

# 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 2016  
**DATE:** December 1, 2016  
**DOCUMENT #:** GD16-21

**ACTION REQUIRED:**  INFORMATION  APPROVAL/DECISION

---

<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-two 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. The timing has now been moved to the Fall to allow for fuller analysis of the previous years' data. This results in a more comprehensive report on performance.
<b>ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES</b>	The development of the KPIs have been directly informed by the University's major strategic priorities and its core mission to ensure alignment with the University's core activities. 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>	The University is developing KPIs related to sustainability for implementation in 2017.
<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

---

**MOTION OR  
RESOLUTION  
FOR APPROVAL**

N/A

---

**APPENDICES**

Appendix A: KPI Update 2016

---



McGill

KEY PERFORMANCE INDICATORS

Fall 2016

# Dashboard

KPI	Status	KPI	Status
1 – Student-Faculty Ratio	●	12 – Faculty Salary	●
2 – Undergraduate Class Size	●	13 – CFI Market Share	●
3 – Graduation Rate after Six Years (Undergraduate Level)	●	14 – Tri-Agency Market Share	●
4 – Graduation (Doctoral) and Graduation/Promotion to Doctorate (Master’s)	●	15 – FRQ Market Share	●
5 – Average Financial Support for Doctoral Students (Years One to Three)	●	16 – Research Intensity	●
6 – Financial Support for Undergraduate Students	●	17 – Innovation through Partnerships with Industry	●
7 – Quality of Supervision	●	18 – Prizes and Awards	●
8 – Course Evaluations	●	19 – My Workplace	N/A
9 – Tenured and Tenure-Track Faculty	●	20 – Major Construction Projects: Performance Management	●
10 – International Students	●	21 – Endowment Fund Market Value	●
11 – University Operating Revenues and Expenditures per Student	●	22 – Philanthropy Cash Received	●

# Table of Contents

KPI	Page	KPI	Page
1 – Student-Faculty Ratio	5	12 – Faculty Salary	16
2 – Undergraduate Class Size	6	13 – CFI Market Share	18
3 – Graduation Rate after Six Years (Undergraduate Level)	7	14 – Tri-Agency Market Share	19
4 – Graduation (Doctoral) and Graduation/Promotion to Doctorate (Master’s)	8	15 – FRQ Market Share	20
5 – Average Financial Support for Doctoral Students (Years One to Three)	9	16 – Research Intensity	21
6 – Financial Support for Undergraduate Students	10	17 – Innovation through Partnerships with Industry	22
7 – Quality of Supervision	11	18 – Prizes and Awards	23
8 – Course Evaluations	12	19 – My Workplace	25
9 – Tenured and Tenure-Track Faculty	13	20 – Major Construction Projects: Performance Management	26
10 – International Students	14	21 – Endowment Fund Market Value	27
11 – University Operating Revenues and Expenditures per Student	15	22 – Philanthropy Cash Received	29



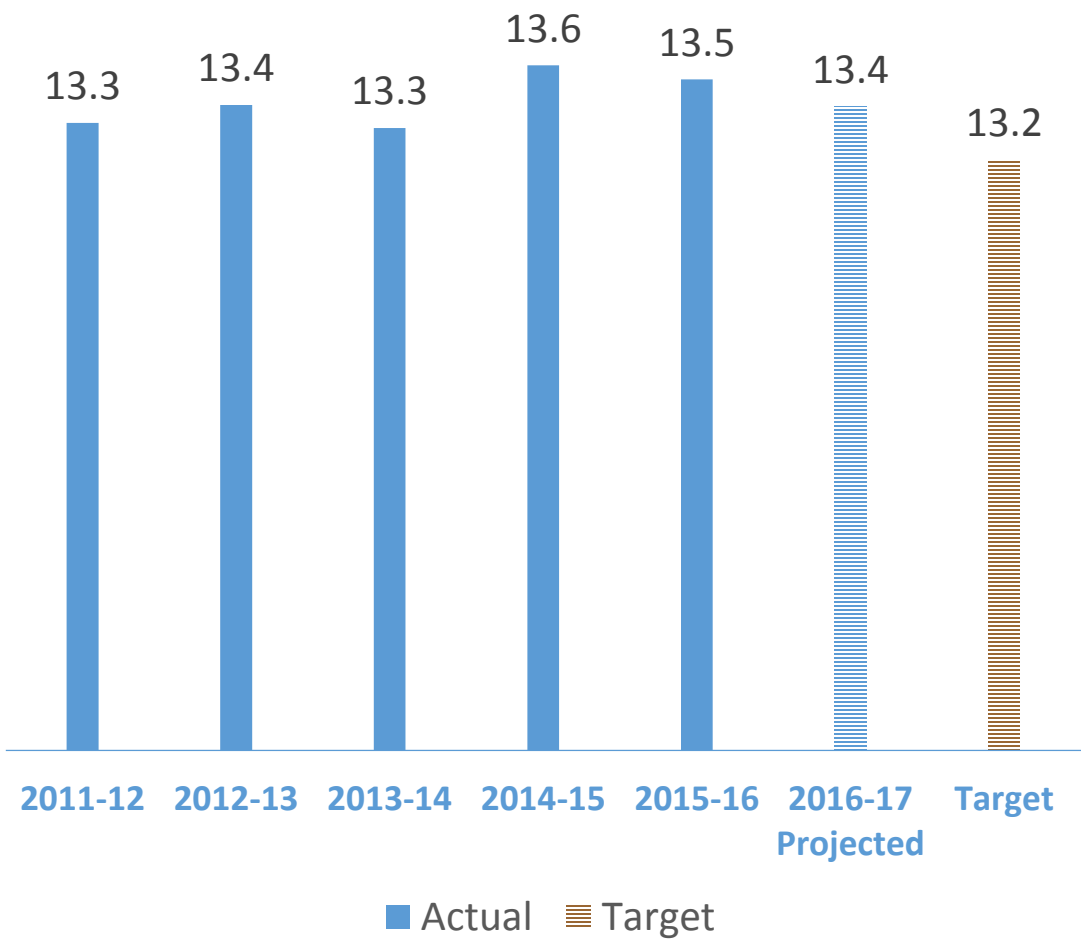
McGill

KEY PERFORMANCE INDICATORS

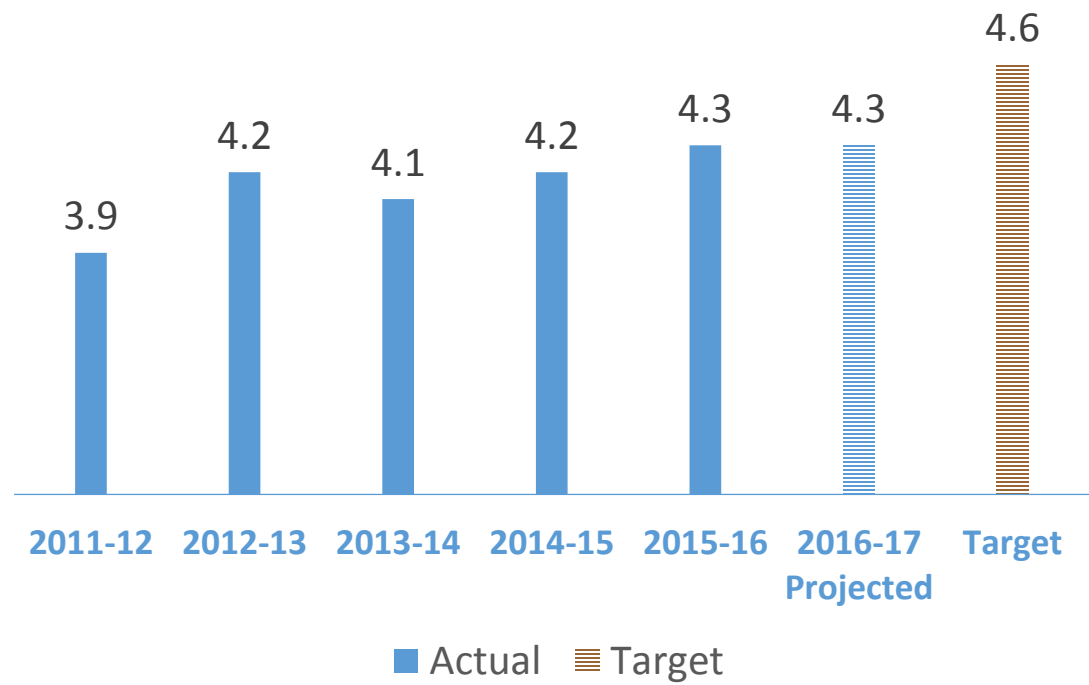
Academic

# STUDENT-FACULTY RATIO

## UNDERGRADUATE

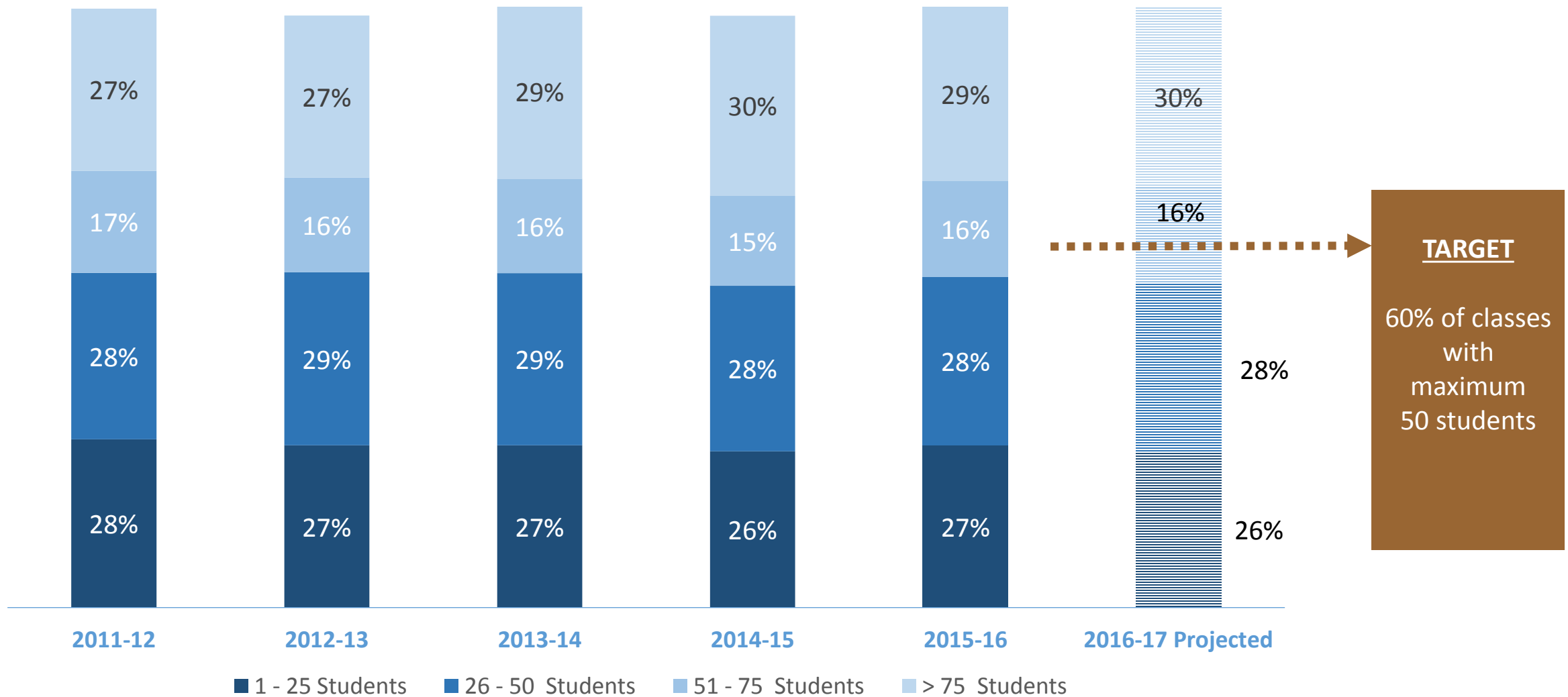


## GRADUATE



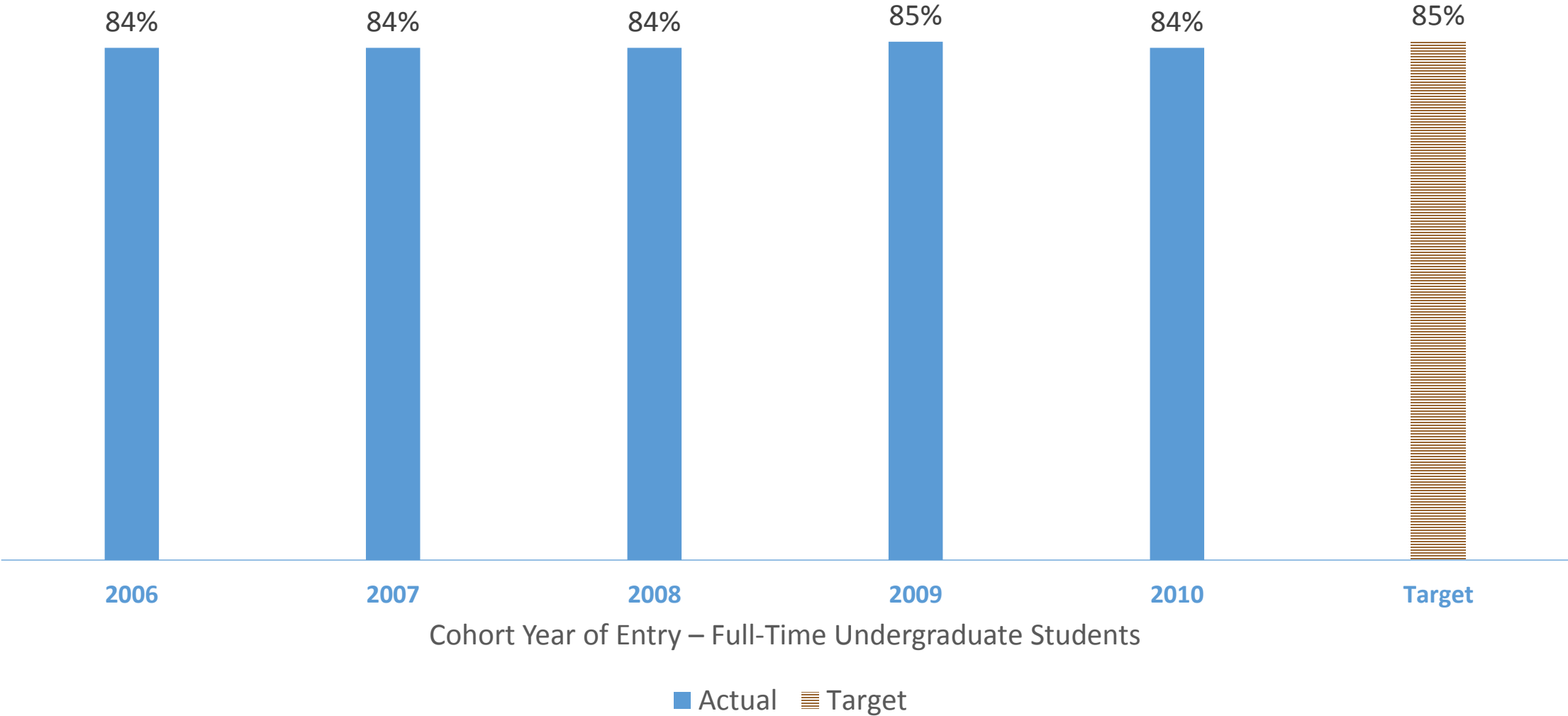
# UNDERGRADUATE CLASS SIZE

## PROPORTION OF CLASSES BY NUMBER OF STUDENTS



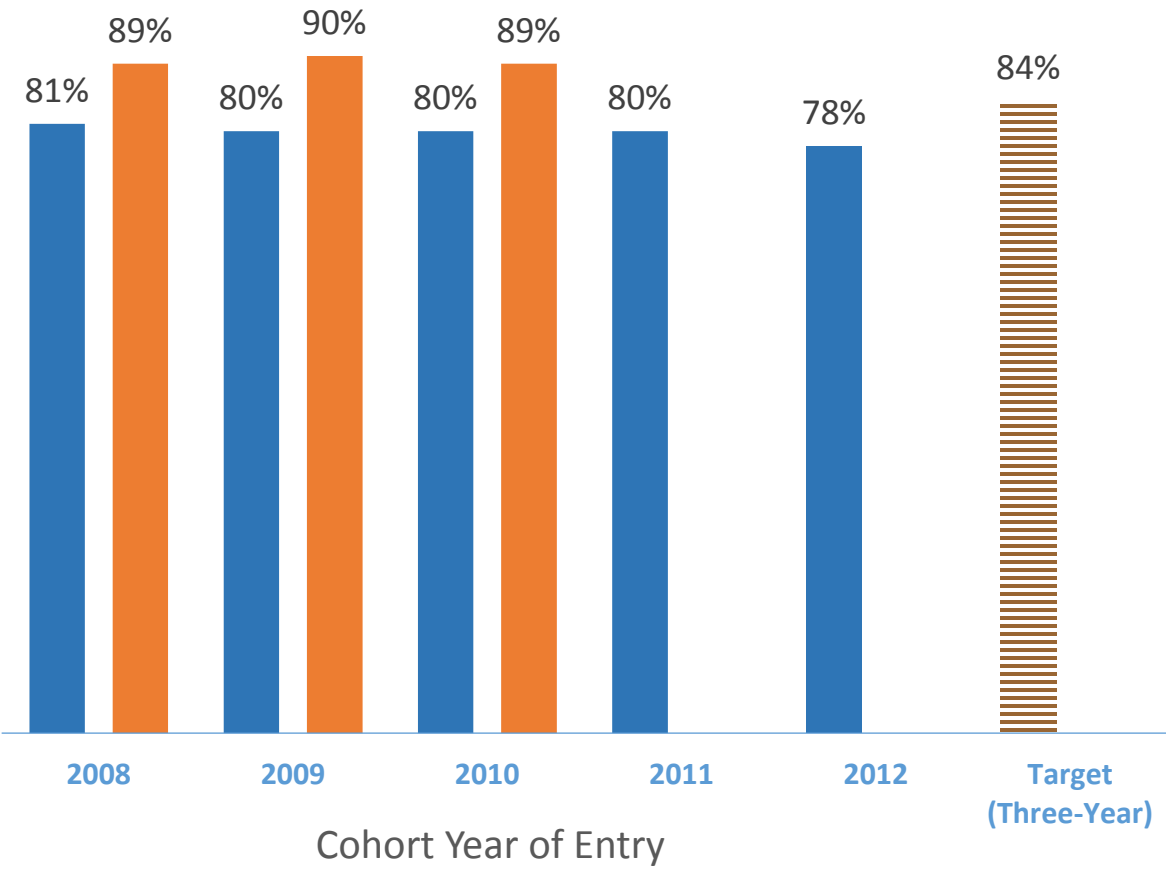


# GRADUATION RATE AFTER SIX YEARS (UNDERGRADUATE LEVEL)



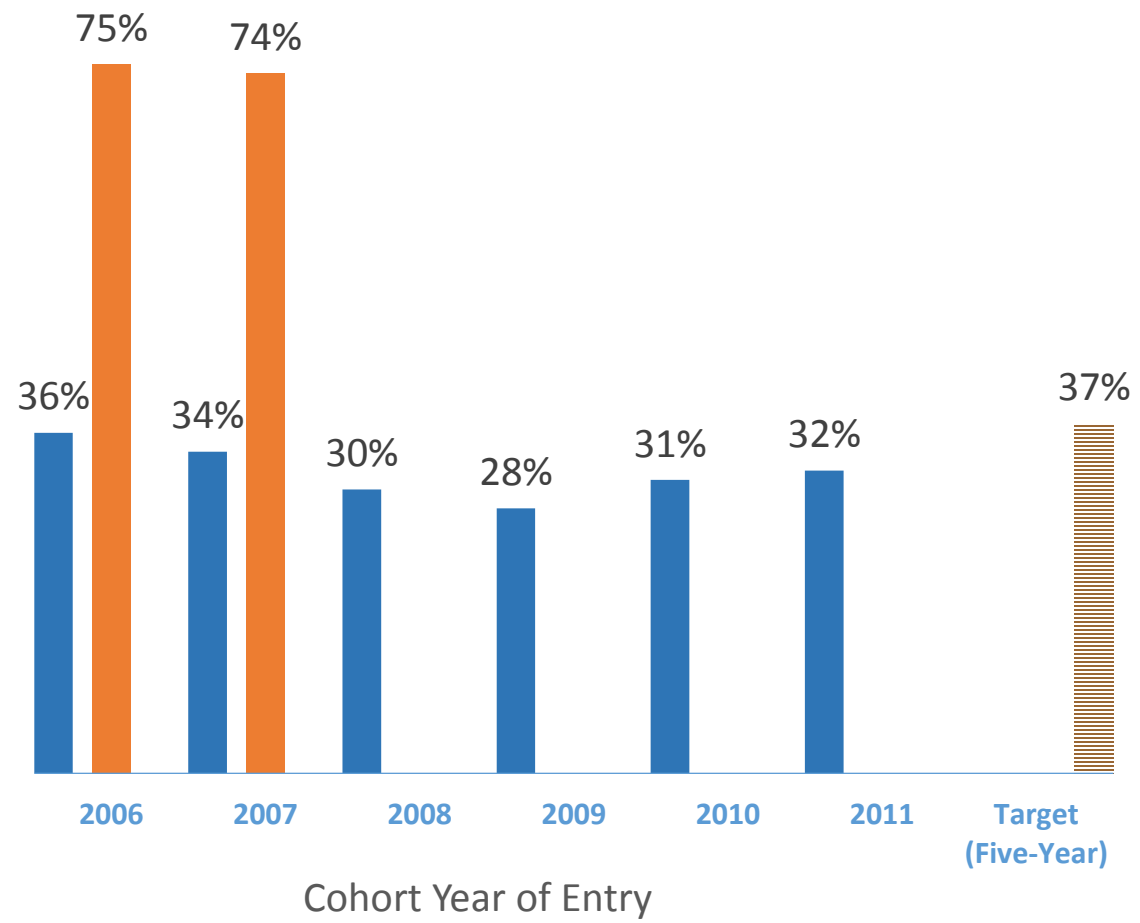
# GRADUATION (DOCTORAL) AND GRADUATION/PROMOTION TO DOCTORATE (MASTER'S)

## MASTER'S



■ Three-Year ■ Five-Year

## DOCTORATE

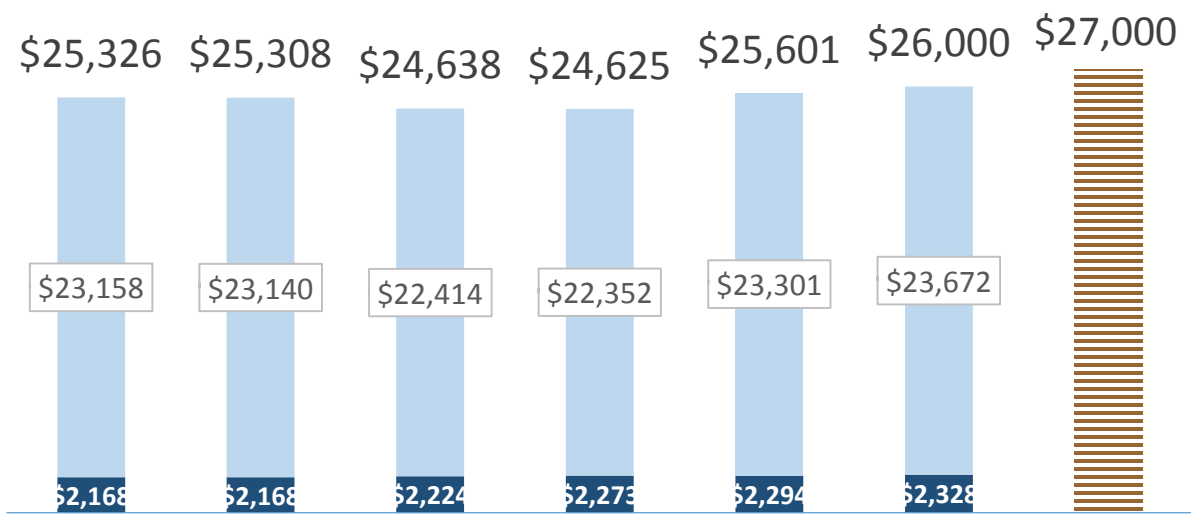


■ Five-Year ■ Nine-year ■ Target (Five-Year)

Benchmark information: McGill ranks 6<sup>th</sup> in the U15, Master's (excludes professional degrees) – 2008 cohort; 10<sup>th</sup> in the U15, PhD – 2004 cohort

# AVERAGE FINANCIAL SUPPORT FOR DOCTORAL STUDENTS (YEARS ONE TO THREE)

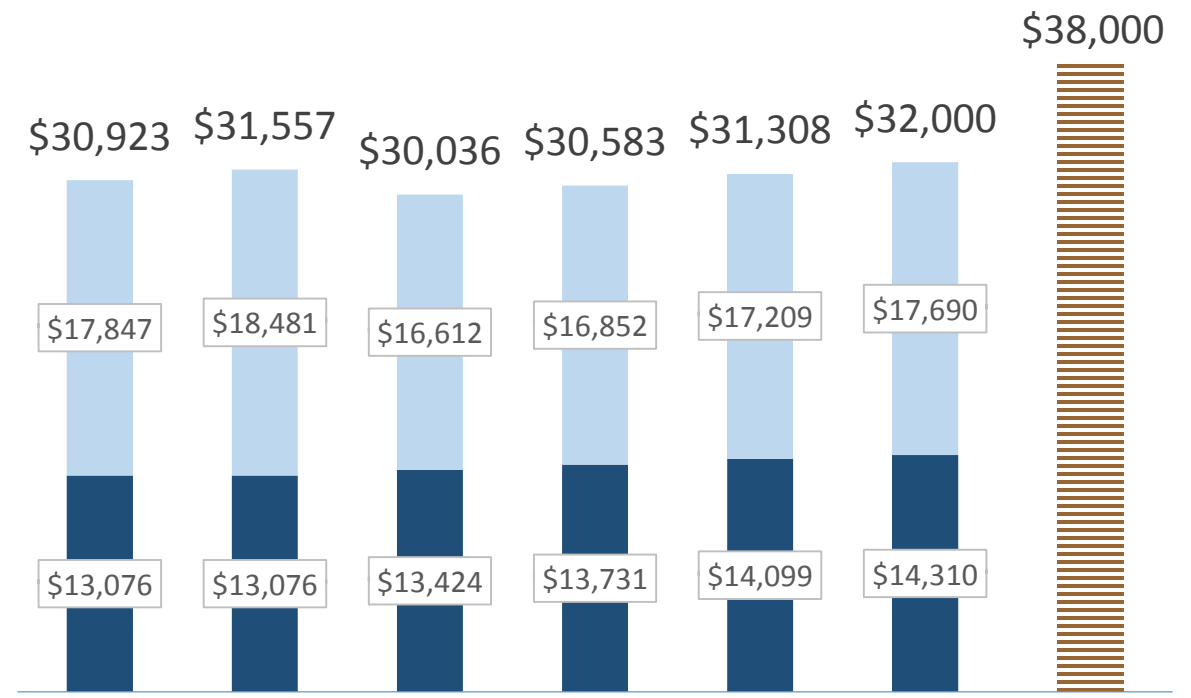
## QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS



2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 Projected Target: 2017-18

■ Support for Tuition ■ Other Support ≡ Target

## INTERNATIONAL STUDENTS

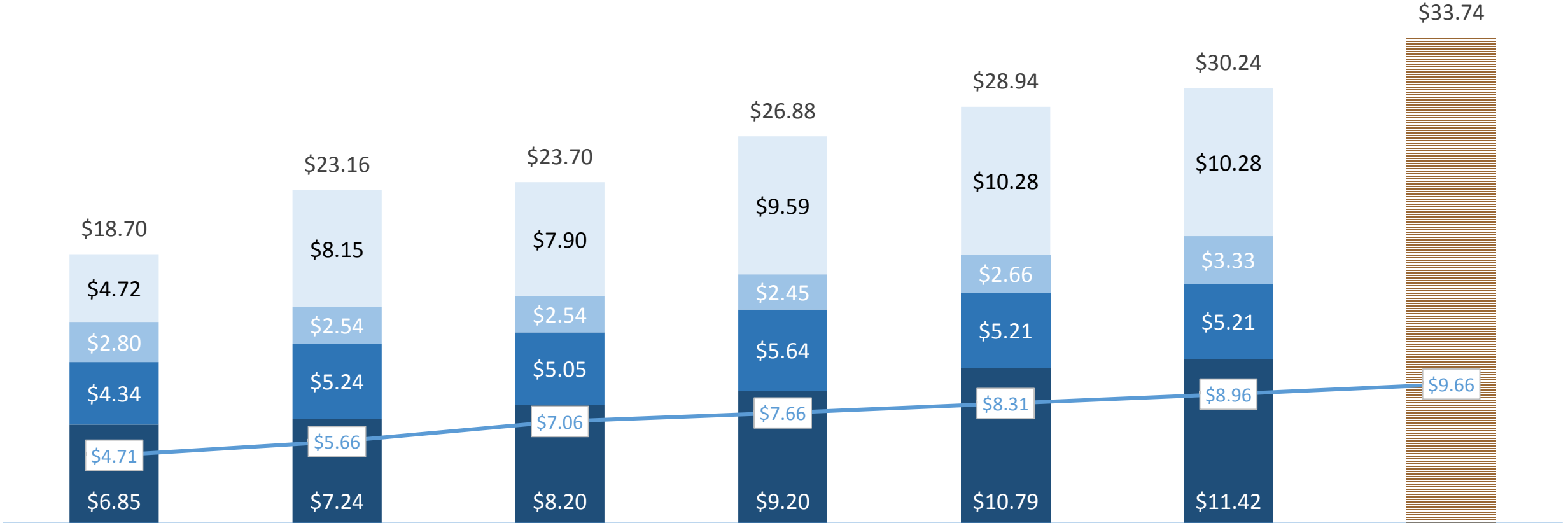


2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 Projected Target: Within Four Years

■ Support for Tuition ■ Other Support ≡ Target

# TOTAL SUPPORT FOR UNDERGRADUATE STUDENTS

Millions

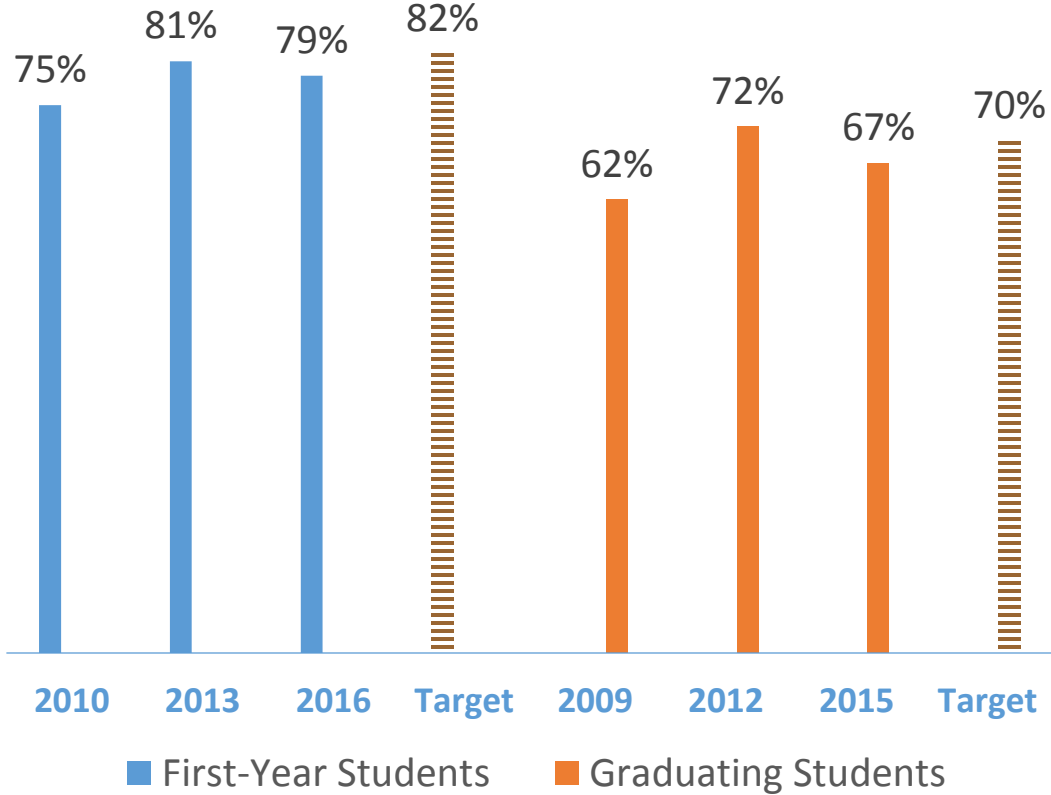


McGill Bursaries
  Other McGill Need-Based Aid
  University Scholarships
  Faculty/Department and Other Scholarships
  Target
  Tuition Set-Aside

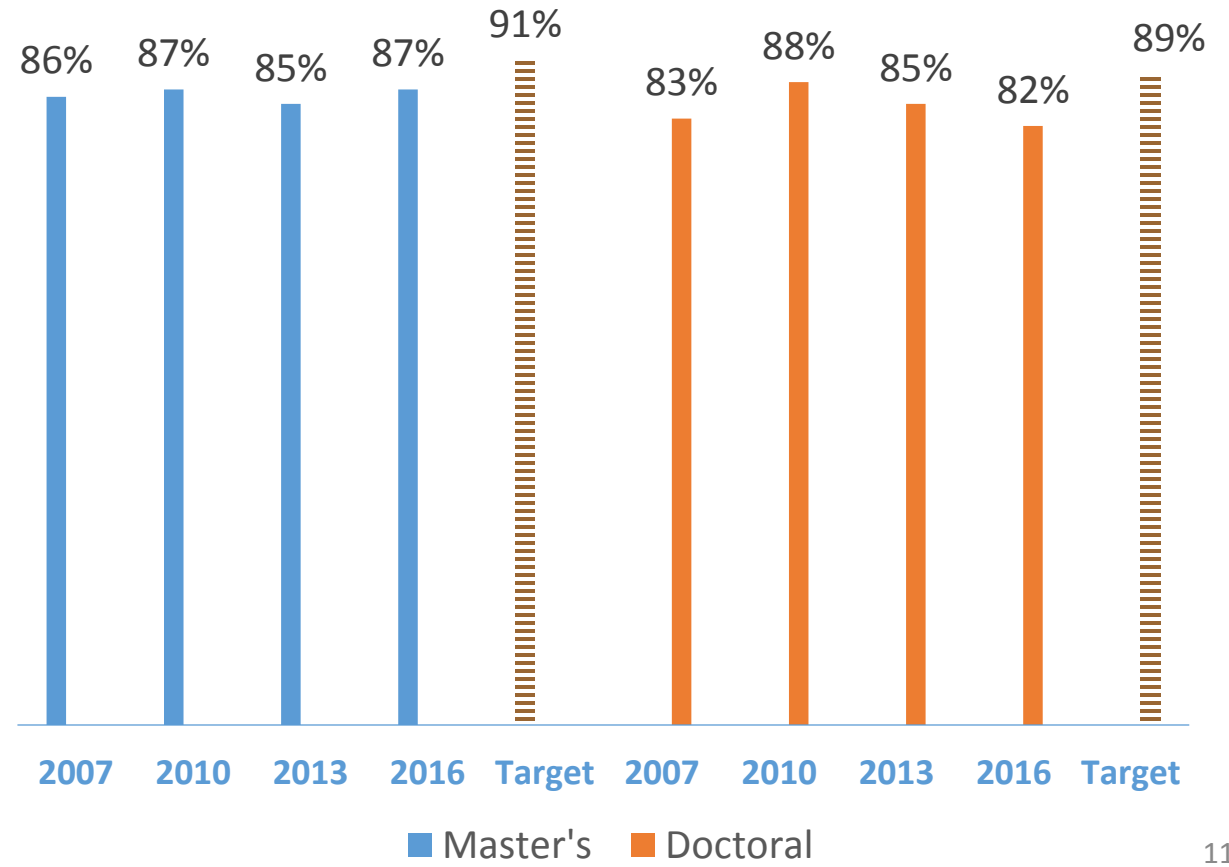
Totals may vary from the sum of each category due to rounding.

# QUALITY OF SUPERVISION

## UNDERGRADUATE STUDENTS: SATISFIED/VERY SATISFIED WITH ACADEMIC ADVISING

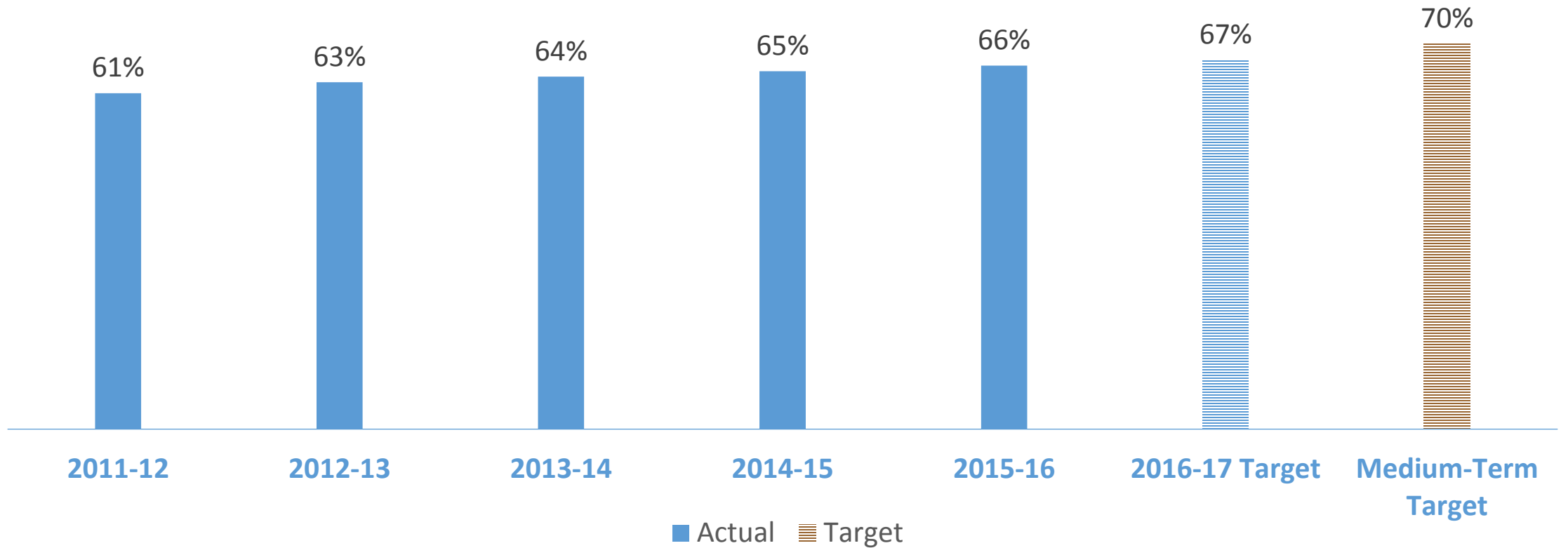


## GRADUATE STUDENTS: THESIS/DISSERTATION ADVISOR PERFORMED ROLE WELL

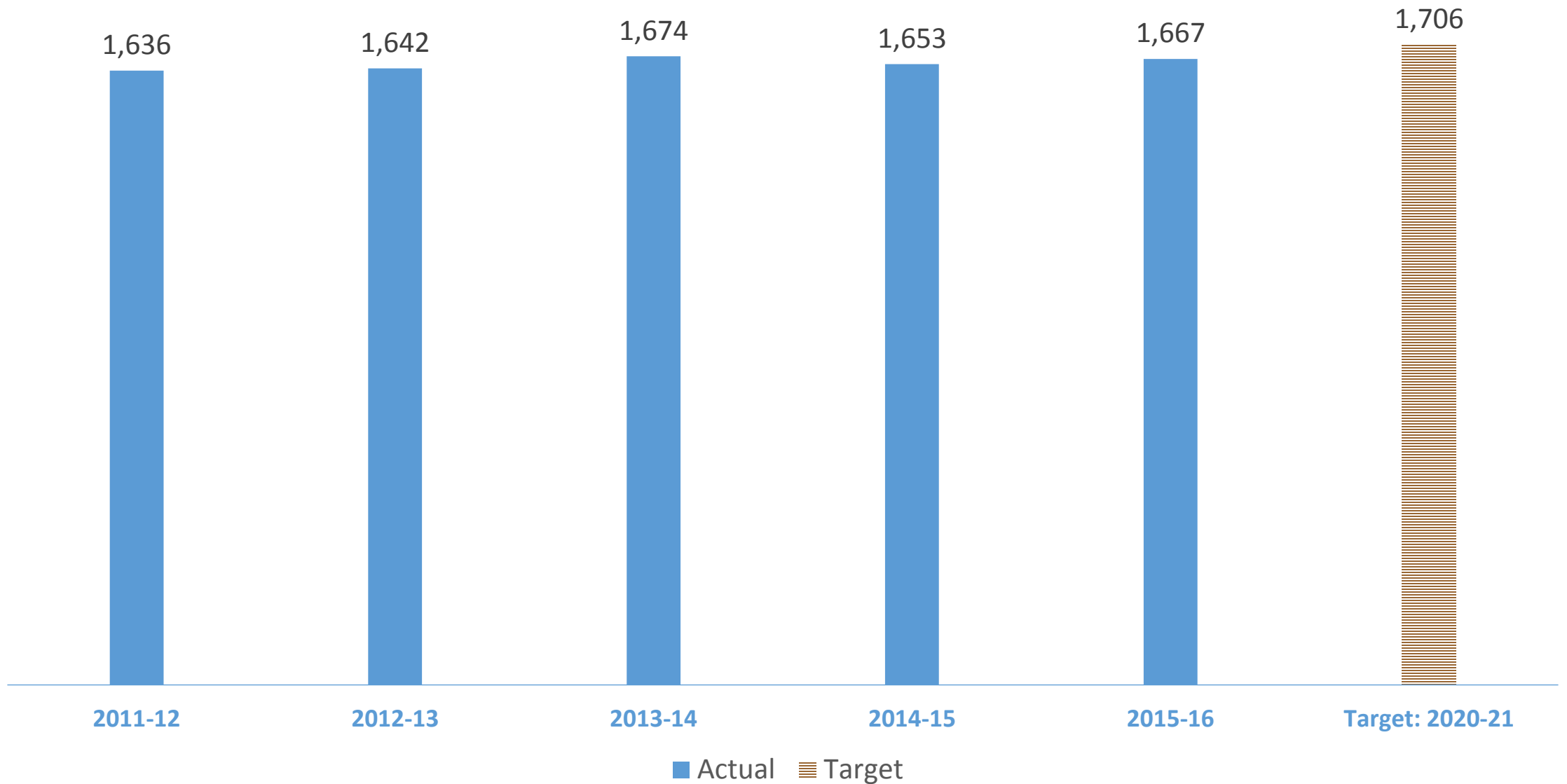


# COURSE EVALUATIONS

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

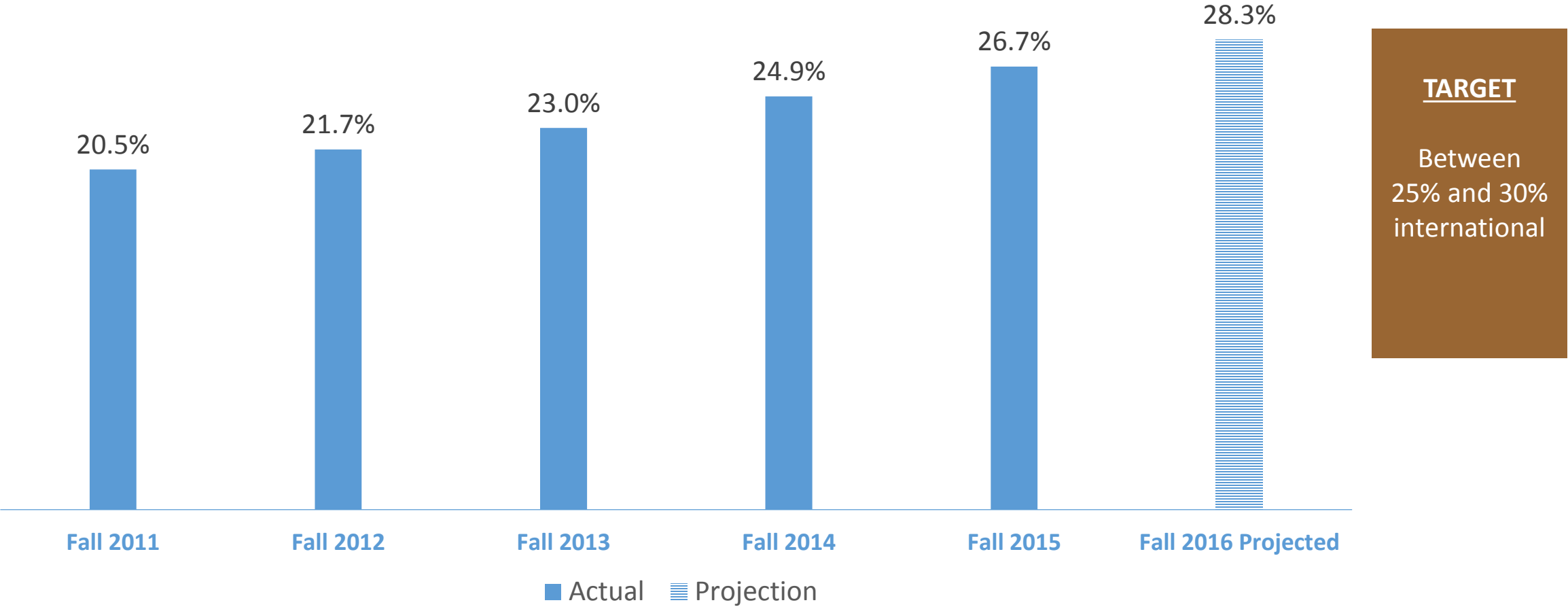


# TENURED AND TENURE-TRACK FACULTY



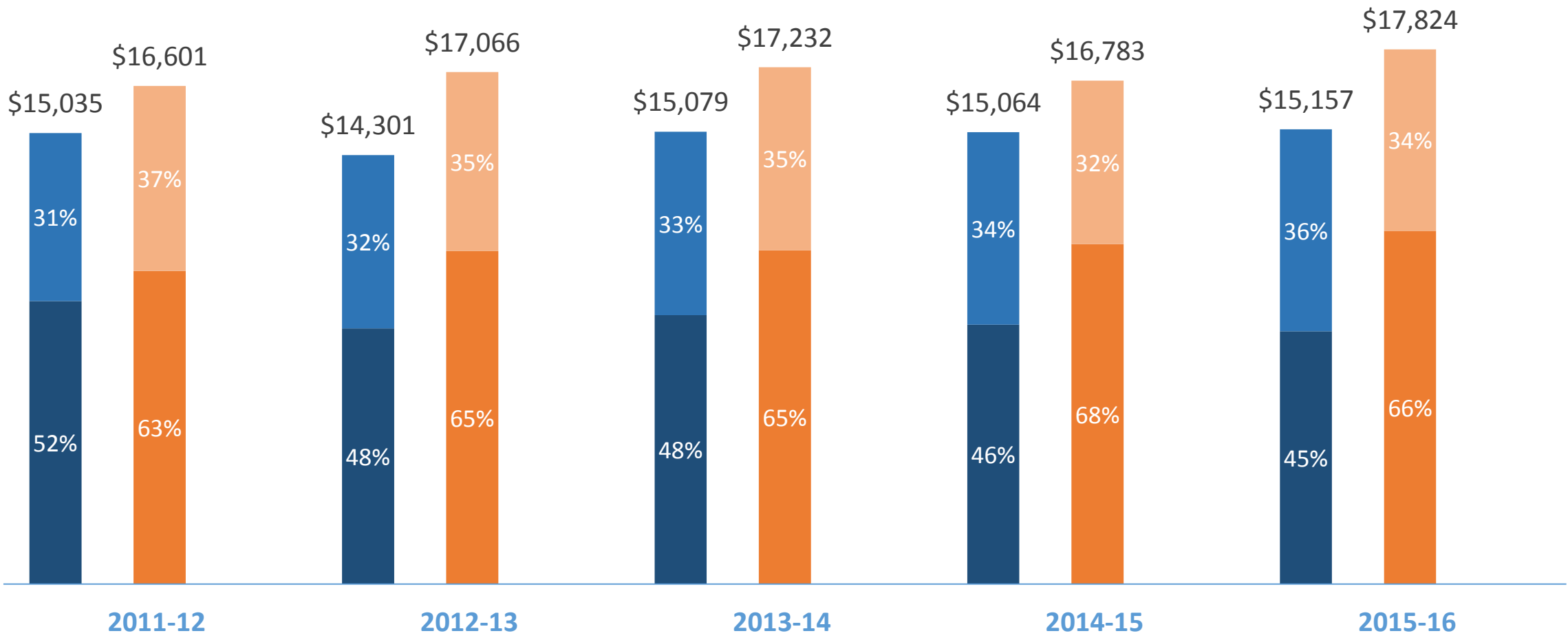
# INTERNATIONAL STUDENTS

## PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL





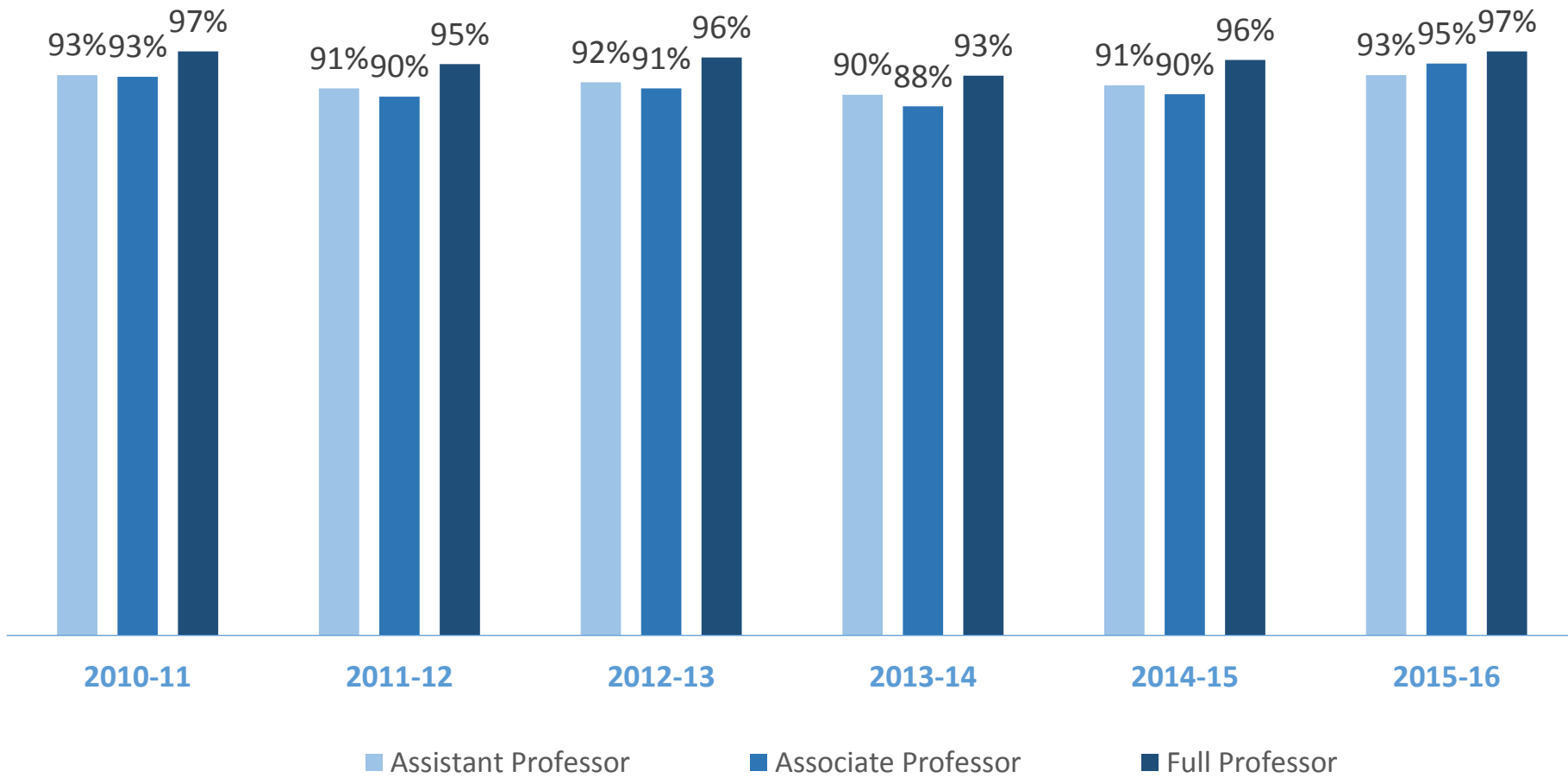
# UNIVERSITY OPERATING REVENUE AND EXPENDITURES PER STUDENT



■ Quebec Grant Revenue ■ Tuition and Fee Revenue ■ Academic and Student Service Expenditures ■ Support Expenditures

# FACULTY SALARY

## MCGILL MEAN SALARY AS A PERCENTAGE OF THE U15 MEAN



**TARGET**  
To return to 2010-11 levels or greater



McGill

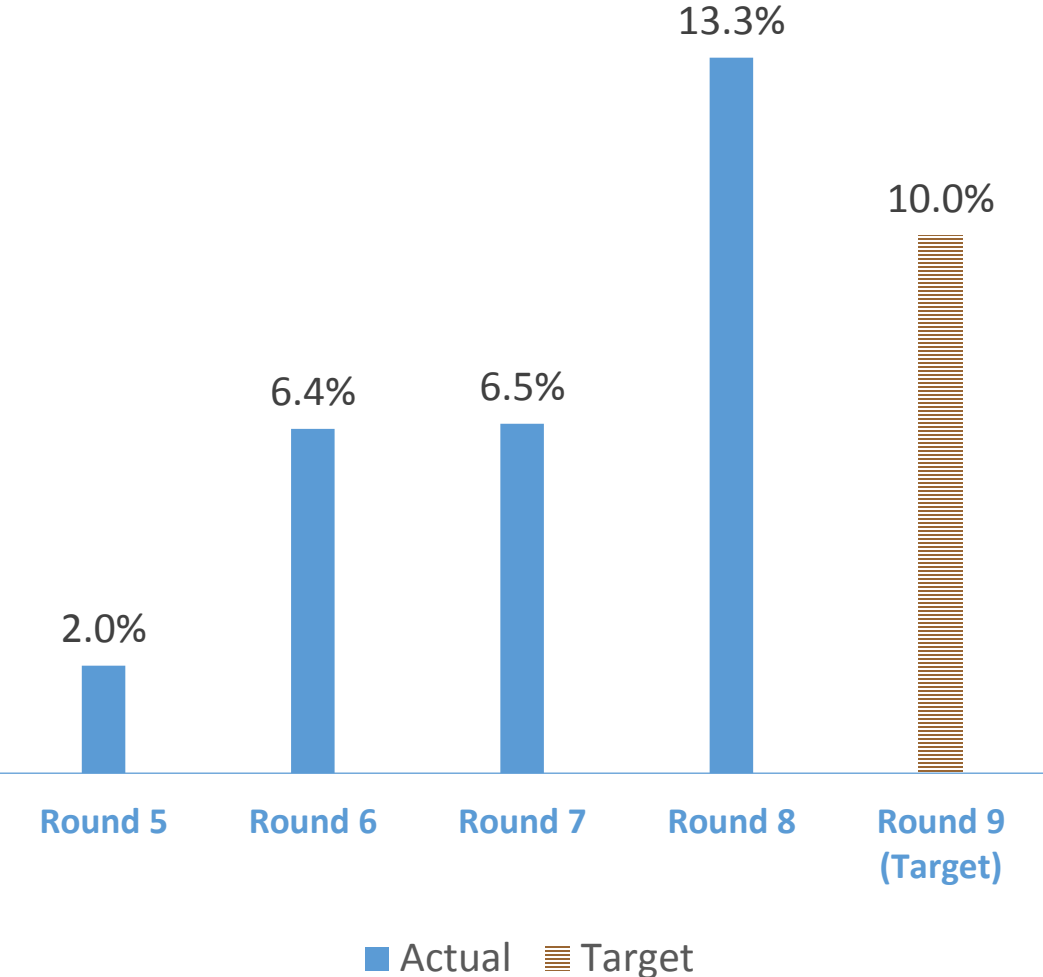
KEY PERFORMANCE INDICATORS

Research and Innovation

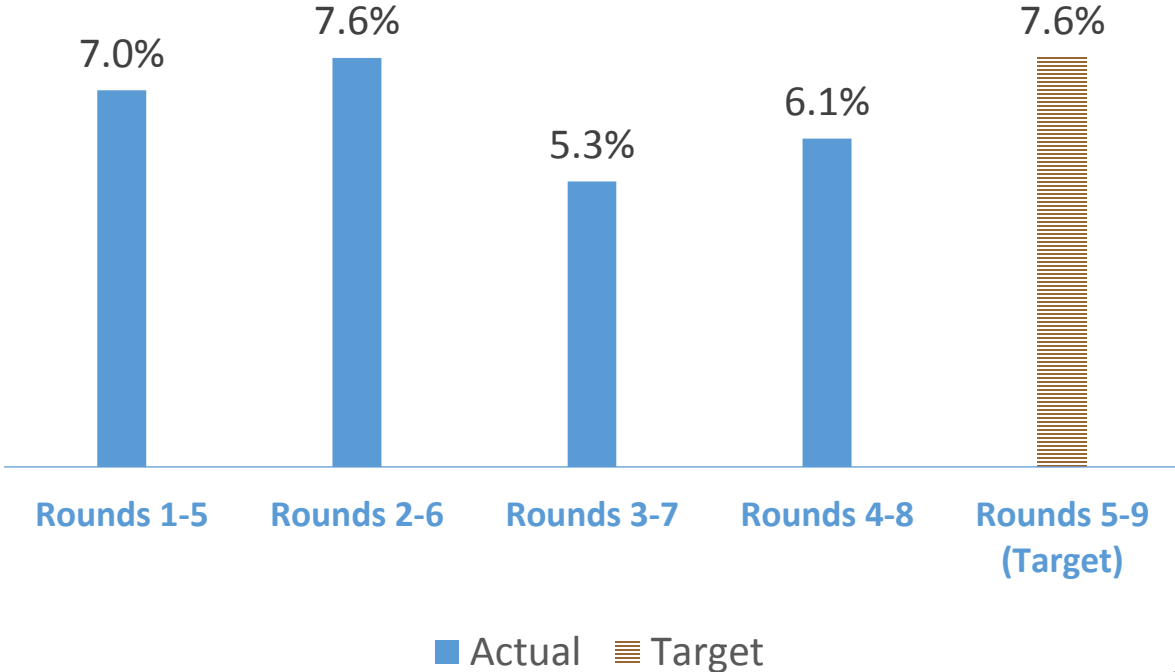
# CFI MARKET SHARE

NO UPDATE

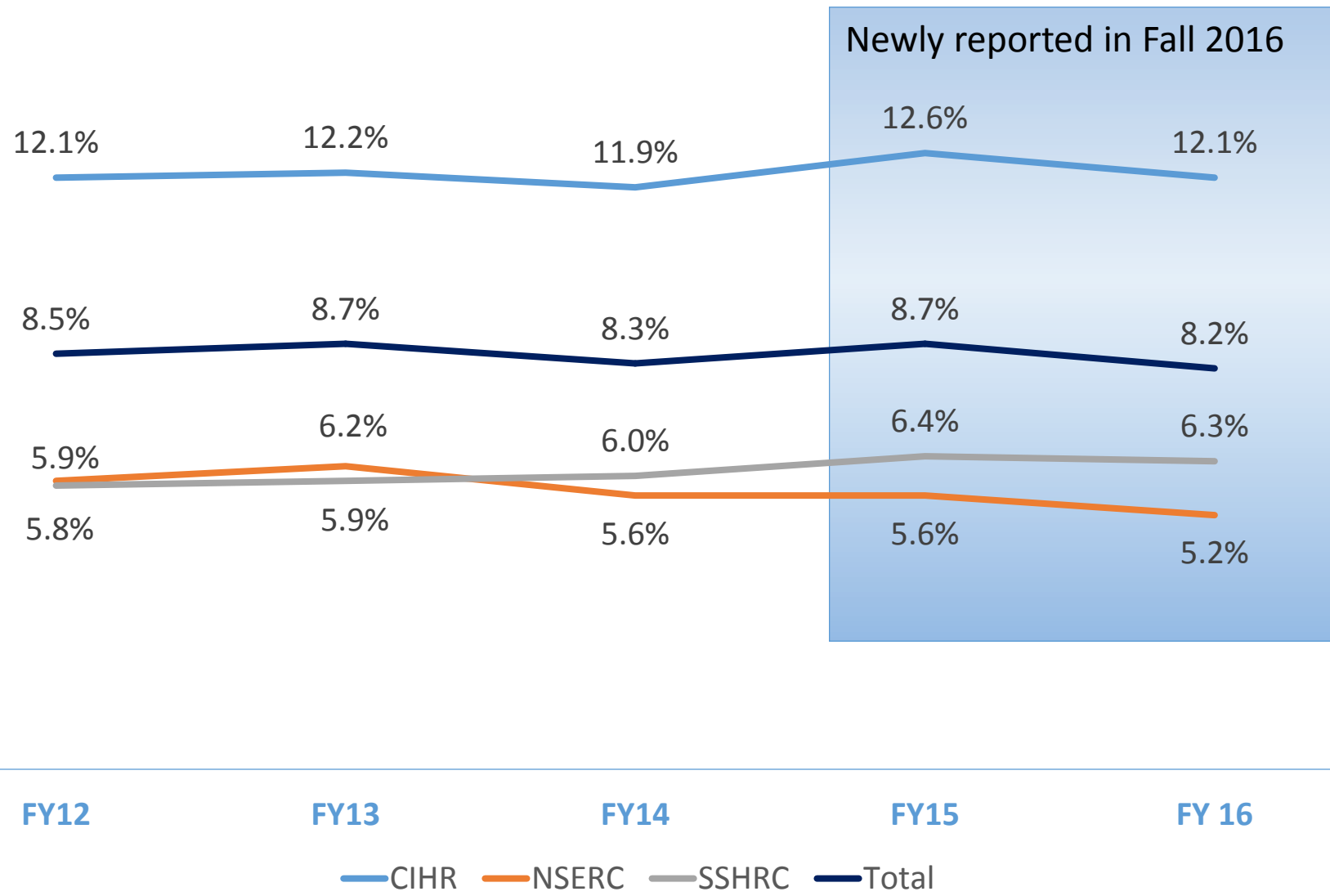
### INDIVIDUAL ROUNDS



### FIVE-YEAR ROLLING AVERAGE



# TRI-AGENCY MARKET SHARE



**PREVIOUS TARGET**

CIHR: 12.8% in FY 16

Total: 9.3% in FY 16

SSHRC: 6.5% in FY 16

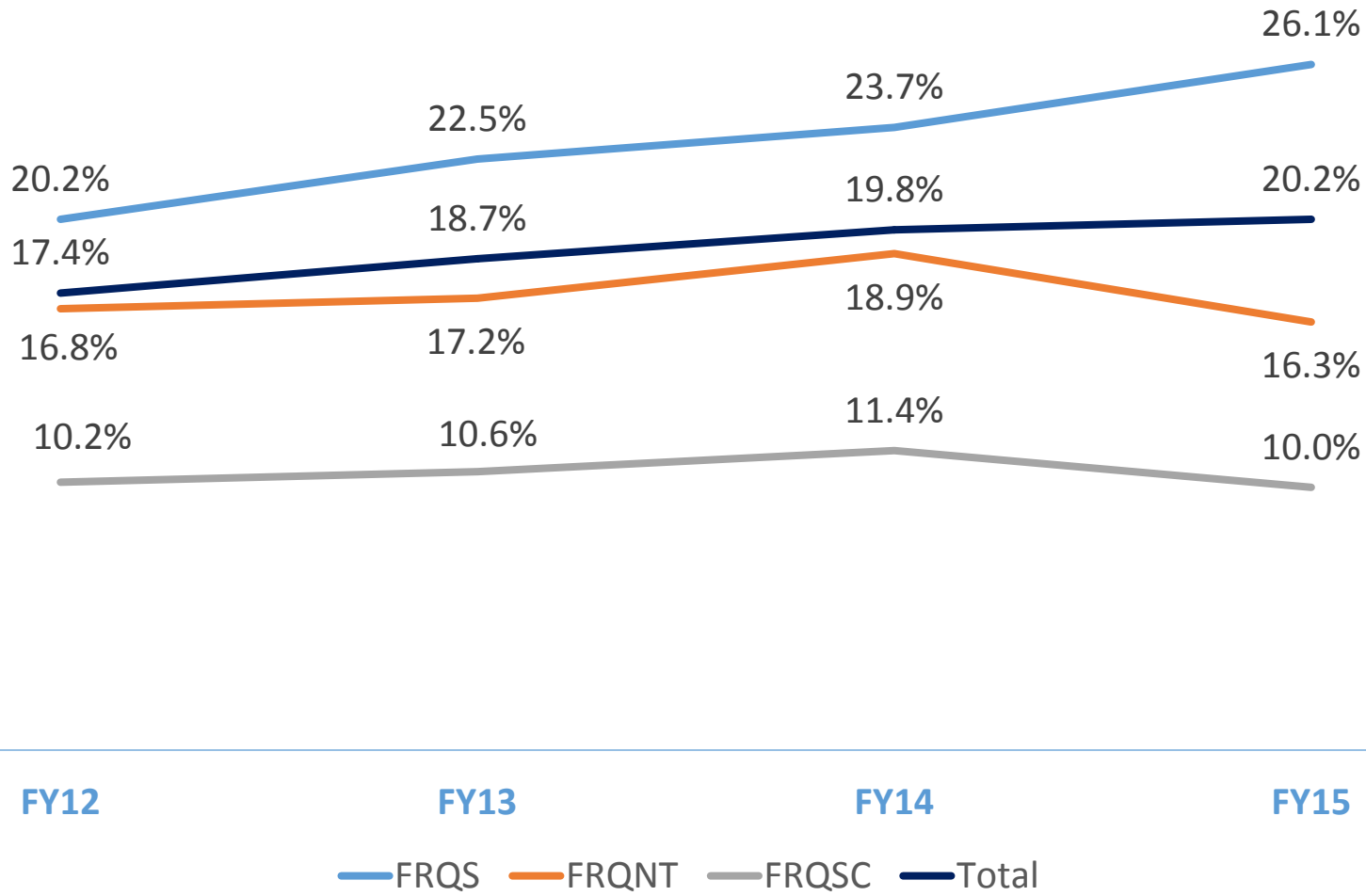
NSERC: 6.8% in FY 16

**FUTURE TARGET**

Maintain McGill's market share within 0.3 percentage points of 8.5%, the average of FY 2012 to FY 2016

# FRQ MARKET SHARE

NO UPDATE



**TARGET**

FRQS: 26.9% in FY 17

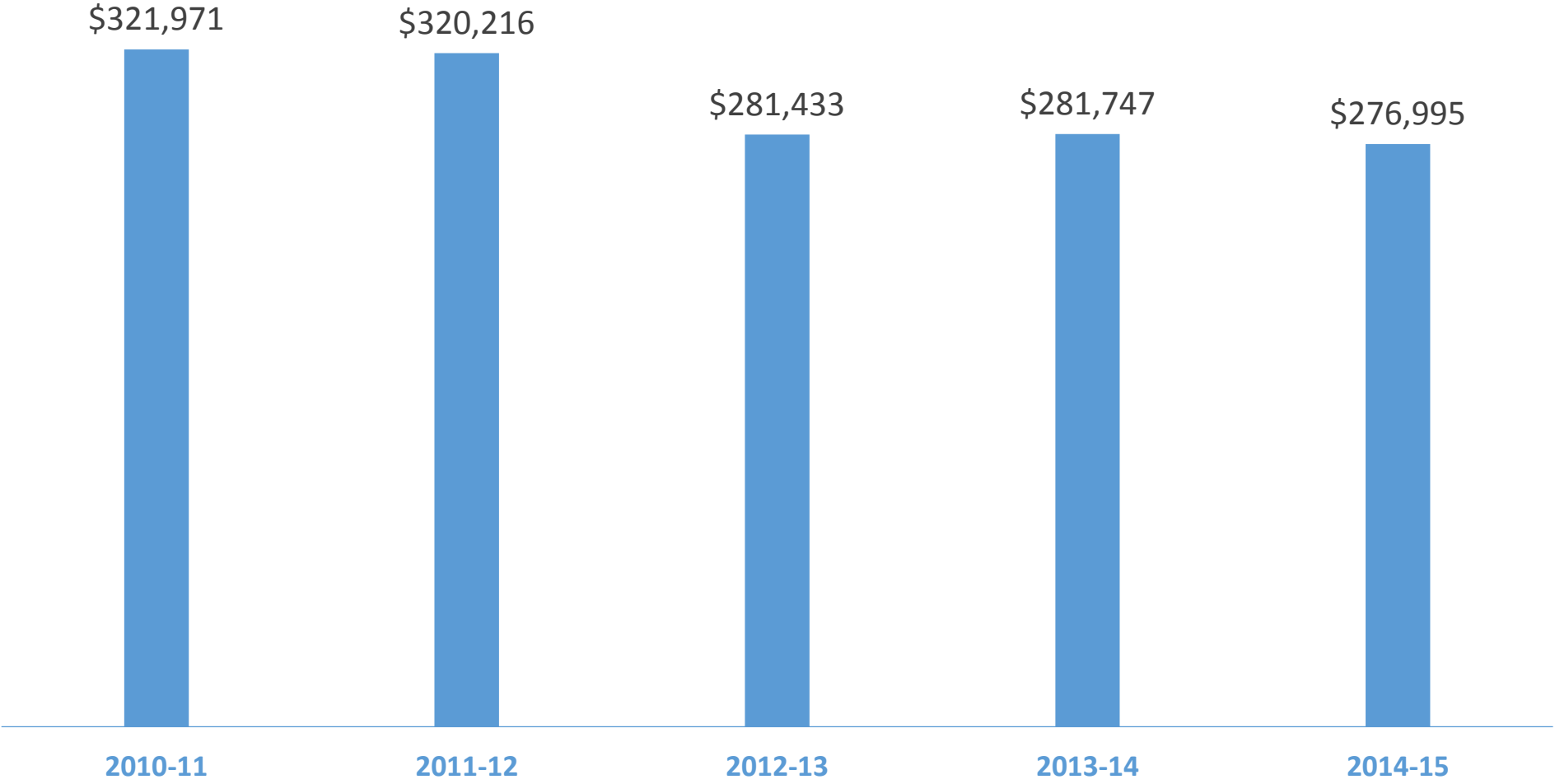
Total: 20.7% in FY 17

FRQNT: 19.5% in FY 17

FRQSC: 12.0% in FY 17

# RESEARCH INTENSITY

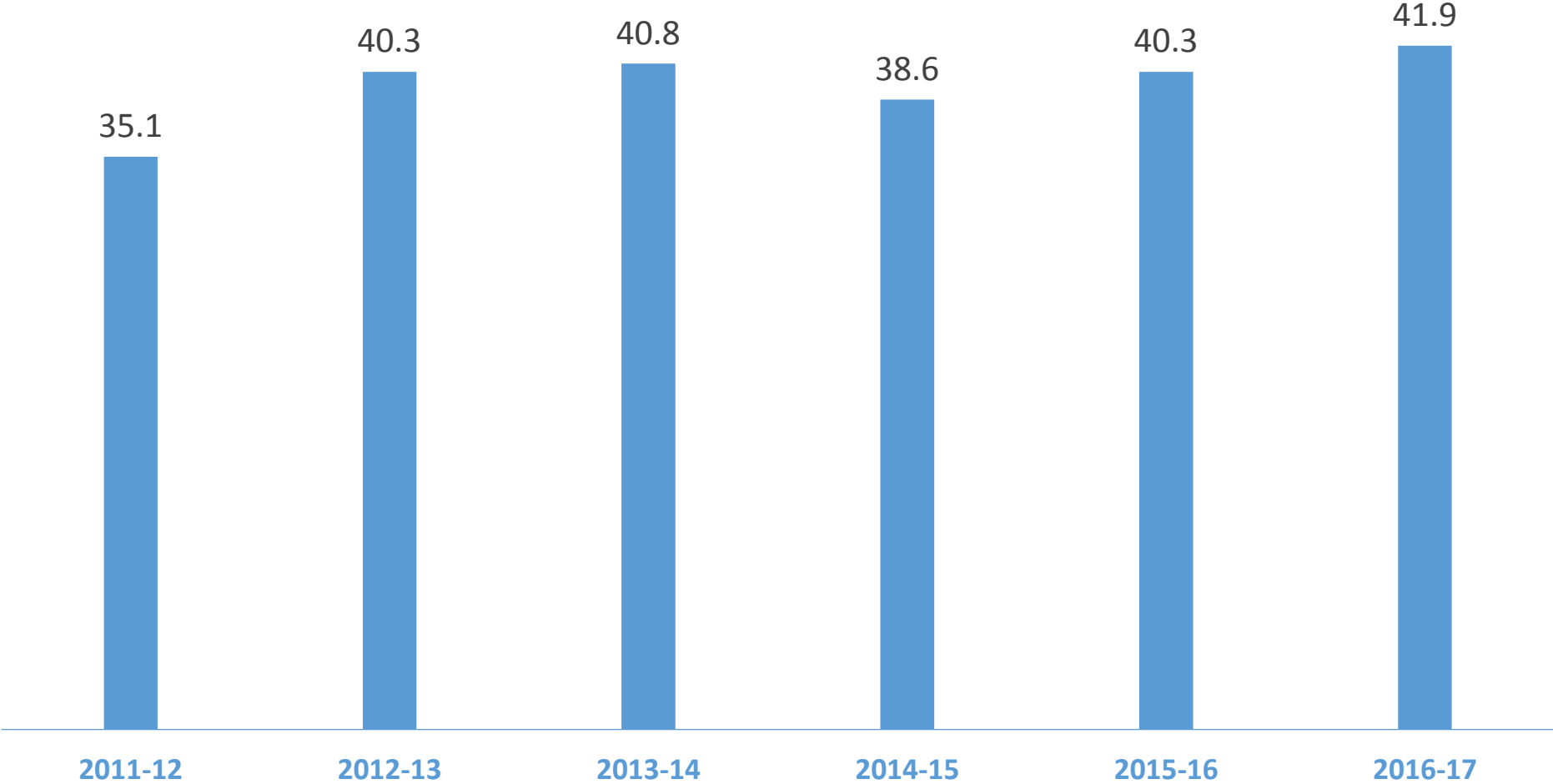
## TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR



**TARGET**  
To reach 2<sup>nd</sup> rank of U15 institutions in 5 years

# INNOVATION THROUGH PARTNERSHIPS WITH INDUSTRY

**TIMES HIGHER EDUCATION INDUSTRY INCOME SCORE:  
BASED ON INDUSTRY RESEARCH INCOME SCALED FOR ACADEMIC STAFF SIZE**

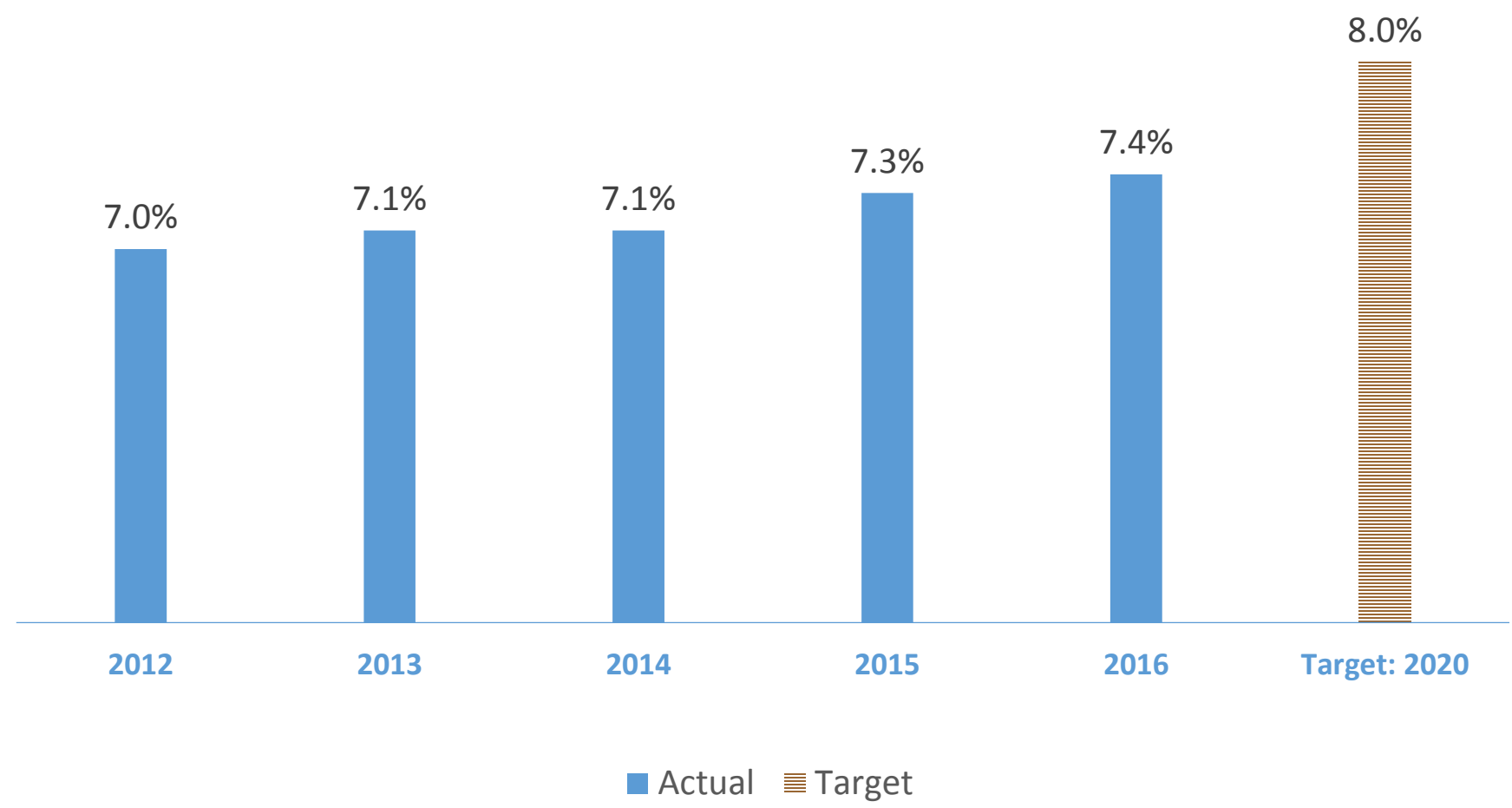


**TARGET**  
To reach top third of U15 institutions in 5 years (2015-2020)



# ROYAL SOCIETY FELLOWS

## PROPORTION OF TOTAL ROYAL SOCIETY OF CANADA FELLOWS





McGill

KEY PERFORMANCE INDICATORS

Administration and Finance

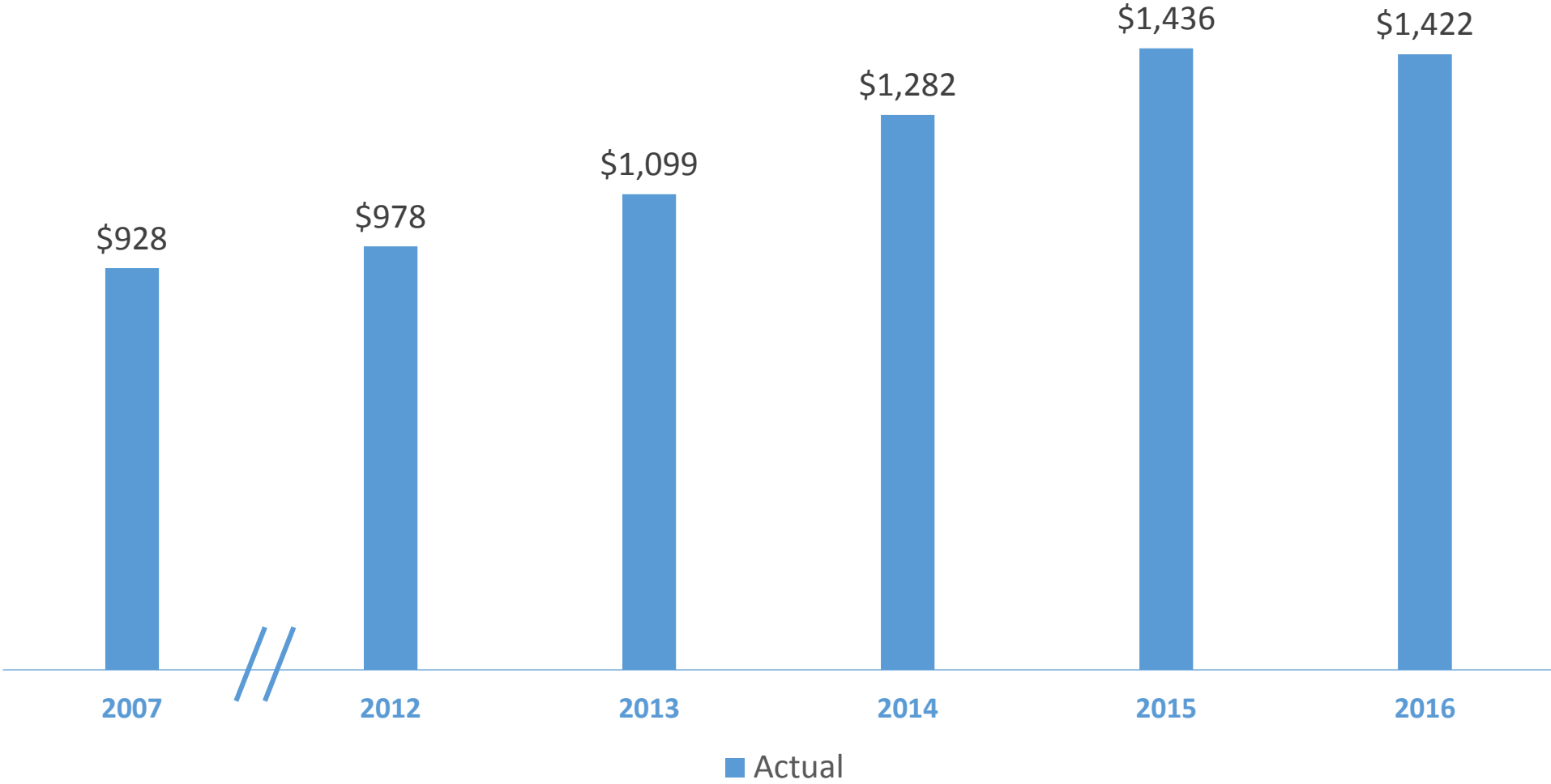
LEARNING ORGANIZATION INDICATORS	2015 MEAN SURVEY SCORE (out of 5)	TARGET MEAN RESPONSE IN 5 YEARS
Supportive Learning Environment	2.77	3.50
Concrete Learning Processes and Practices	3.10	3.50
Leadership Behaviour that Provides Reinforcement	2.91	3.50

## MAJOR CONSTRUCTION PROJECTS: PERFORMANCE MANAGEMENT

	Scheduled Year of Project Completion				
	2013	2014	2015	2016	2017
Number of projects	1	2	5	3	2
On budget	1/1	2/2	5/5	3/3	
On time	1/1	1/2	3/5	0/3	

# ENDOWMENT FUND MARKET VALUE

Millions



**TARGETS**  
(for the next 5 years)

To remain in the top quartile of peer group on the rate of return

To raise \$25M - \$35M of new gifts to the endowment fund per year



McGill

KEY PERFORMANCE INDICATORS

University Advancement

# PHILANTHROPY CASH RECEIVED

Millions

