TO: Board of Governors
FROM: Professor Isabelle Bajeux-Besnainou, Dean, Desautels Faculty of Management
SUBJECT: Overview of the Desautels Faculty of Management
DATE: February 15, 2018
DOCUMENT #: GD17-26

| ACTION REQUIRED: | ☒ INFORMATION □ APPROVAL/DECISION |

| ISSUE & EXPECTED OUTCOME | An overview of activities, initiatives and developments of the Desautels Faculty of Management is provided to the Board of Governors for information. |
| BACKGROUND & RATIONALE | Presentations feature regularly on Board agendas in order to keep Board members apprised of the University’s academic and campus activities. |

The following presentation has been prepared by the Office of the Dean of the Desautels Faculty of Management and provides an overview of the following elements of the Faculty:

- Demographics
- Strategic Plan
- Academic Programs
- Research
- Funding
- Rankings

ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES | Presentations of University Faculties apprise the Board of the University’s academic priorities.

COMPLIANCE WITH UNIVERSITY POLICY | Faculty presentations are a regular feature on Board agendas.

COMPLIANCE WITH LEGISLATION/EXTERNAL REGULATIONS | There are no external legislation requirements applicable.
| **RISK FACTORS** | There are no risk factors applicable. |
| **SUSTAINABILITY CONSIDERATIONS** | The Desautels Faculty of Management contributes to sustainability initiatives at the University. Key information with respect to the Faculty’s financial sustainability is included in the presentation. |
| **IMPACT OF DECISION AND NEXT STEPS** | N/A |
| **MOTION OR RESOLUTION FOR APPROVAL** | N/A |
| **APPENDICES** | Appendix A: Presentation |
McGill
Board of Governors
February 15, 2018

Dr. Isabelle Bajeux-Besnainou
Dean and Professor of Finance
Desautels Faculty of Management
Meet the Desautels Faculty of Management
Meet the #DesautelsFamily

3,039 students
81 Tenured & Tenure-Track Professors
23 Lecturers
100 Staff
105 Desautels Global Experts
28 Faculty Advisory Board
32,000 alumni
“For the first year, I wanted to work on the strategic plan, I didn’t come with goals that were pre-established. I really wanted to work with the professors, alumni community, and students on the strategic plan.”

- Isabelle Bajeux-Besnainou, Poets&Quants
Our Strategic Plan 2016-2021

Research Excellence
Cementing Desautels’ reputation as a world-leading management faculty, through the rigor and relevance of our research.

Student-Centred
Ensuring an outstanding learning experience for all students through high-impact programs that provide access to experiential learning and that build foundational skills in critical and creative thinking and problem-solving.

Community Impact
Being the engine of social and economic value creation among university, local, national and international communities, through the application of Desautels’ research, expertise and talent.

Financial Sustainability
Profitable programs and increasing fundraising to support our mission, vision and strategic priorities.
Student-Centred

Ensuring an outstanding learning experience for all students through high-impact programs that provide access to experiential learning and that build foundational skills in critical and creative thinking and problem-solving.

- Our programs: Small cohorts allows us to offer personalized experiences
- Diversity: the challenge of diverse cohort by specialization
- How do we compare with top B-Schools around the world?
# Student Breakdown by Program

<table>
<thead>
<tr>
<th>Program</th>
<th>Total</th>
<th>Length of Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Commerce</td>
<td>2,394</td>
<td>3 to 4 years</td>
</tr>
<tr>
<td>Graduate Certificate in Professional Accounting</td>
<td>47</td>
<td>16 months</td>
</tr>
<tr>
<td>International Summer Program</td>
<td>15</td>
<td>1 summer</td>
</tr>
<tr>
<td>Executive MBA</td>
<td>89</td>
<td>15 months</td>
</tr>
<tr>
<td>MBA (Full-time)</td>
<td>139</td>
<td>2 years</td>
</tr>
<tr>
<td>Professional MBA (Part-time)</td>
<td>49</td>
<td>3 years</td>
</tr>
<tr>
<td>MBA Japan</td>
<td>74</td>
<td>18 months</td>
</tr>
<tr>
<td>Masters of Management in Finance</td>
<td>46</td>
<td>1 year</td>
</tr>
<tr>
<td>International Masters in Health Leadership</td>
<td>39</td>
<td>15 months</td>
</tr>
<tr>
<td>International Masters for Practicing Managers</td>
<td>6</td>
<td>16 months</td>
</tr>
<tr>
<td>Masters in Global Manufacturing and Supply Chain Management</td>
<td>92</td>
<td>30 months</td>
</tr>
<tr>
<td>Doctor of Philosophy</td>
<td>64</td>
<td>4 to 5 years</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,039</td>
<td></td>
</tr>
</tbody>
</table>

**Fall 2017** - Nov. 3, 2017
## How do we compare: Canada

<table>
<thead>
<tr>
<th>FT Ranking</th>
<th>Corporate Knights 2017 Better World MBA Ranking</th>
<th>QS – 2017 Business and Management</th>
<th>University</th>
<th>Tuition (including fees) / 1 year</th>
<th>Number of students Undergraduate + Graduate</th>
</tr>
</thead>
</table>
| NA         | 9                                             | 48                               | Desautels Faculty of Management, McGill University | Undergraduate  
Quebec: $4,120.28  
Canada: $9,377.08  
International: $44,848.98  
**MBA – 2 year program**  
Canada: $39,700 / Total: $79,500  
International: $44,500 / Total: $89,000 | Undergraduate  
BCom: 2,394  
Graduate  
MMF: 46  
MBA: 188 |
| NA         | NA                                            | NA                               | HEC Montréal | Undergraduate  
Quebec: $3,700  
Canada: $8,700  
International: $25,300  
**MBA – 1 year program**  
Quebec: $8,000  
Canada: $17,000  
International: $33,200 | Undergraduate  
BBA: 4,014  
Certificates: 5,945  
Graduate  
Masters + DESS: 2,527  
MBA: 221 |
| 65         | NA                                            | 35                               | Rotman School of Management, University of Toronto | Undergraduate  
Canada: $6,590  
International: $17,670  
**MBA – 2 year program**  
Canada: $48,480 / Total: $98,409  
International: $53,370 / Total: $107,770 | Undergraduate  
BCom: 2,860  
Graduate  
Full Time MBA: 350 |
| NA         | 23                                            | 38                               | Sauder School of Business, University of British Columbia | Undergraduate  
Canada: $6,969.97  
International: $46,869.67  
**MBA – 16 month**  
Canada: $49,300  
International: $78,781 | Undergraduate  
3,751  
Graduate  
Master of Management: 81  
MBA: 287 |
## How do we compare: Internationally

<table>
<thead>
<tr>
<th>FT Ranking</th>
<th>Corporate Knights 2017 Better World MBA Ranking</th>
<th>QS – 2017 Business and Management</th>
<th>University</th>
<th>Tuition (including fees) / 1 year (in USD unless specified)</th>
<th>Number of students: Undergraduate + Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>14</td>
<td>3</td>
<td>INSEAD</td>
<td>MBA – 1 year program €82,000</td>
<td>Graduate 1000</td>
</tr>
<tr>
<td>35</td>
<td>NA</td>
<td>101-150</td>
<td>McIntire School of Commerce and Darden School of Business, University of Virginia</td>
<td>Undergraduate State: $20,242 Out of State: $51,846 MBA – 2 year program State: $62,800 / Total: $125,600 Out of State: $65,920 / Total: $131,840</td>
<td>Undergraduate 1,400 Graduate MBA: 326</td>
</tr>
</tbody>
</table>
Diversity: Women in Finance

Fall 2017
BCom Program
- Male: 52%
- Female: 48%

BCom Finance Concentration
- Male: 52%
- Female: 48%

BCom Finance Major
- Male: 36%
- Female: 64%

BCom Honours in Investment Management
- Male: 27%
- Female: 73%

MMF Program
- Male: 38%
- Female: 62%

Spring 2017
MBA Graduating Class
- Male: 39%
- Female: 61%

MBA Graduates in Finance
- Male: 33%
- Female: 67%
Research Excellence

Cementing Desautels’ reputation as a world-leading management faculty, through the rigor and relevance of our research.

• Our Faculty’s Research Activities

• Research Grants Results

• How do we compare with other B-Schools around the world?

• Thought Leadership
Research Activities

- **Desautels 22** - list of top academic business publication

- **Research Impact in 2016-2017**
  - 131 papers presented
  - 22 book chapters
  - 74 articles published
  - 8 books
  - 132 editorial board appointments
# Research Grants Results

## 2017 Grants Competition - Main programs

<table>
<thead>
<tr>
<th>AGENCY PROGRAMS</th>
<th>SSHRC Insight Grants</th>
<th>SSHRC Insight Development Grants</th>
<th>FRQSC New Researchers</th>
<th>SSHRC Partnership Development Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desautels</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications F</td>
<td>9</td>
<td>5</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Awards F</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Success rate (%)</td>
<td>44.4%</td>
<td>40.0%</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Requested amount $</td>
<td>$1,744,412</td>
<td>$240,050</td>
<td>$135,000</td>
<td>$199,926</td>
</tr>
<tr>
<td>Awarded amount  $</td>
<td>$480,615</td>
<td>$115,026</td>
<td>$135,000</td>
<td>0.00</td>
</tr>
<tr>
<td>Funding rate (%)</td>
<td>37.00%</td>
<td>35.7%</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>McGill</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications F</td>
<td>69</td>
<td>55</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Awards F</td>
<td>29</td>
<td>23</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>Success rate (%)</td>
<td>42.0%</td>
<td>61.8%</td>
<td>69.4%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Requested amount $</td>
<td>$16,447,627</td>
<td>$1,050,043</td>
<td>$1,015,038</td>
<td>$1,199,427</td>
</tr>
<tr>
<td>Awarded amount  $</td>
<td>$4,882,956</td>
<td>$560,962</td>
<td>$708,229</td>
<td>$399,645</td>
</tr>
<tr>
<td>Funding rate (%)</td>
<td>29.7%</td>
<td>38.5%</td>
<td>69.7%</td>
<td>33.3%</td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications F</td>
<td>3,514</td>
<td>5,236</td>
<td>225</td>
<td>143</td>
</tr>
<tr>
<td>Awards F</td>
<td>605</td>
<td>397</td>
<td>100</td>
<td>53</td>
</tr>
<tr>
<td>Success rate (%)</td>
<td>40.0%</td>
<td>32.1%</td>
<td>44.4%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Requested amount $</td>
<td>$294,935,519</td>
<td>$74,525,491</td>
<td>$8,341,042</td>
<td>$28,794,072</td>
</tr>
<tr>
<td>Awarded amount  $</td>
<td>$52,786,355</td>
<td>$21,835,962</td>
<td>$4,370,206</td>
<td>$10,013,445</td>
</tr>
<tr>
<td>Funding rate (%)</td>
<td>31.5%</td>
<td>29.3%</td>
<td>52.4%</td>
<td>37.7%</td>
</tr>
</tbody>
</table>

**Notes:**
- Sources: OSR & Agency Reports
- SSHRC: Multi-year funding

**Awarded:**
- Desautels: Aujoult, Patrick; Barros, Laurent; Mohra, Saarab; Mukherjee, Sudip
- McGill: Basner, Genevieve; Bossling, Laura
- National: Khamamual, Wanyi; Surua, Jihan; Zhang, Jingting
<table>
<thead>
<tr>
<th>UTD Ranking (2012-2016)</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Ross School of Business, University of Michigan</td>
</tr>
<tr>
<td>9</td>
<td>INSEAD</td>
</tr>
<tr>
<td>12</td>
<td>Rotman School of Management, University of Toronto</td>
</tr>
<tr>
<td>16</td>
<td>Robert H. Smith School of Business, University of Maryland</td>
</tr>
<tr>
<td>32</td>
<td>Haas School of Business, University of California at Berkeley</td>
</tr>
<tr>
<td>34</td>
<td>Sauder School of Business, University of British Columbia</td>
</tr>
<tr>
<td>49</td>
<td>Desautels Faculty of Management, McGill University</td>
</tr>
<tr>
<td>84</td>
<td>Darden School of Business, University of Virginia</td>
</tr>
<tr>
<td>100</td>
<td>HEC Montréal</td>
</tr>
</tbody>
</table>
Thought Leadership

• MDIIM Symposiums
  • **Shaun Donovan**, former Director of the Office of Management and Budget of the U.S. Government
  • **Brian Fetherstonhaugh**, Chairman and Chief Executive Officer, OgilvyOne Worldwide
  • **Yann LeCun**, Director of AI Research, Facebook, and Silver Professor and Founding Director of the Center for Data Science, New York University
Community Impact

Being the **engine of social and economic value creation** among university, local, national and international communities, through the application of Desautels’ research, expertise and talent.

- Community Outreach
- Dobson Centre for Entrepreneurship
Community Outreach: Our New Marketing Campaign

- Launched in October, our latest marketing campaign showcases the diversity of our activities as a Faculty and the impact that our students, professors and alumni have on the Montreal & international communities.
Do strong leaders provoke employees to mask their own values?

Desautels professors are behind some of the most unique research projects in the world.

Patricia Hewlin
Associate Professor, Organizational Behaviour

Professor Patricia Hewlin's research on authenticity in the workplace reveals that strong leadership qualities such as integrity can stifle diversity of thought.
Dobson Center for Entrepreneurship
Serving the whole McGill Community

• What does Dobson offer
  • Programs
  • Dobson Match

• McGill Lean Start-Up
• McGill Dobson Cup
  • 1,000 startups mentored through the McGill Dobson Cup since 2009
  • 2,200 individual McGill entrepreneurs mentored during this time
  • 125 startups active as of 2016
  • 1,000 jobs created and $35M raised by these startups to date
  • 87 judge-mentors actively involved in McGill Dobson Cup every year

• McGill X-1 Accelerator
  • The John Dobson Foundation donated $2 million to support the McGill X-1 Accelerator

• Dobson Demo Days
  • Montreal, Boston, San Francisco, Toronto, New York City
Financial Sustainability

Profitable programs and increasing fundraising to support our mission, vision and strategic priorities.

- Fundraising Update
- The New Donald E. Armstrong Building
- The Bensadoun School of Retail Management
- Evolving our Program Offering
- Multiple opportunities for additional revenue
Fundraising at Desautels

**FY16**
$5.7 million total
$0.8 million in annual giving
1387 donors overall

**FY17**
$8.25 million total
$1.1 million in annual giving
1411 donors overall
$25 million from the Bensadoun Family Foundation

**FY18 to date**
$3.1 million total
$0.5 million in annual giving
671 donors overall

* this does not include gifts that come at the calendar-year end, which will only be completely tallied in mid January

As of December 2017
The New Donald E. Armstrong Building

Announcing the Donald E. Armstrong Building—
the future home of the MBA and specialized Masters Programs

DONATIONS
$14.586m
26 named Spaces + 117 Lockers

BUDGET
$17.6m
100% SELF-FUNDED

ON TIME & UNDER BUDGET

December 2017
Bensadoun School of Retail Management

• $25M donation from the Bensadoun Family Foundation to establish the Bensadoun School of Retail Management

• Future students aspiring to impactful retail careers, need an in-depth curriculum that focuses on the fundamental, integrated aspects of retail management: Technology, Business and Human-Cultural.
Official Launch of the
Bensadoun School
of Retail Management

**MAY 2017**
Announcement of $25M gift from Aldo Bensadoun to create the Bensadoun School of Retail Management - Secure philanthropic support from top retail families

**SEPT 2018**
Launch of BCom Retail Concentration
Construction of the School space and Retail Experience Lab
Launch search for new professors and Chair in Retail

**FALL 2019**
Launch of PhD in Retail

**FALL 2020**
Launch of Masters in Retail

**FALL 2021**
Launch of the BCom Honours in Retail

Opening of the Retail Experience Lab
The Bensadoun School: Serving a Variety of Stakeholders

GLOBAL

MULTI SECTOR
Accommodation, Automotive, Beauty,
Media & Entertainment, Fashion, Food,
Financial Services, Health & Wellness,
Home Improvement, etc.

ALL FUNCTIONS
Digital/IT, Finance, HR, Marketing,
Operations, Supply Chain, etc.

INDUSTRY

Bensadoun School of Retail Management
Shaping the Future of Retail

GOV’T & SOCIAL ORGANIZATIONS

POLICY MAKERS
LOCAL ORGANIZATIONS
INDUSTRY ASSOCIATIONS

RESEARCH & INNOVATION NETWORKS

MANAGEMENT RESEARCH
AND CONSULTING

COMPLIMENTARY CAPABILITIES
Retail-oriented research in Architecture &
Urban Planning, Agriculture, AI, Big Data,
FinTech, Health, Law, Neuroscience,
Psychology, Public Policy, Sustainability, etc.

STUDENTS

ALL LEVELS
Bachelor Masters
PhD Executive

EXPERIENTIAL LEARNING

RIGHT MINDSET
Analytical (Logic)
Creative (Magic)
Worldly
Socially Conscious
Entrepreneurial

COMPLIMENTARY RESOURCES
Financing, Payment Systems,
Entrepreneurship,
Transportation & Infrastructure, etc.
## Evolving our Program Offering

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>Launch of Data Analytics MBA Concentration</td>
</tr>
<tr>
<td>July 2016</td>
<td>Launch of the Masters of Management in Finance</td>
</tr>
<tr>
<td>March 2017</td>
<td>Approval of the Masters of Management in Analytics by McGill</td>
</tr>
<tr>
<td>September 2017</td>
<td>Launch of the Data Analytics BCom Concentration</td>
</tr>
<tr>
<td></td>
<td>IN PROCESS Quebec Government approval of the Masters of Management in Analytics</td>
</tr>
</tbody>
</table>
Opportunities for Additional Revenue

- Launching more private programs such as MMF & MMA
- Hybrid Professional MBA
- Building more custom McGill Executive Institute programs
Building the Future of Desautels: Challenges Faced
Challenges

**Competitive Environment**
- We have dropped in the MBA rankings & MBA demand is on the decline
- Government of Quebec support ex: HEC new building

**Infrastructure and Services Requirements**
- Business schools funded at low level by Government of Quebec
- To remain competitive with the world’s top B-Schools, we must offer career services, advisors, and be at the forefront of teaching

**Hiring and retention of professors**
- We are not offering competitive salaries and benefits
Q&A