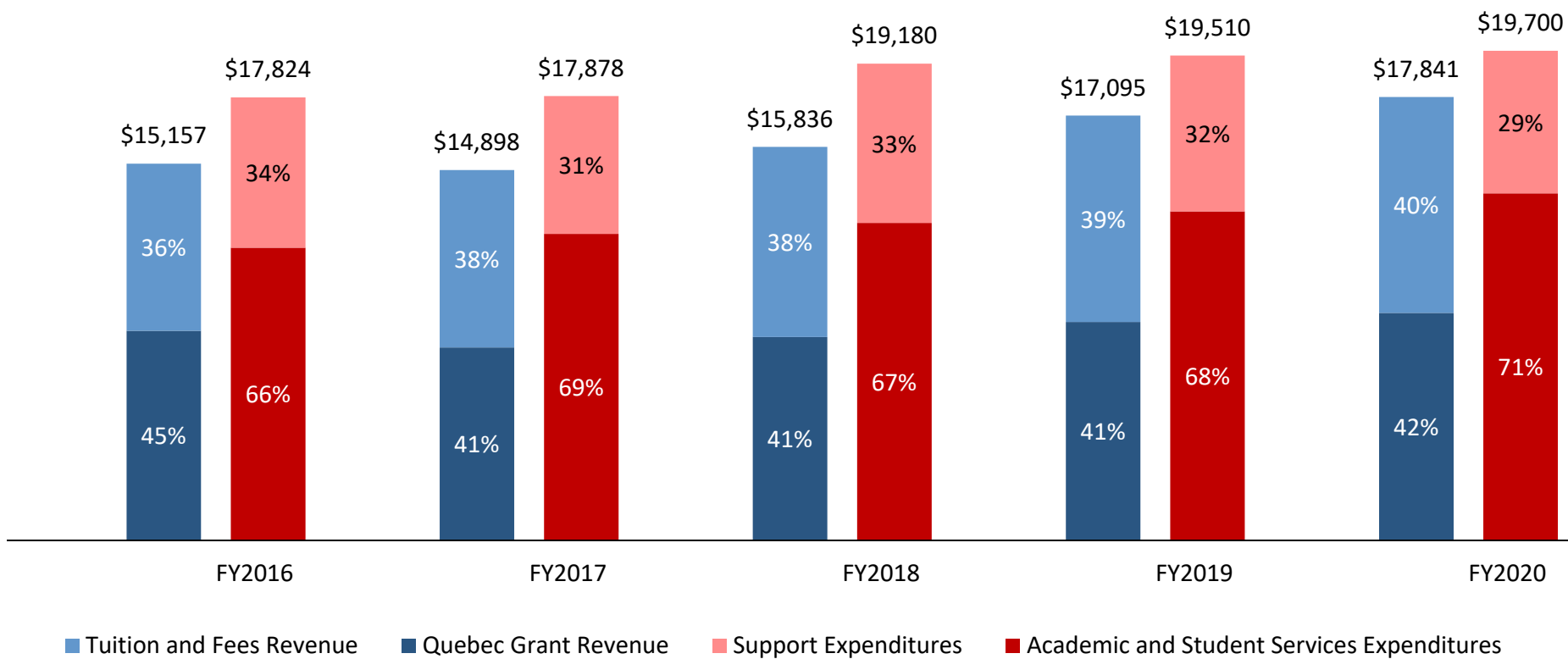
Undergraduate Target:
Between 25% and 30% international



Benchmark information (U15): In fall 2019, McGill had the **highest** percentage of international degree-seeking students in the U15 for both undergraduate and graduate populations.

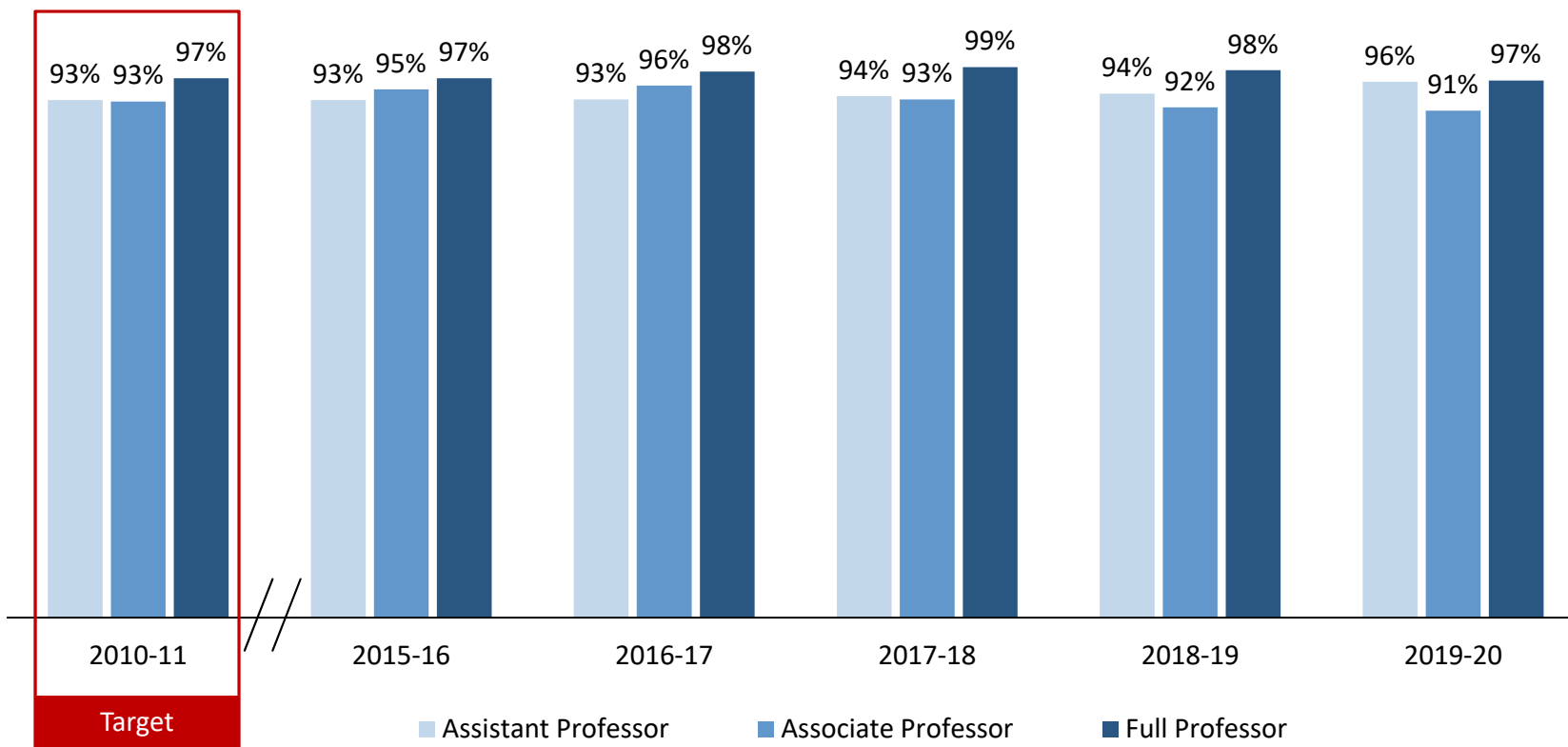
KPI 11

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

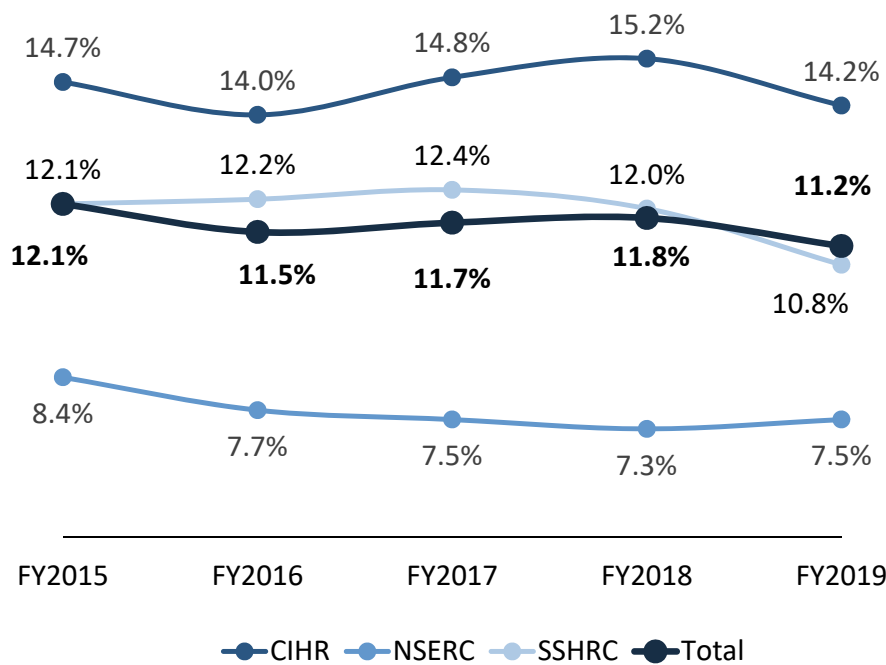
Benchmark information (U15): McGill has the 12th highest mean salary for Assistant Professors, 10th highest for Associate Professors, and 10th highest for Full Professors

Research and Innovation Indicators

KPI 13

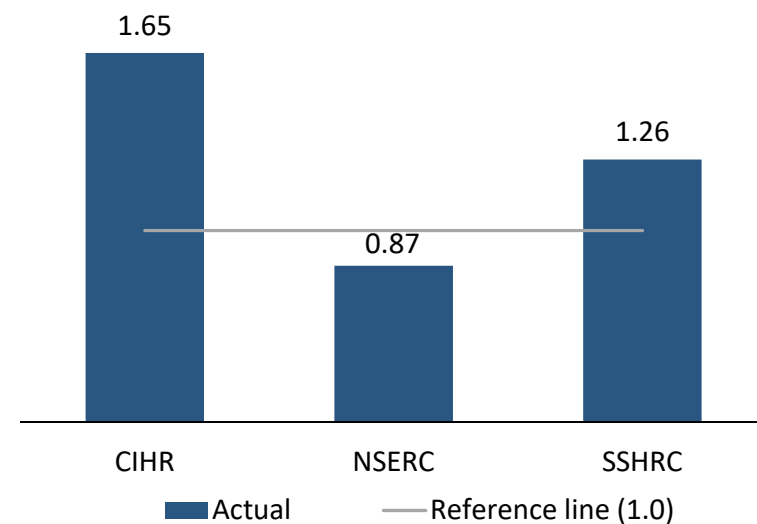
Tri-Agency: Share of annual U15 funding

SHARE OF ANNUAL U15 TRI-AGENCY TOTAL FUNDING



Target:
 Maintain McGill's share of total annual funding within 0.3 percentage points of 11.7%, the average of FY2015 to FY2019

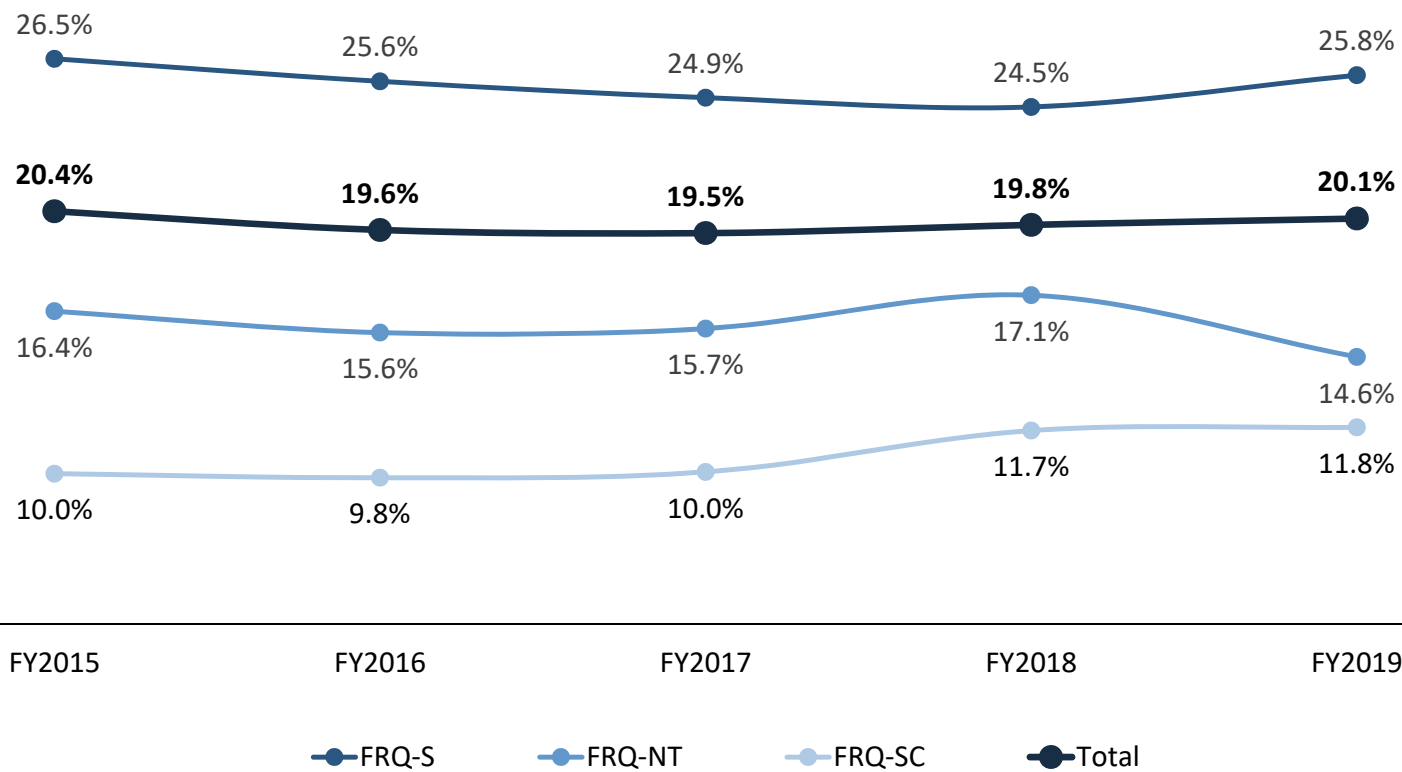
FUNDING EFFICIENCY INDEX: SHARE OF U15 TRI-AGENCY FUNDING RELATIVE TO SHARE OF U15 FACULTY COUNT (FY2019)



Reference line: The share of the U15 Tri-Agency funding is equally proportionate to the share of U15 faculty

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

KPI 14 FRQ: Share of annual funding

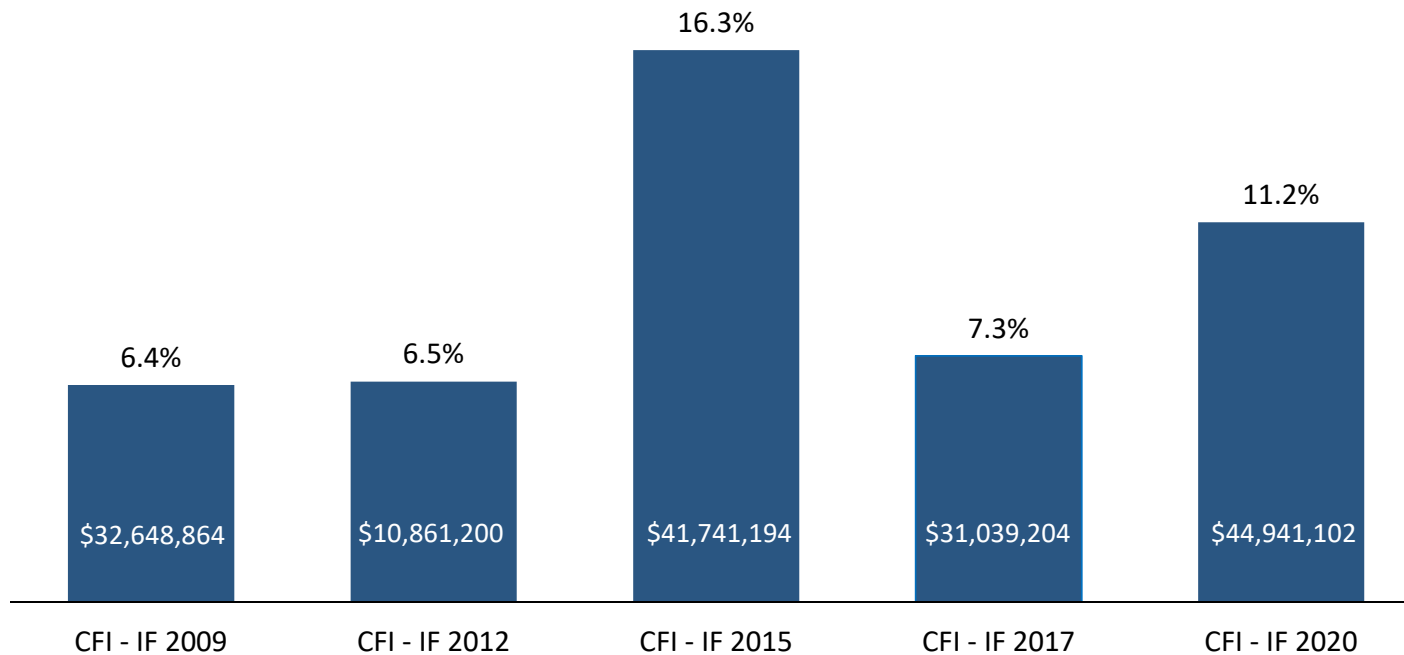


Targets FY2020:

- 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 15 CFI: Share of national funding



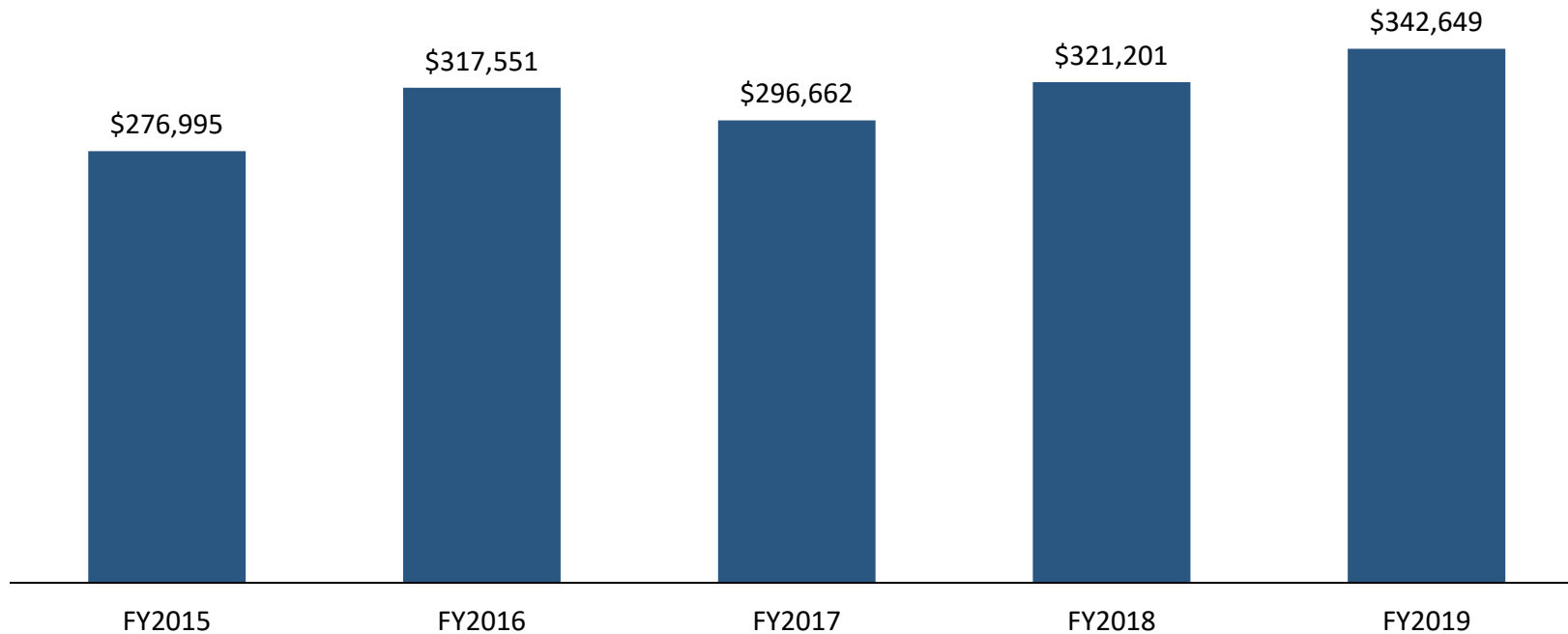
Target CFI-IF 20:
10% national
market share:
Complete

Target CF-IF 23:
Maintain 10%
national market
share

Benchmark information (U15): N/A Note: Starting for IF 2015, the total amount and percentage includes projects with McGill as lead and non-lead.

KPI 16 Research revenue intensity

TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR



Target:

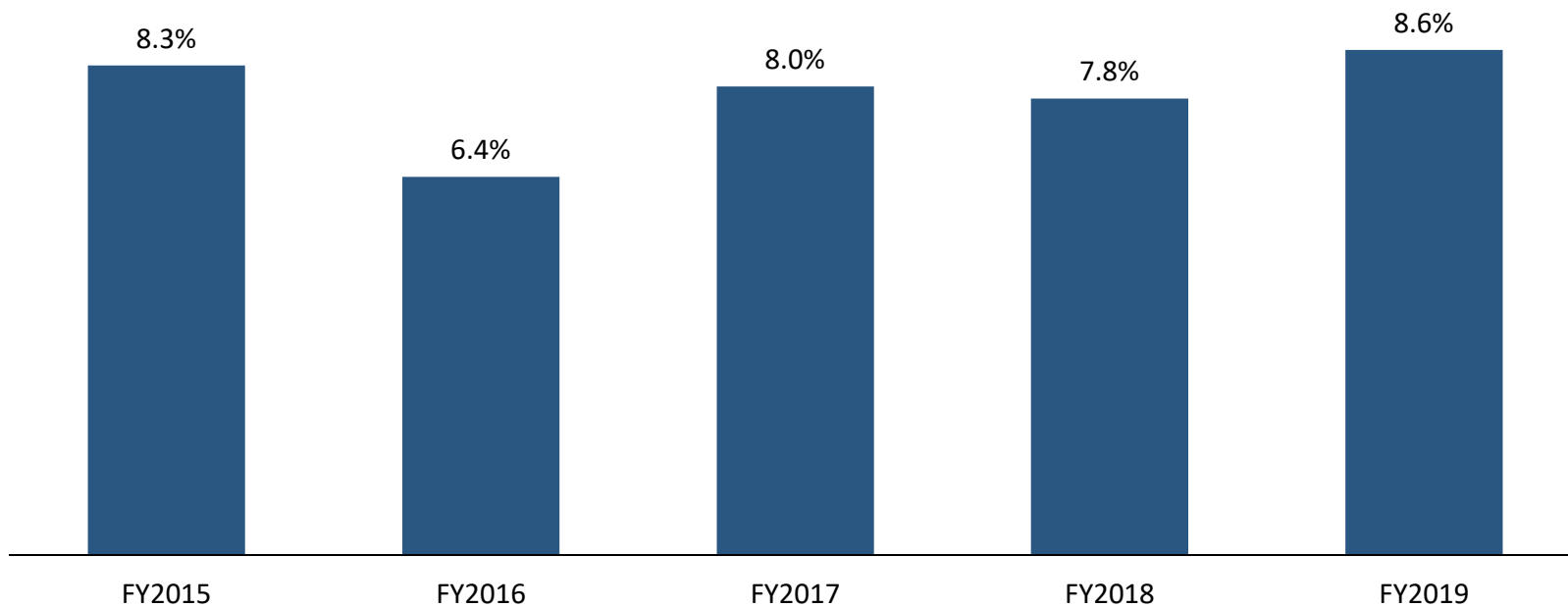
To reach 2nd rank of U15 institutions by FY2023

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

Version: Winter 2021 BOG

KPI 17 Industry partnership revenue

INDUSTRY INCOME AS A PERCENTAGE OF TOTAL SPONSORED RESEARCH INCOME



Target:
To reach top third of U15 institutions by FY2020

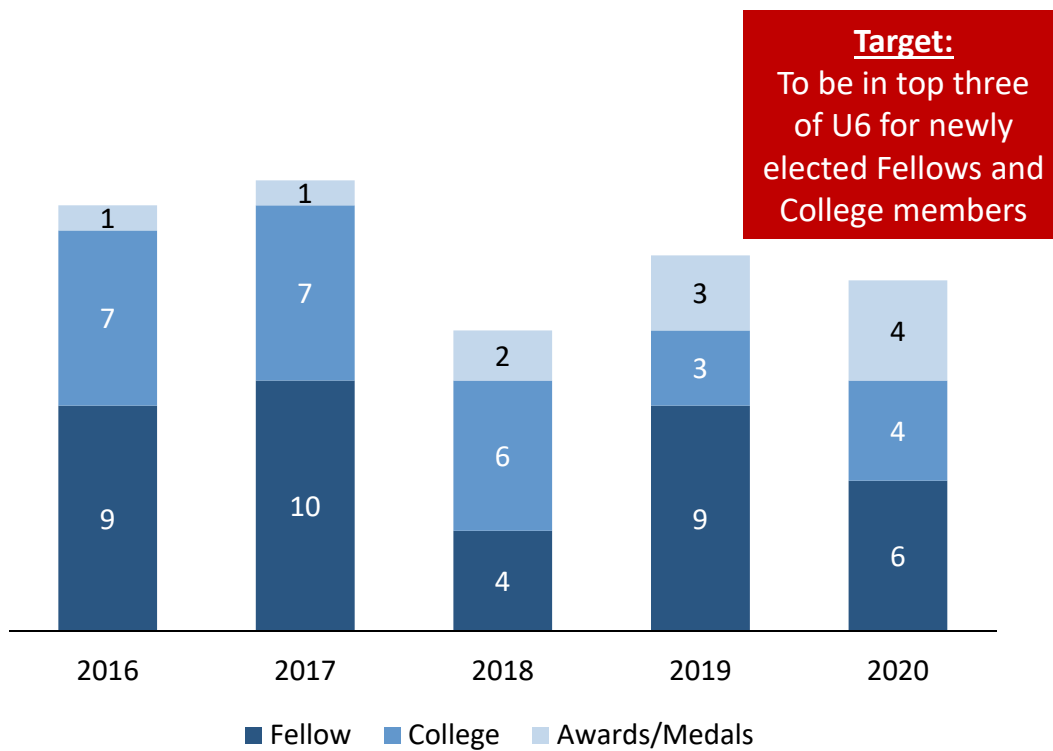
Benchmark information (U15): McGill has the 11^h highest Industry Income Percentage in the U15 (up from 14th in FY18)

Version: Winter 2021 BOG

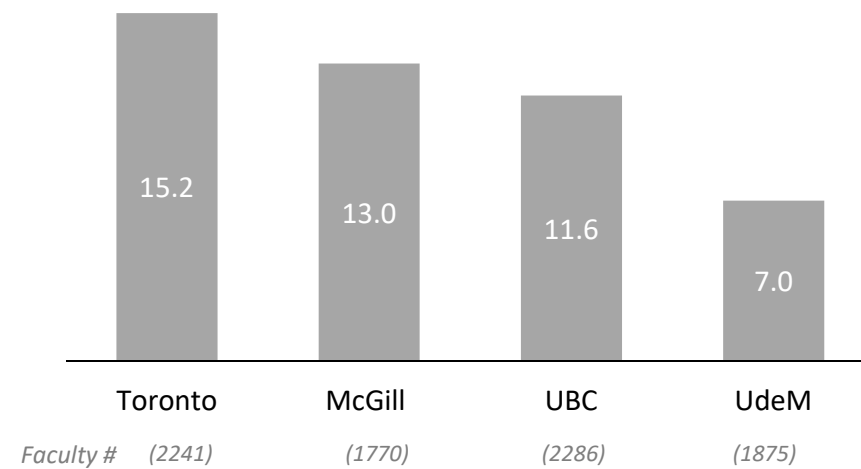
KPI 18

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 (2016-2020) OF NEW FELLOWS AND COLLEGE MEMBERS FOR MCGILL AND COMPARATORS

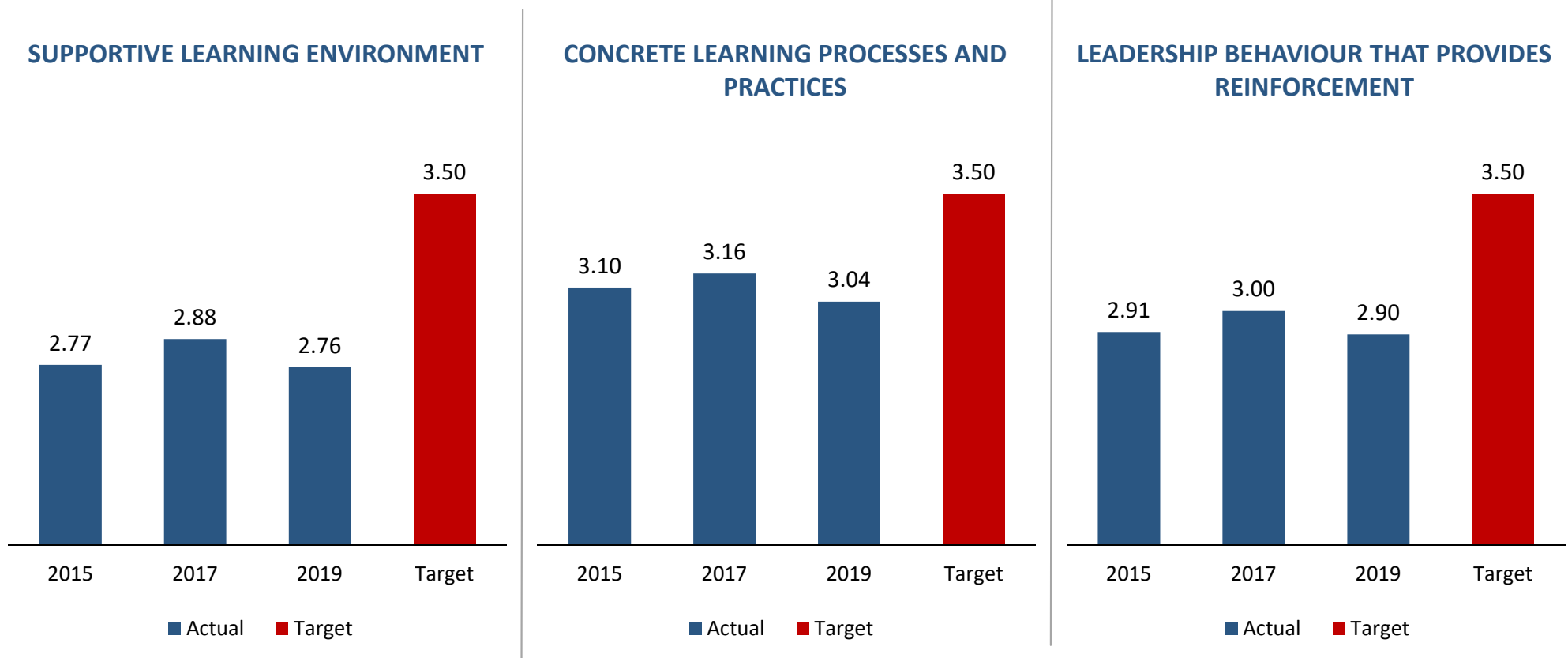


Benchmark information (U6): McGill has the 2nd highest number of newly elected Fellows and College members after Toronto in 2020. Average number is 7.7.

Administration and Finance Indicators

KPI 19 My Healthy Workplace

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



KPI 20

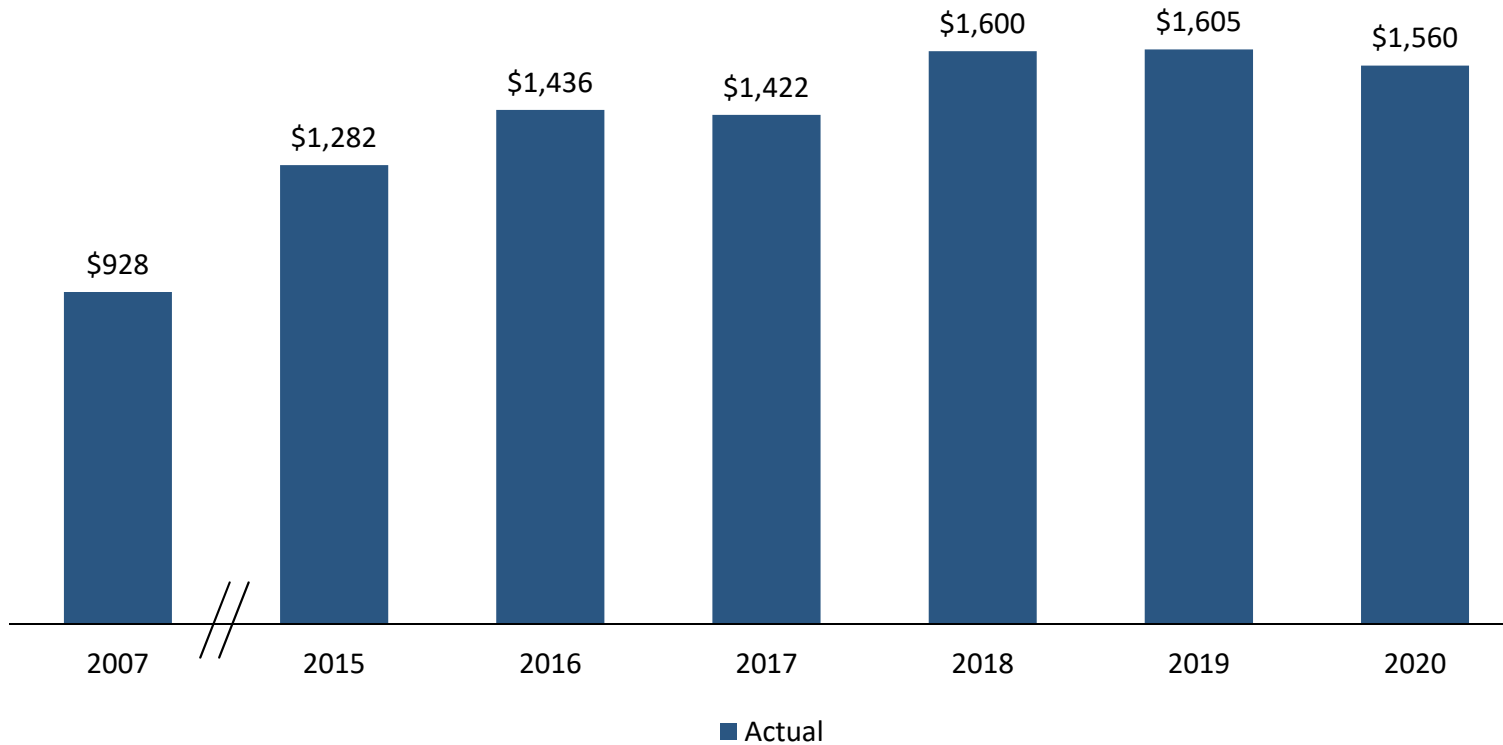
Construction projects: Performance management

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Total Number of active projects	466	520	467	458	421	391	427	554	566
Active projects \$0-\$250k						201	213	305	317
Active projects \$250k-\$1M						91	110	97	95
Active projects \$1M-\$4M						59	63	90	88
Active projects \$4M and over						40	41	62	66
Project Expenditures	\$121.2M	\$88.1M	\$74.2M	\$81.5M	\$70.9M	\$71.7M	\$124M	\$118M	\$121M
\$ Spent/Active projects	\$260k	\$169k	\$159k	\$178k	\$168k	\$183K	\$290k	\$213k	\$214k
On budget (projects over 1M\$)			n/a			17 of 17	8 of 8	10 of 12	7 of 7
On time (projects over 1M\$)			n/a			16 of 17	5 of 8	8 of 12	4 of 7

n/a = Not available

KPI 21 Endowment fund market value

\$ Millions



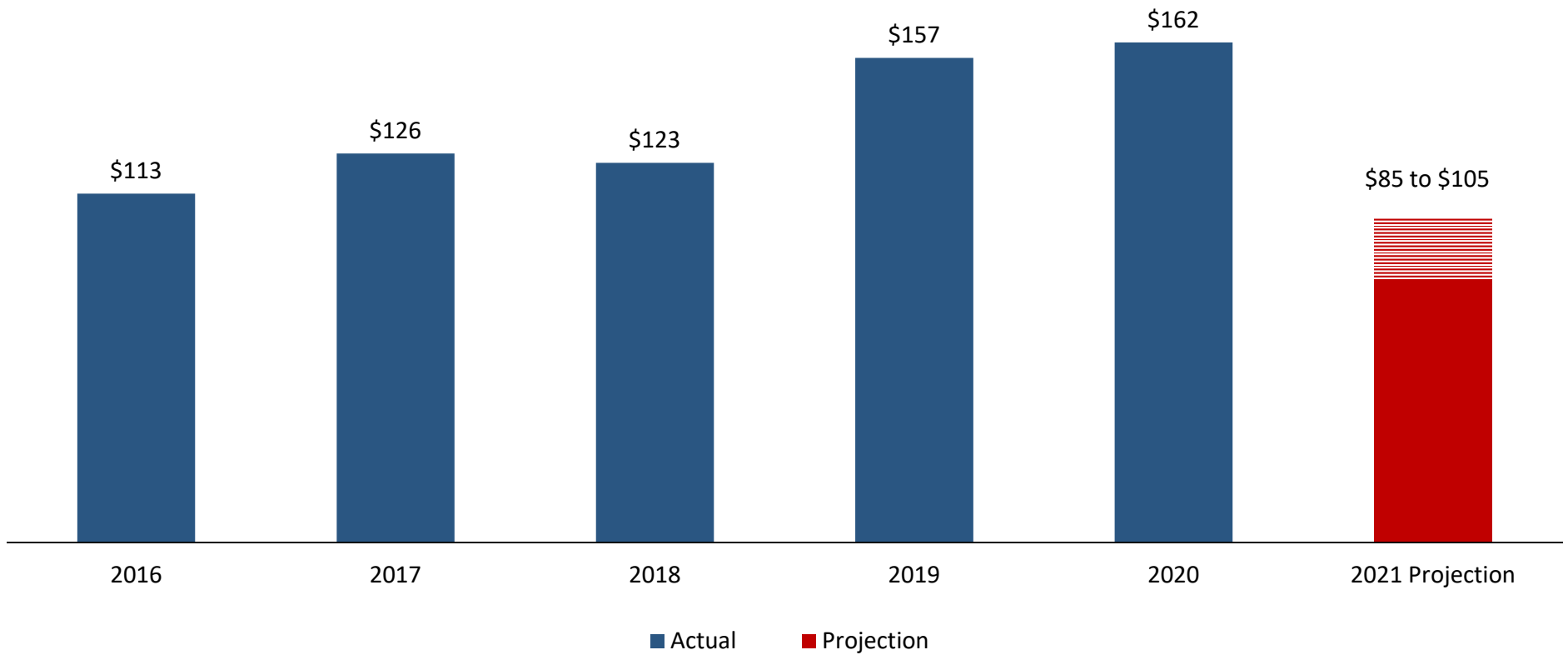
Targets: (for the next 5 years)

- To preserve (in real dollar terms) the capital of the MIP, within the social and ethical norms of the University, including sustaining a low carbon emissions portfolio, to obtain a total return (yield plus capital appreciation) necessary to provide a dependable and optimal source of income
- FY2023 Target Market Value = 1.726B*
- To raise \$30M - \$40M of new gifts to the endowment fund per year

University Advancement Indicators

KPI 22 Philanthropy cash received

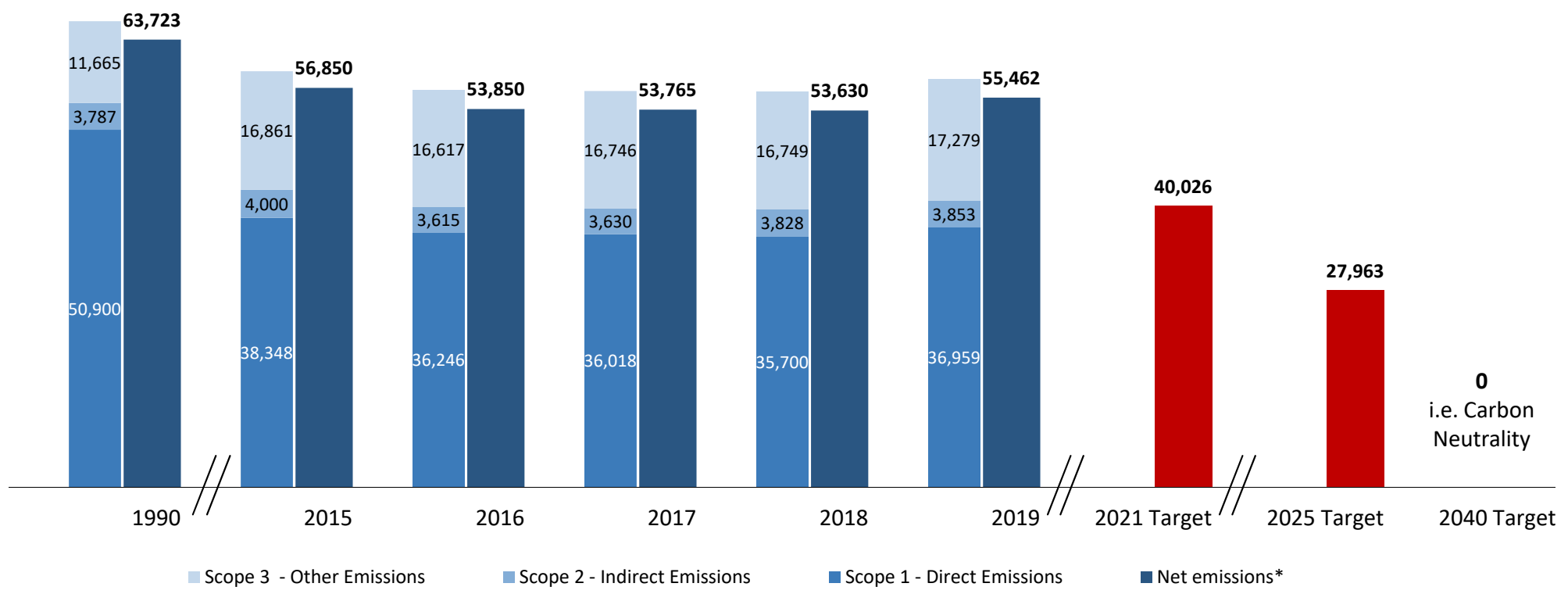
\$ Millions



Sustainability Indicators

KPI 23 Greenhouse gas emissions

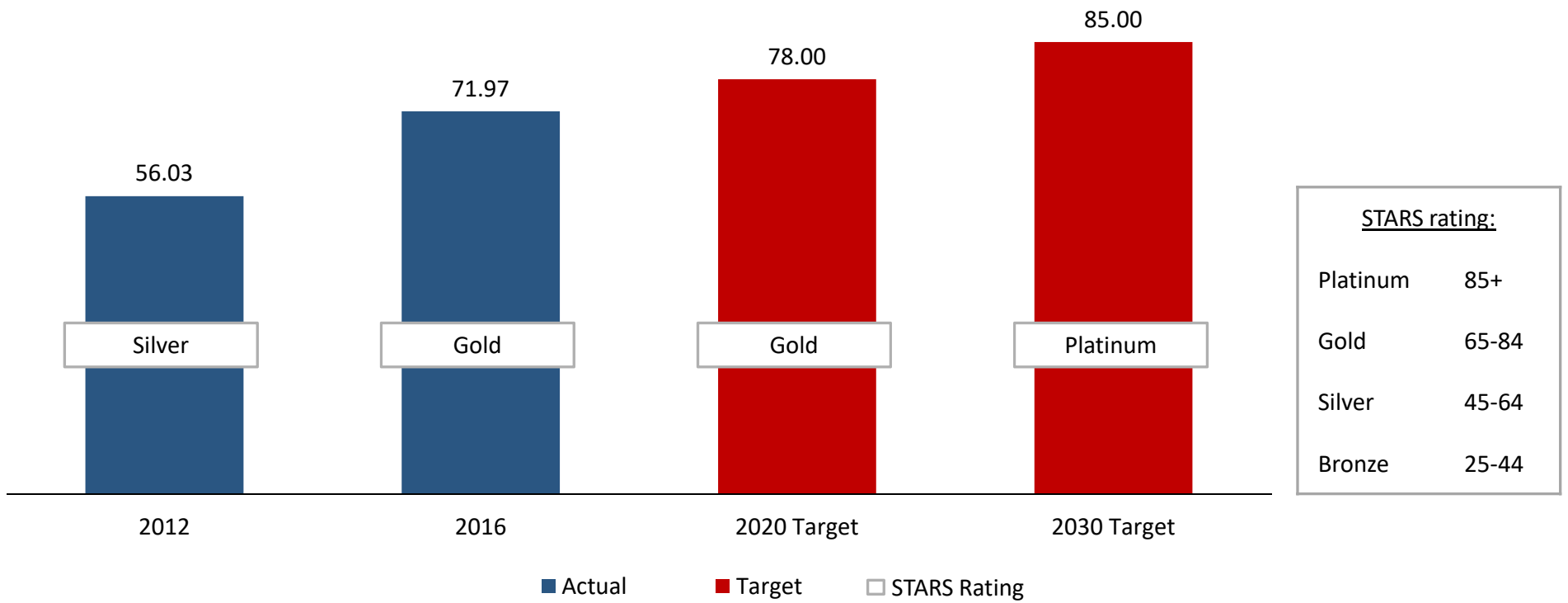
TONNES OF CARBON DIOXIDE EQUIVALENT (tCO₂e)



* Net emissions represent the gross emissions (scope 1, 2 & 3 total), minus the carbon sequestered and/or offset during the year. **Targets are in net emissions.**

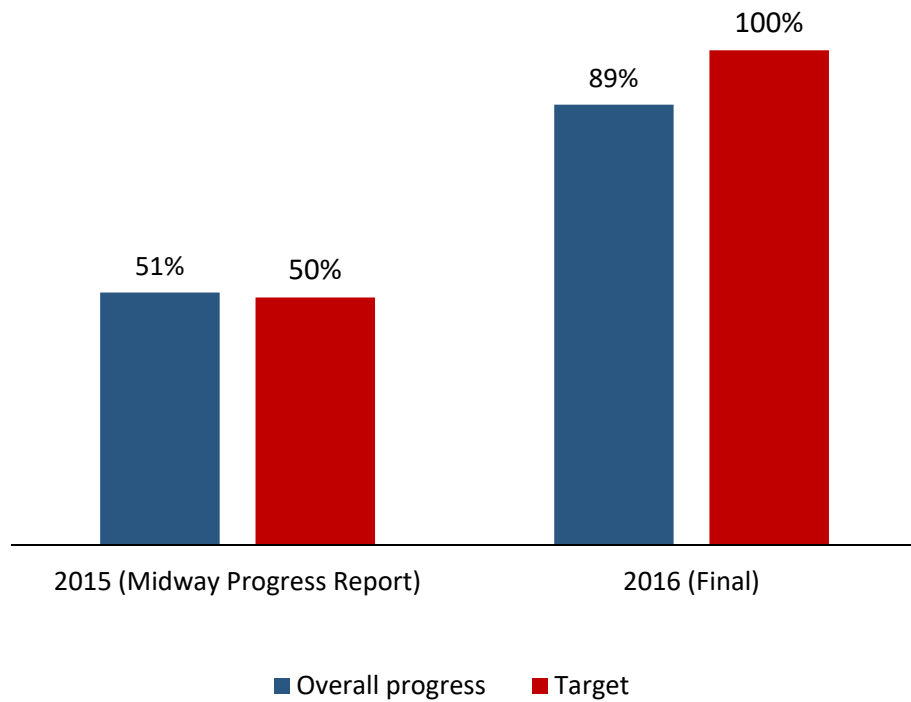
KPI 24 Sustainability rating

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

