

# 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 2017  
**DATE:** December 12, 2017  
**DOCUMENT #:** GD17-27

**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. The timing was 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 has developed 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.

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**MOTION OR  
RESOLUTION  
FOR APPROVAL**

N/A

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**APPENDICES**

Appendix A: Key Performance Indicators 2017

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McGill

KEY PERFORMANCE INDICATORS

Fall 2017

V. 2017-12-12 BOG

# Status Report

KPI	Status	KPI	Status
1 – Student-Faculty Ratio	●	14 – Tri-Agency Market Share	●
2 – Undergraduate Class Size	●	15 – FRQ Market Share	●
3 – Graduation Rate after Six Years (Bachelor Students)	●	16 – Research Intensity	●
4 – Graduation Rates – Graduate Students	●	17 – Innovation Through Partnerships with Industry	●
5 – Average Financial Support for Doctoral Students (Years One to Three)	●	18 – Royal Society Fellows	●
6 – Total Financial Aid and Awards for Undergraduate Students	●	19 – My Workplace	●
7 – Quality of Student Advising and Supervision	●	20 – Major Construction Projects: Performance Management	●
8 – Course Evaluations	●	21 – Endowment Fund Market Value	●
9 – Tenured and Tenure-Track Faculty	●	22 – Philanthropy Cash Received	●
10 – International Students	●	23 – Greenhouse Gas Emissions	●
11 – University Operating Revenues and Expenditures per Student	●	24 – Sustainability Rating	●
12 – Faculty Salary	●	25 – Sustainability Strategy – Vision 2020	●
13 – CFI Market Share	●		

- The target has not been reached and no progress towards the target was made in the last year
- The target has been reached or progress towards the target was made in the last year

# Table of Contents – with changes noted in red

KPI	Page	KPI	Page
1 – Student-Faculty Ratio	5	14 – Tri-Agency Market Share	19
2 – Undergraduate Class Size	6	15 – FRQ Market Share	20
3 – Graduation Rate after Six Years (Bachelor Students) – cohorts separated into 3-year and 4-year programs	7	16 – Research Intensity	21
4 – Graduation Rates – Graduate Students – 6-year doctoral observation period replaces 5-year	8	17 – Innovation Through Partnerships with Industry	22
5 – Average Financial Support for Doctoral Students (Years One to Three) – added inflation adjustment reference line	9	18 – Royal Society Fellows	23
6 – Total Financial Aid and Awards for Undergraduate Students	10	19 – My Workplace	25
7 – Quality of Student Advising and Supervision – source of undergraduate data changed from CUSC to NSSE survey	11	20 – Major Construction Projects: Performance Management – reformatted	26
8 – Course Evaluations	12	21 – Endowment Fund Market Value	27
9 – Tenured and Tenure-Track Faculty – additional information added (hires, departures, projections)	13	22 – Philanthropy Cash Received	29
10 – International Students	14	23 – Greenhouse Gas Emissions – new	31
11 – University Operating Revenues and Expenditures per Student	15	24 – Sustainability Rating – new	32
12 – Faculty Salary	16	25 – Sustainability Strategy – Vision 2020 – new	33
13 – CFI Market Share	18		



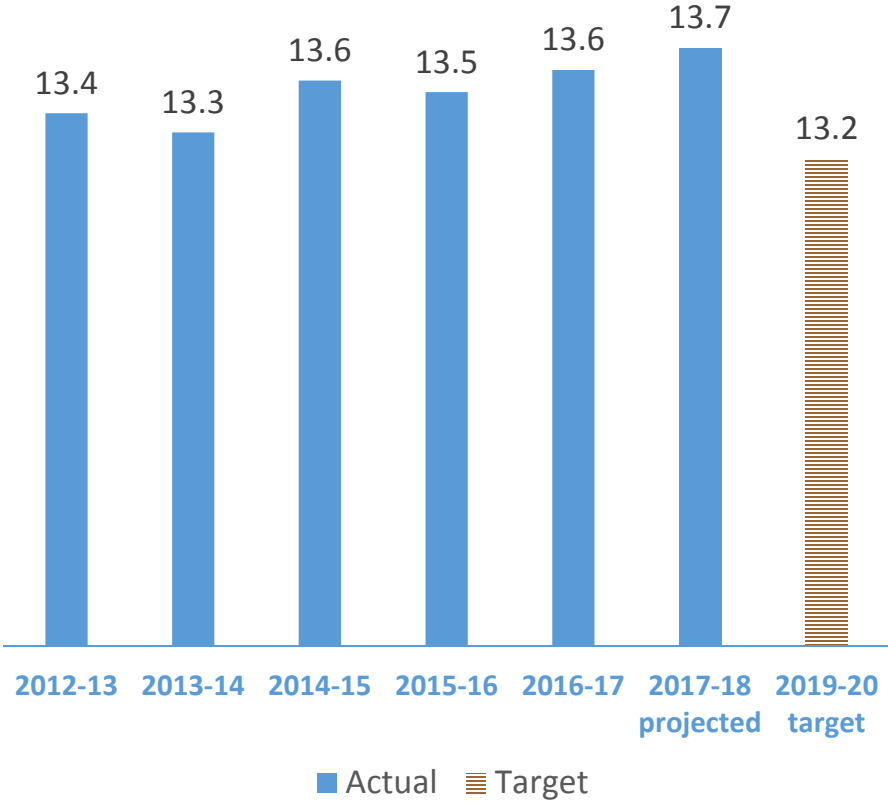
McGill

KEY PERFORMANCE INDICATORS

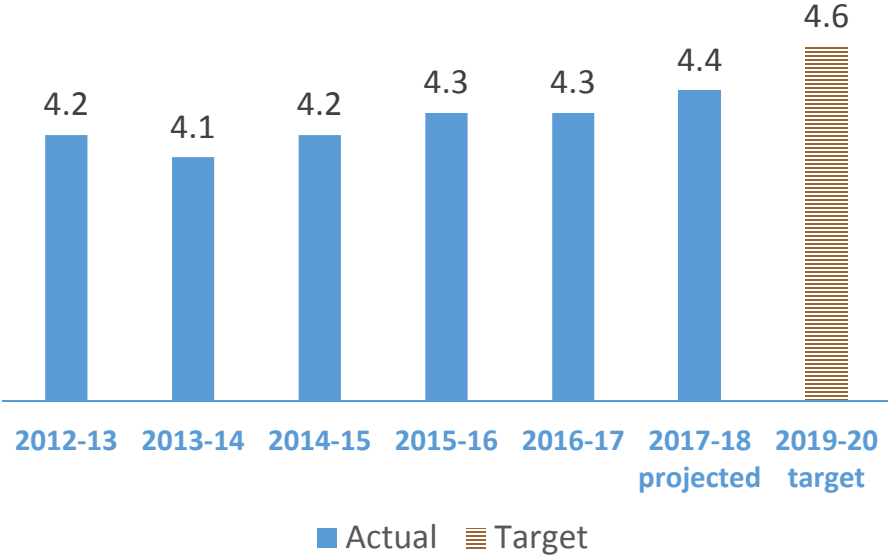
Academic

# STUDENT-FACULTY RATIO

## UNDERGRADUATE



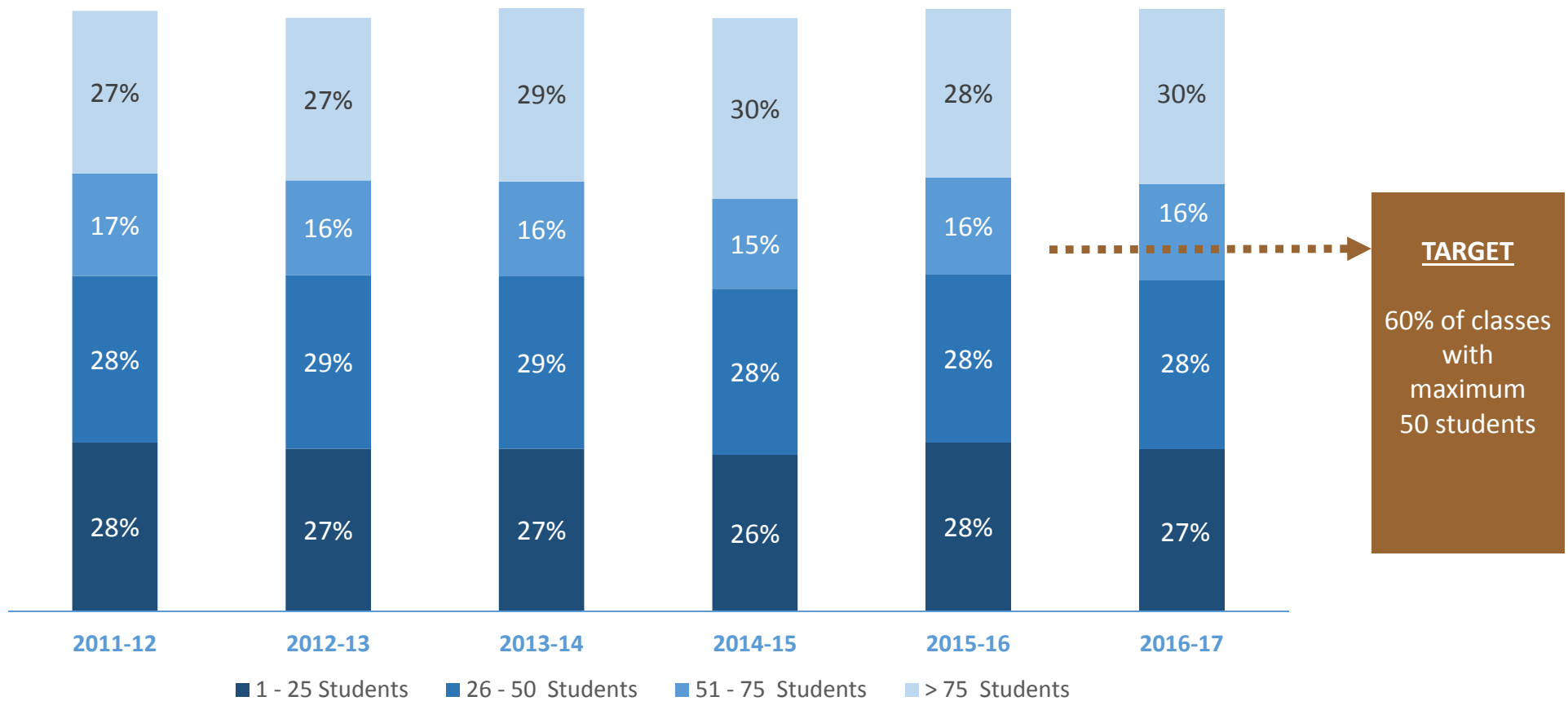
## GRADUATE



Benchmark information (U15): McGill ranks **2<sup>nd</sup> lowest** (undergraduate) and **6<sup>th</sup> highest** (graduate)

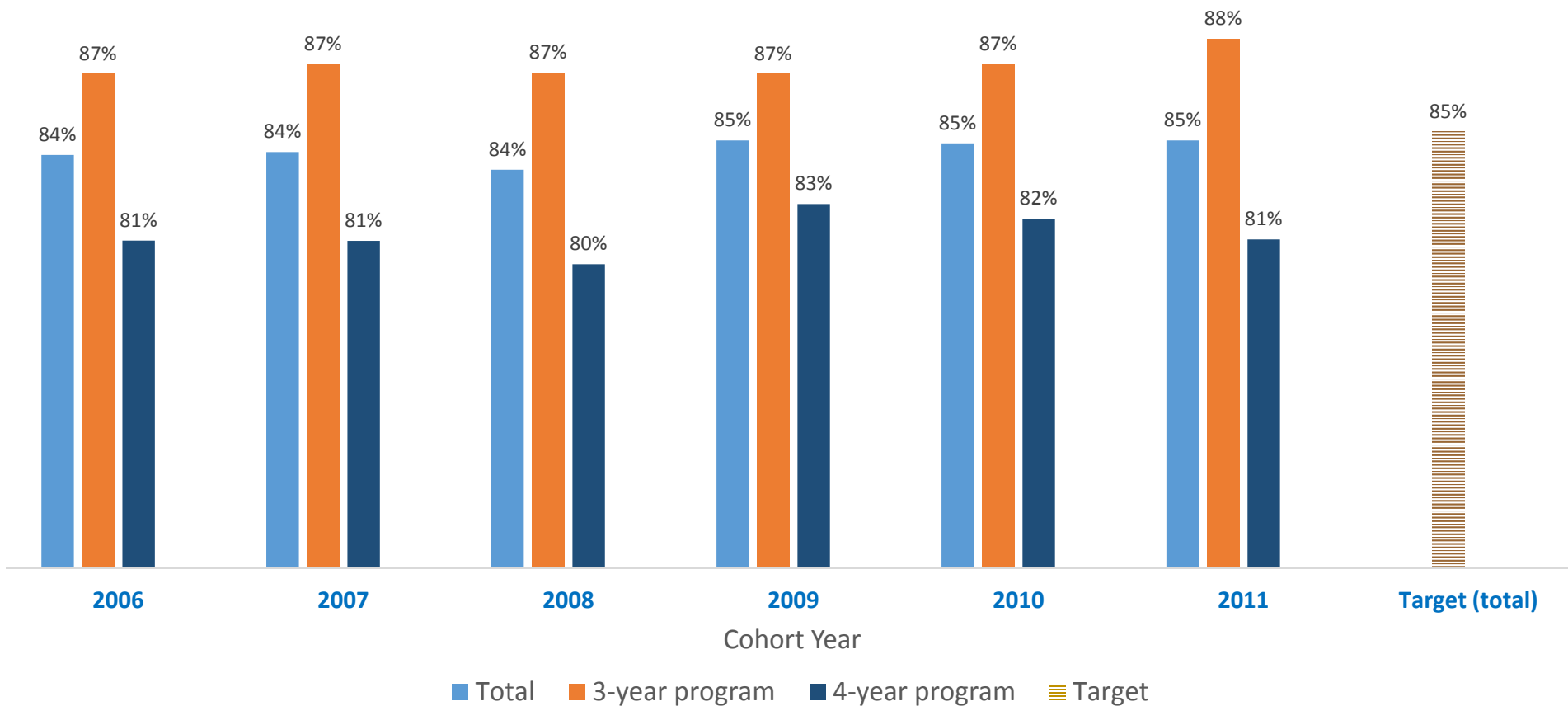
# UNDERGRADUATE CLASS SIZE

## PROPORTION OF CLASSES BY NUMBER OF STUDENTS





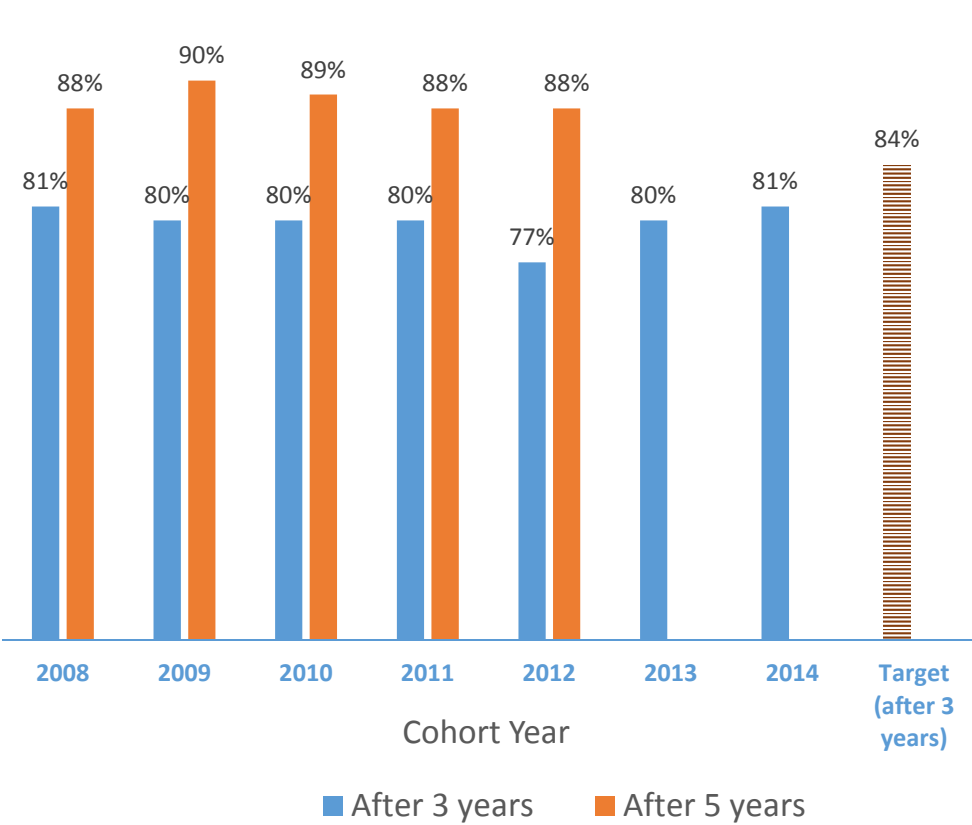
# GRADUATION RATE AFTER SIX YEARS (BACHELOR STUDENTS)



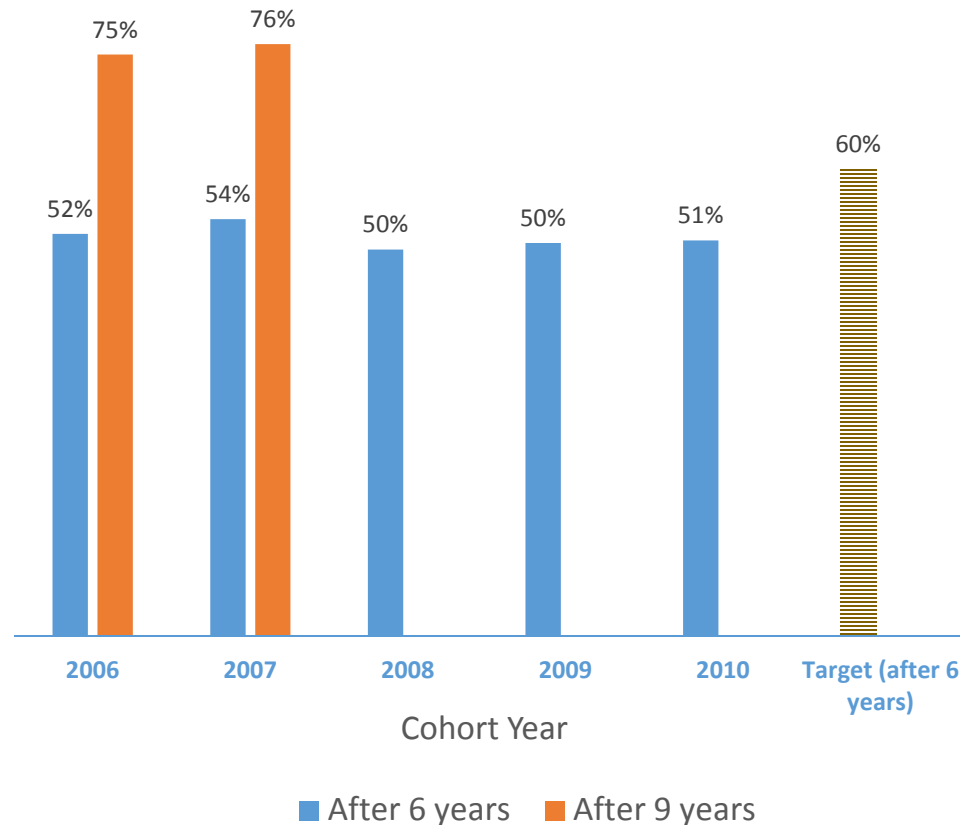
# GRADUATION RATES – GRADUATE STUDENTS

MASTER'S GRADUATION INCLUDES PROMOTION TO DOCTORATE

## MASTER'S (thesis)



## DOCTORATE

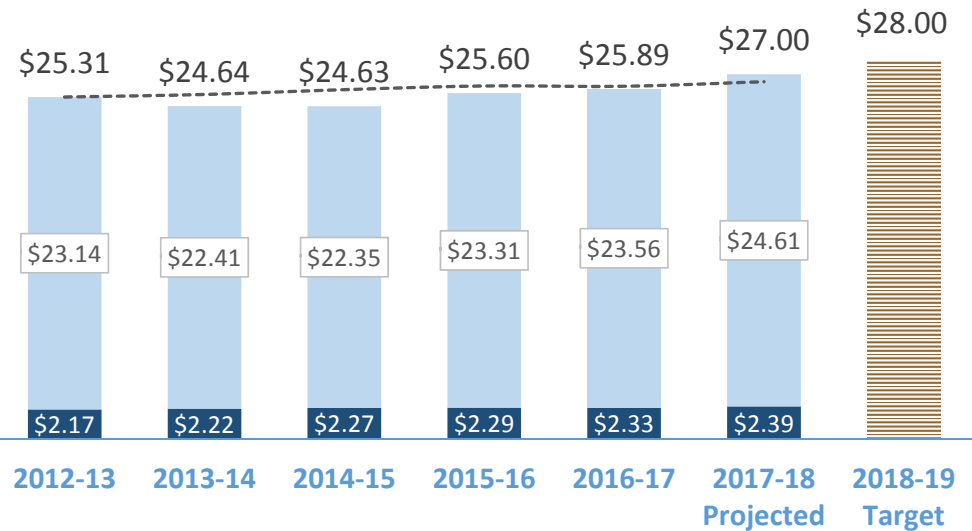


Benchmark information (U15): McGill ranks 5<sup>th</sup> highest for Master's (Thesis) after 5 years, and 7<sup>th</sup> highest for doctorate after 9 years

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

## QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS

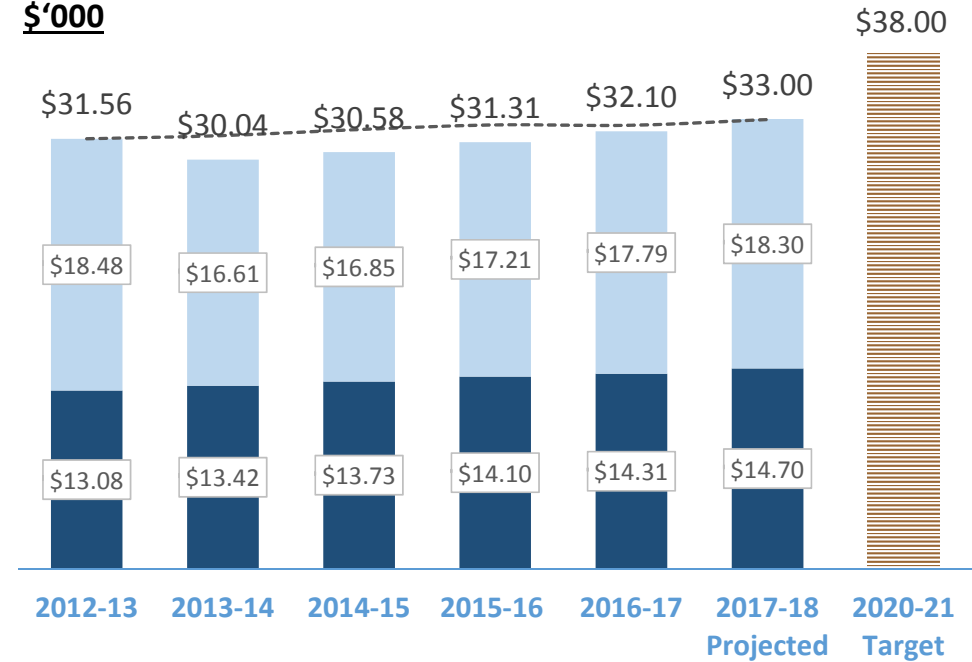
\$'000



Support for Tuition  
 Other Support  
 Target  
 2012-13 \$ adj. for inflation

## INTERNATIONAL STUDENTS

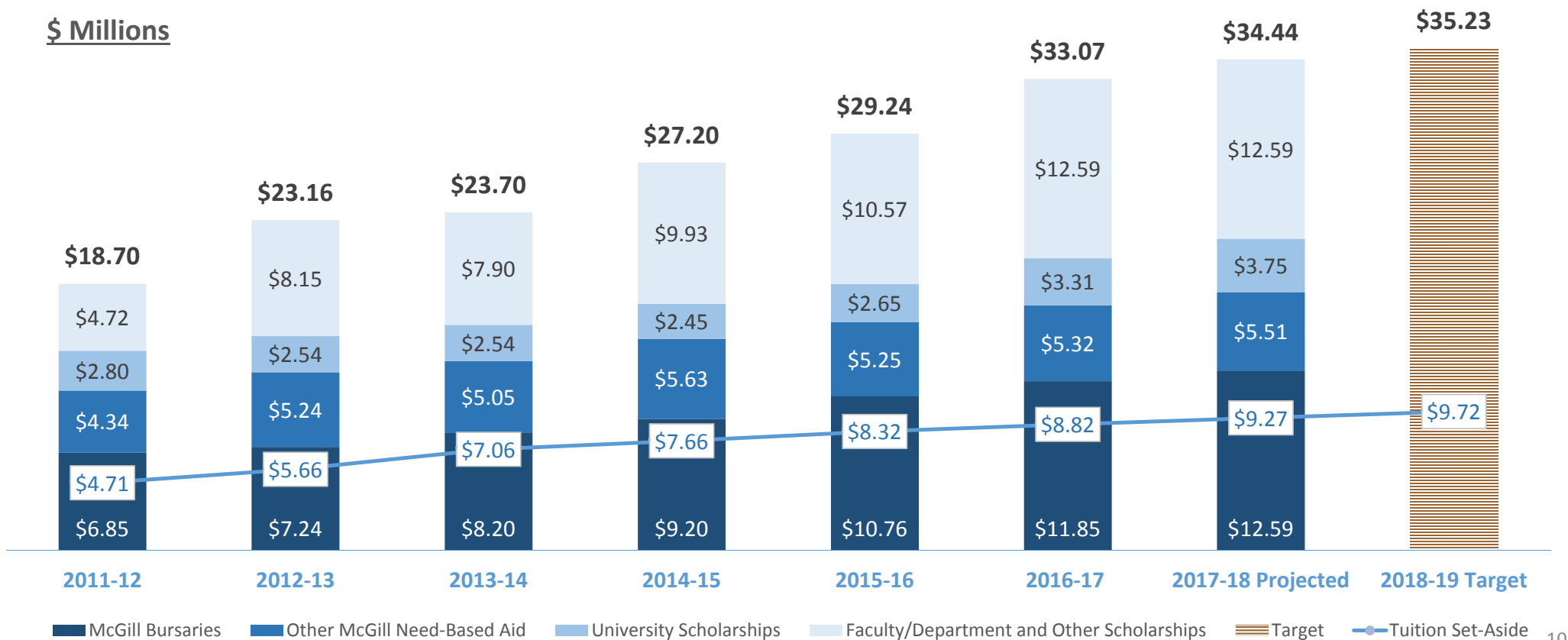
\$'000



Support for Tuition  
 Other Support  
 Target  
 2012-13 \$ adj. for inflation

# TOTAL FINANCIAL AID & AWARDS FOR UNDERGRADUATE STUDENTS

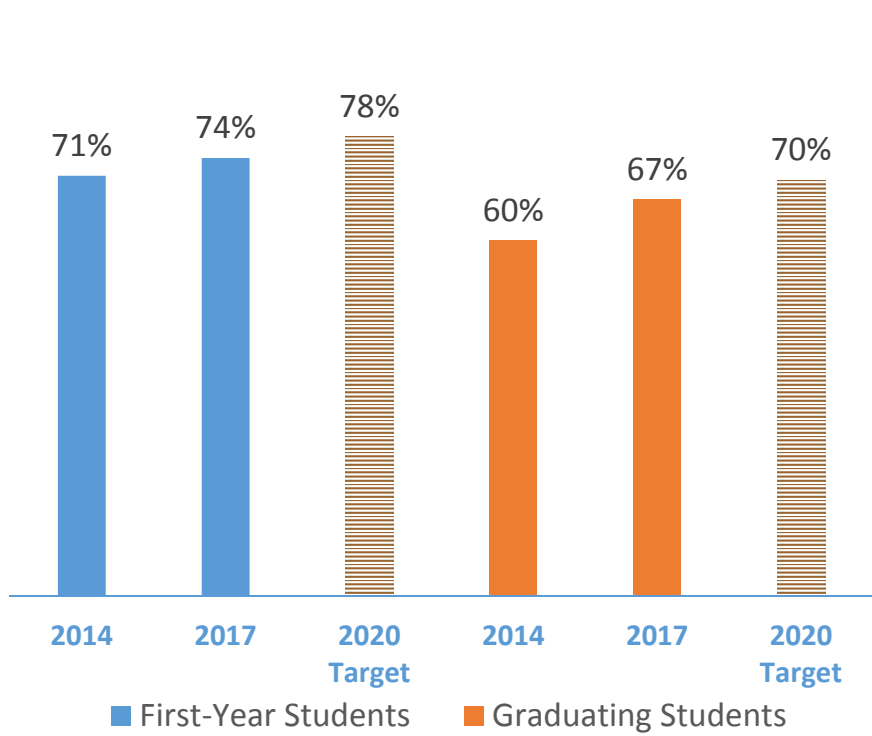
\$ Millions



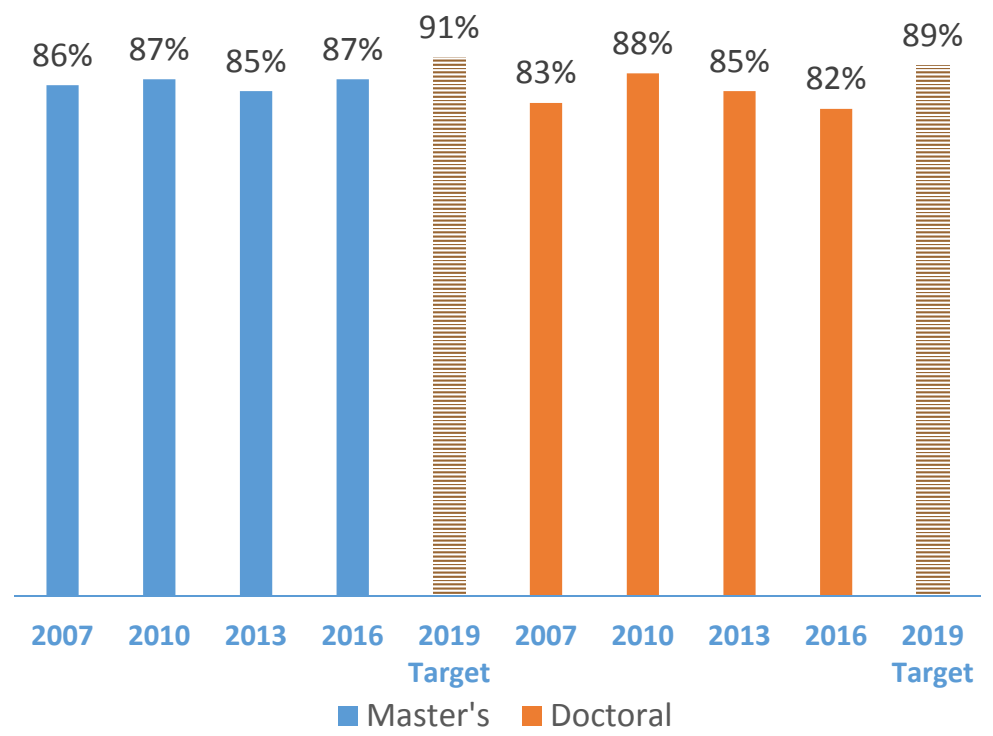
Totals may vary from the sum of each category due to rounding.

# QUALITY OF STUDENT ADVISING AND SUPERVISION

**UNDERGRADUATE STUDENTS:  
PERCENTAGE WHO RATED QUALITY OF ACADEMIC ADVISORS  
4-5-6-7 ON A 7-POINT SCALE**

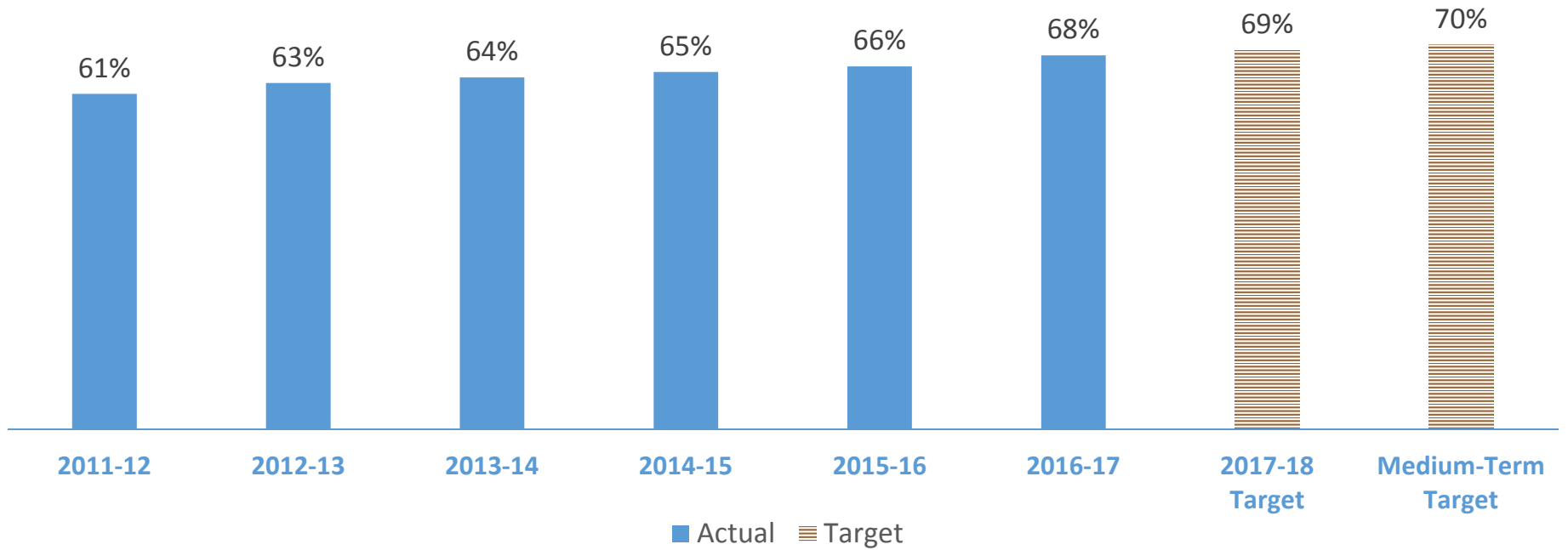


**GRADUATE STUDENTS:  
PERCENTAGE WHO AGREE/STRONGLY AGREE THAT  
THESIS/DISSERTATION ADVISOR PERFORMED ROLE WELL**



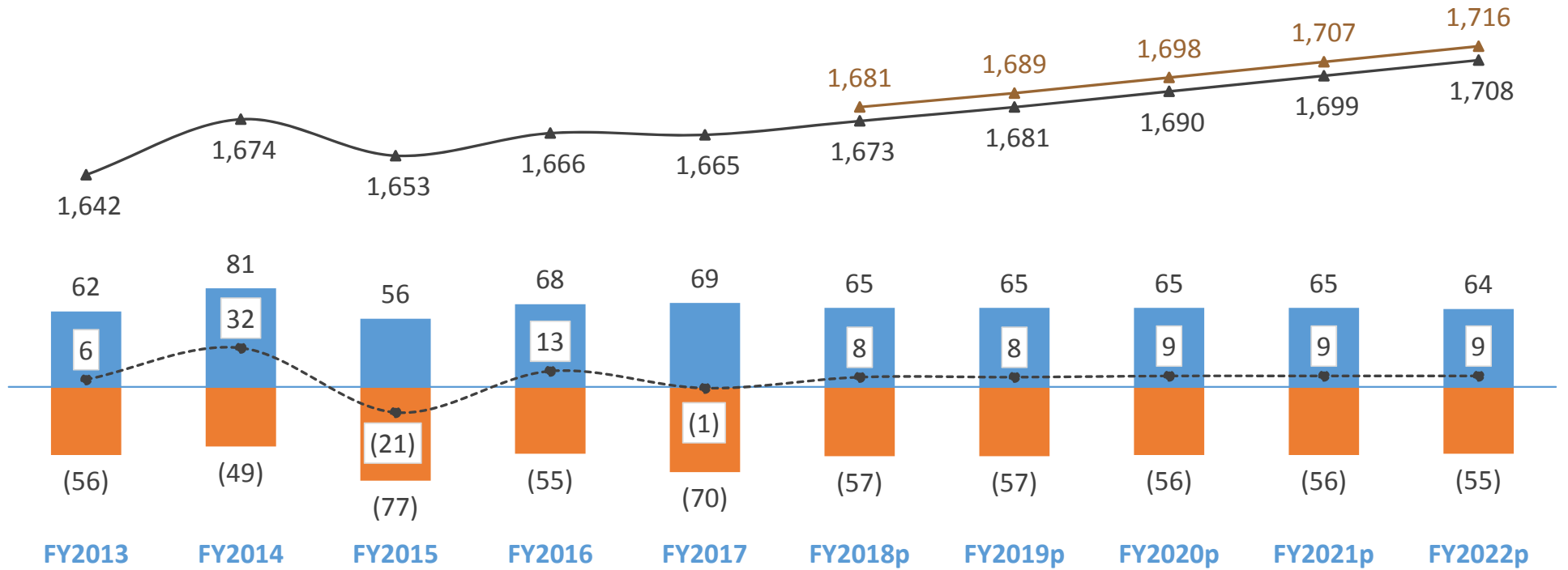
# COURSE EVALUATIONS

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



# TENURED AND TENURE-TRACK FACULTY

## NET NEW HIRES (DEPARTURES) AND END OF YEAR COMPLEMENT



p=projected

Departures

New hires

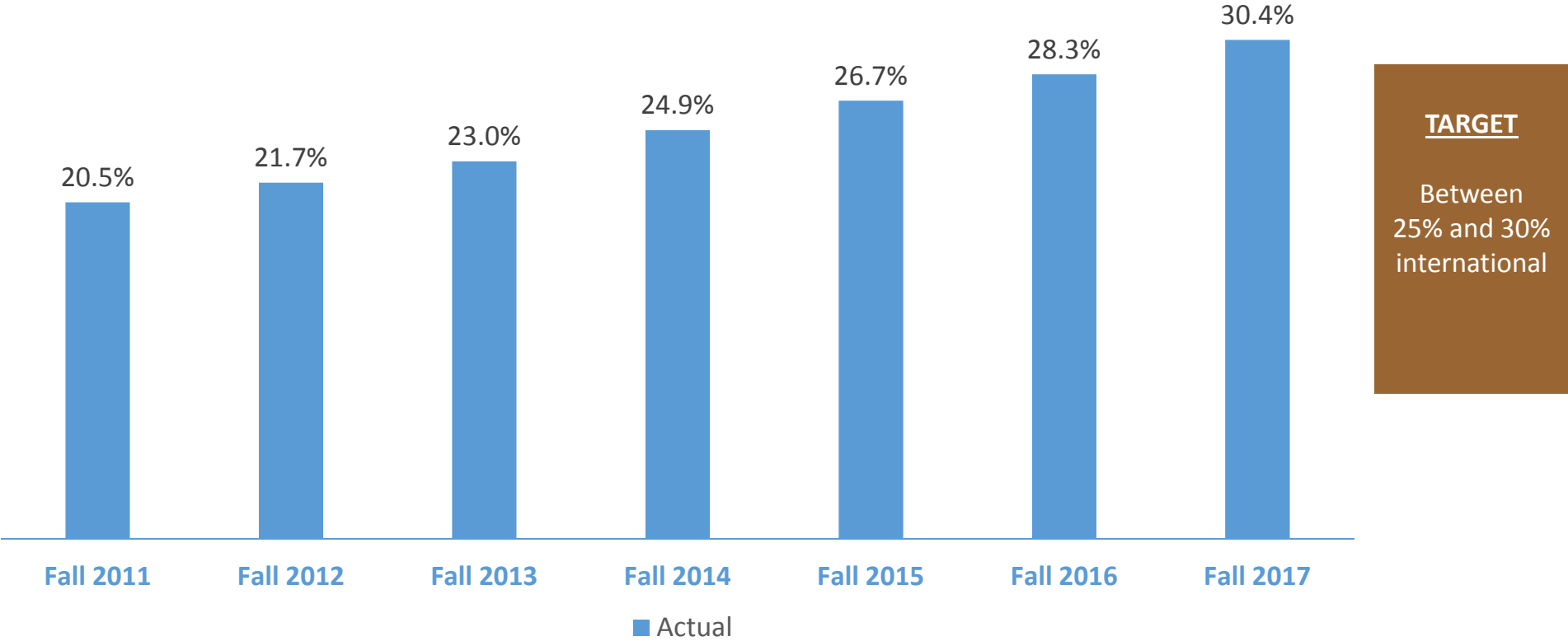
Net new hires (departures)

End of year complement

Target

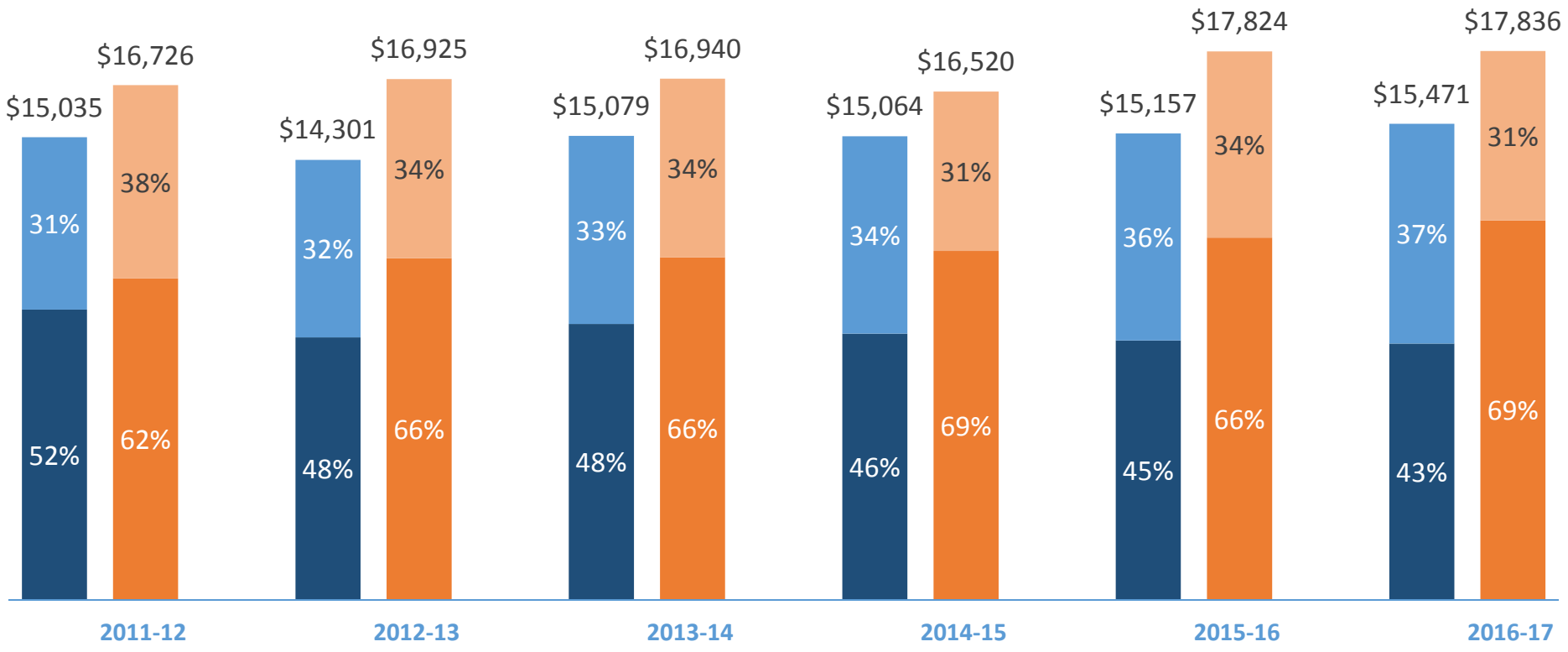
# INTERNATIONAL STUDENTS

PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL





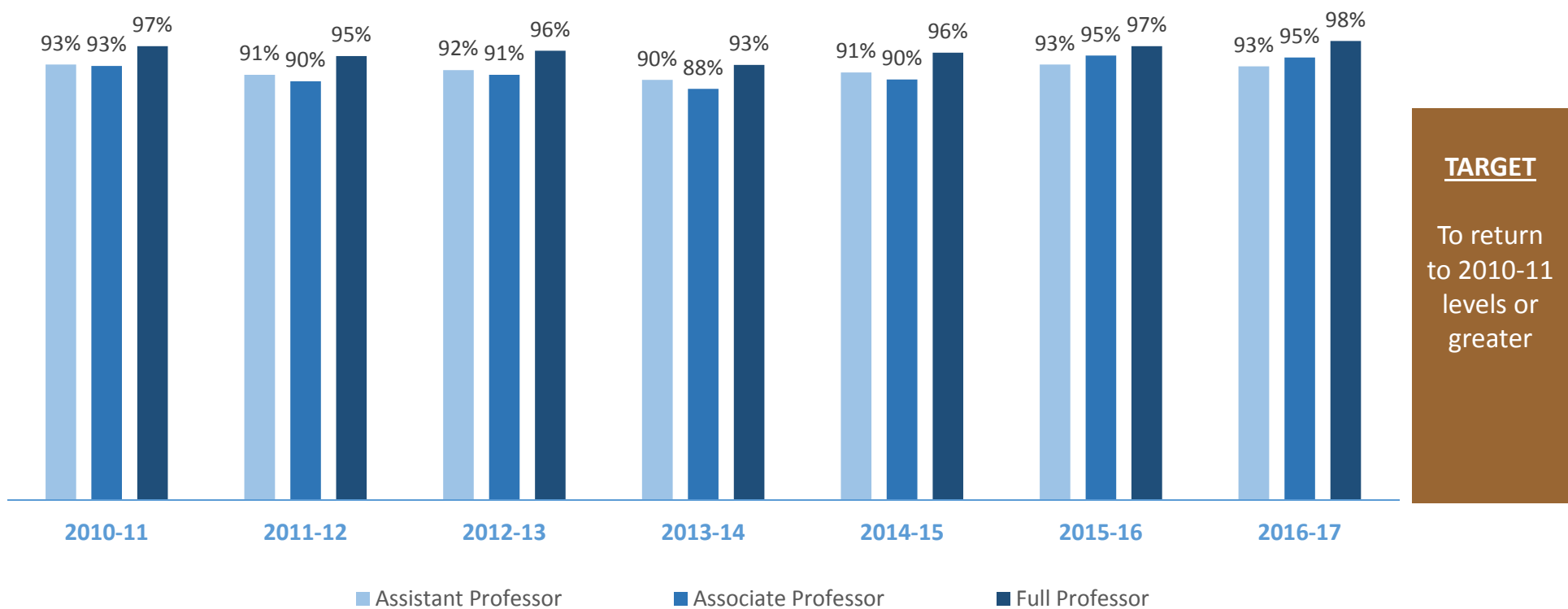
# UNIVERSITY OPERATING REVENUES AND EXPENDITURES PER STUDENT



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

# FACULTY SALARY

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





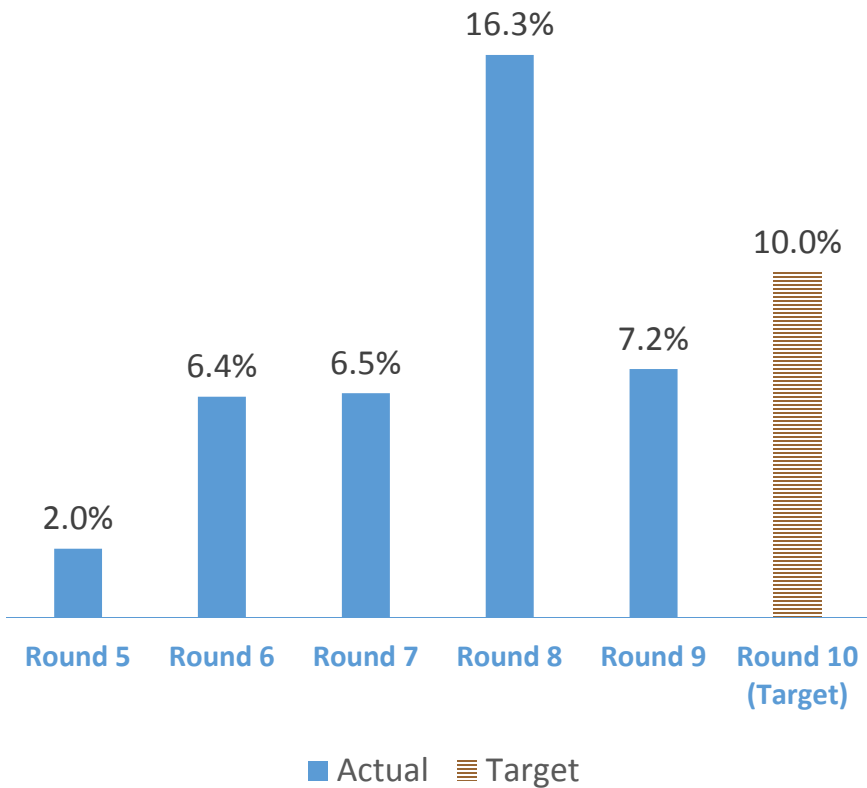
McGill

KEY PERFORMANCE INDICATORS

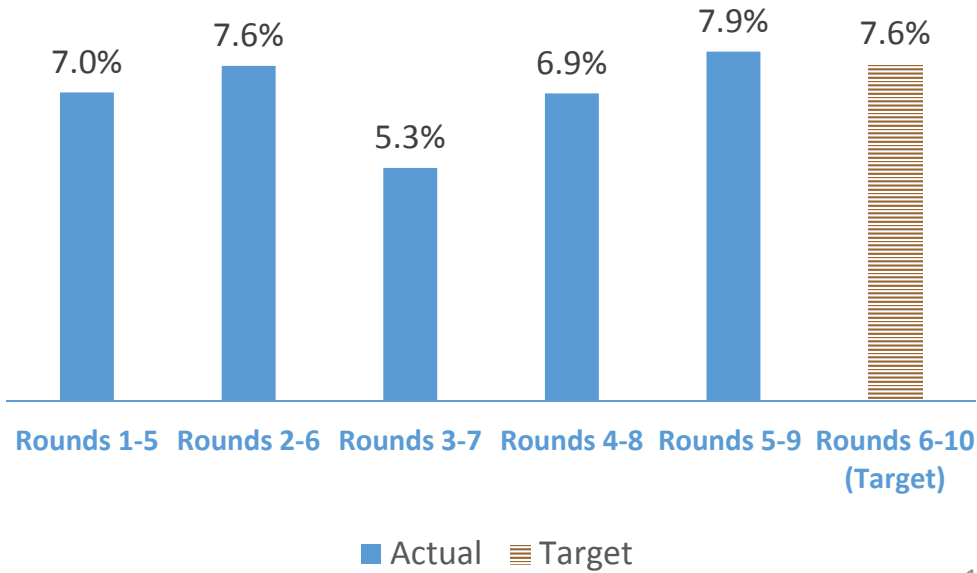
Research and Innovation

# CFI MARKET SHARE

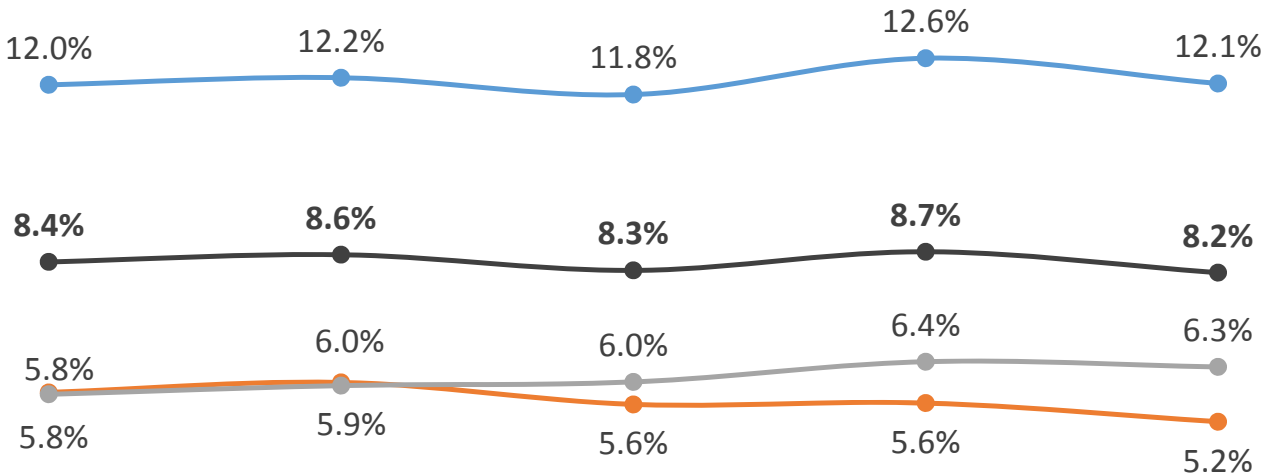
### INDIVIDUAL ROUNDS



### FIVE-ROUND ROLLING AVERAGE



# TRI-AGENCY MARKET SHARE

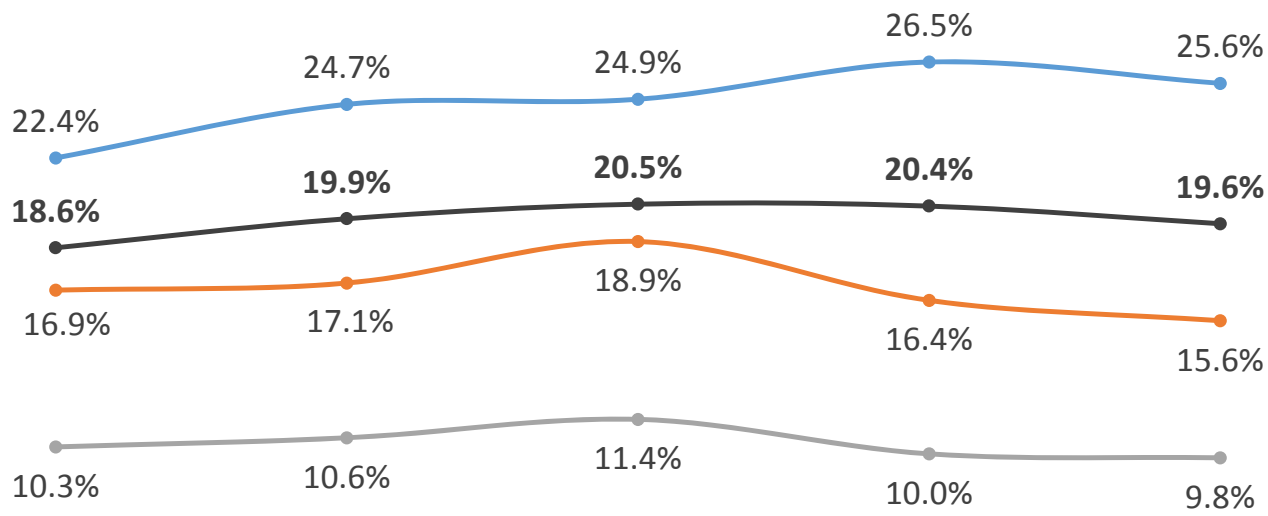


**TARGET**  
Maintain McGill's total market share within 0.3 percentage points of 8.4%, the average of FY 2012 to FY 2016

FY12                      FY13                      FY14                      FY15                      FY16

● CIHR      ● NSERC      ● SSHRC      ● Total

# FRQ MARKET SHARE



**TARGETs**

- FRQ-S: 26% FY19
- Total: 21% in FY19
- FRQ-NT: 18% in FY19
- FRQ-SC: 12% in FY19

FY12

FY13

FY14

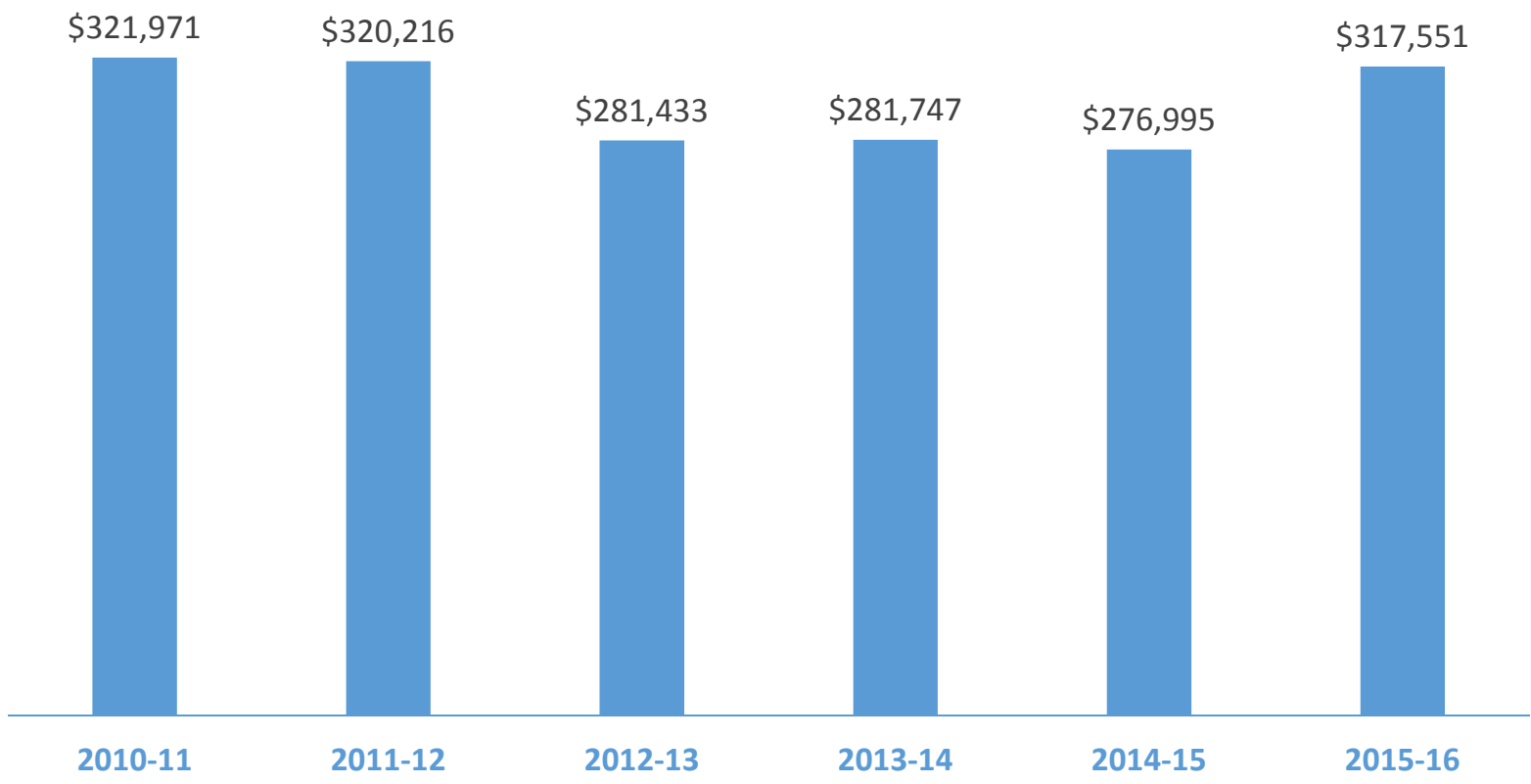
FY15

FY16

● FRQ-S ● FRQ-NT ● FRQ-SC ● Total

# RESEARCH INTENSITY

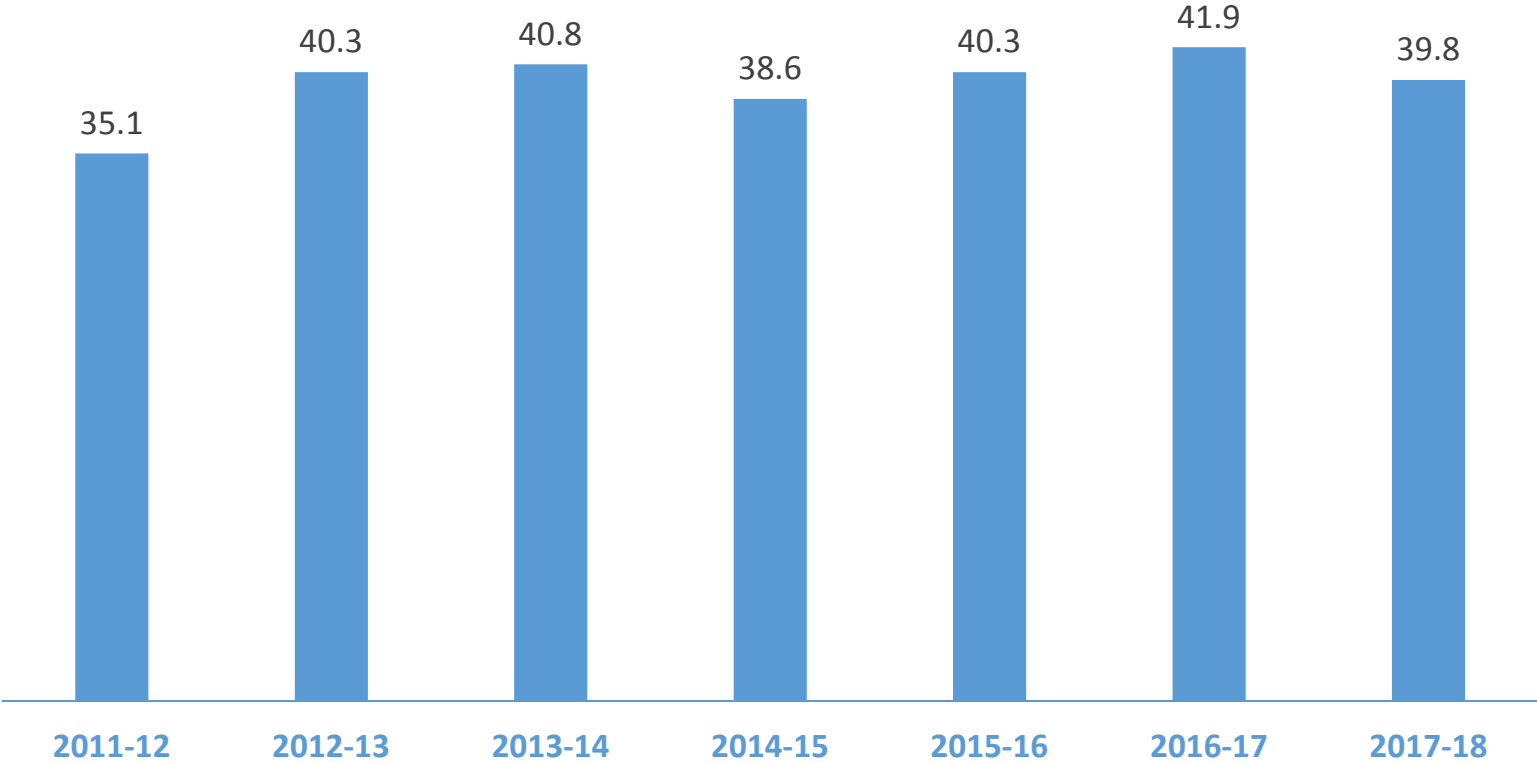
## TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR



**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**

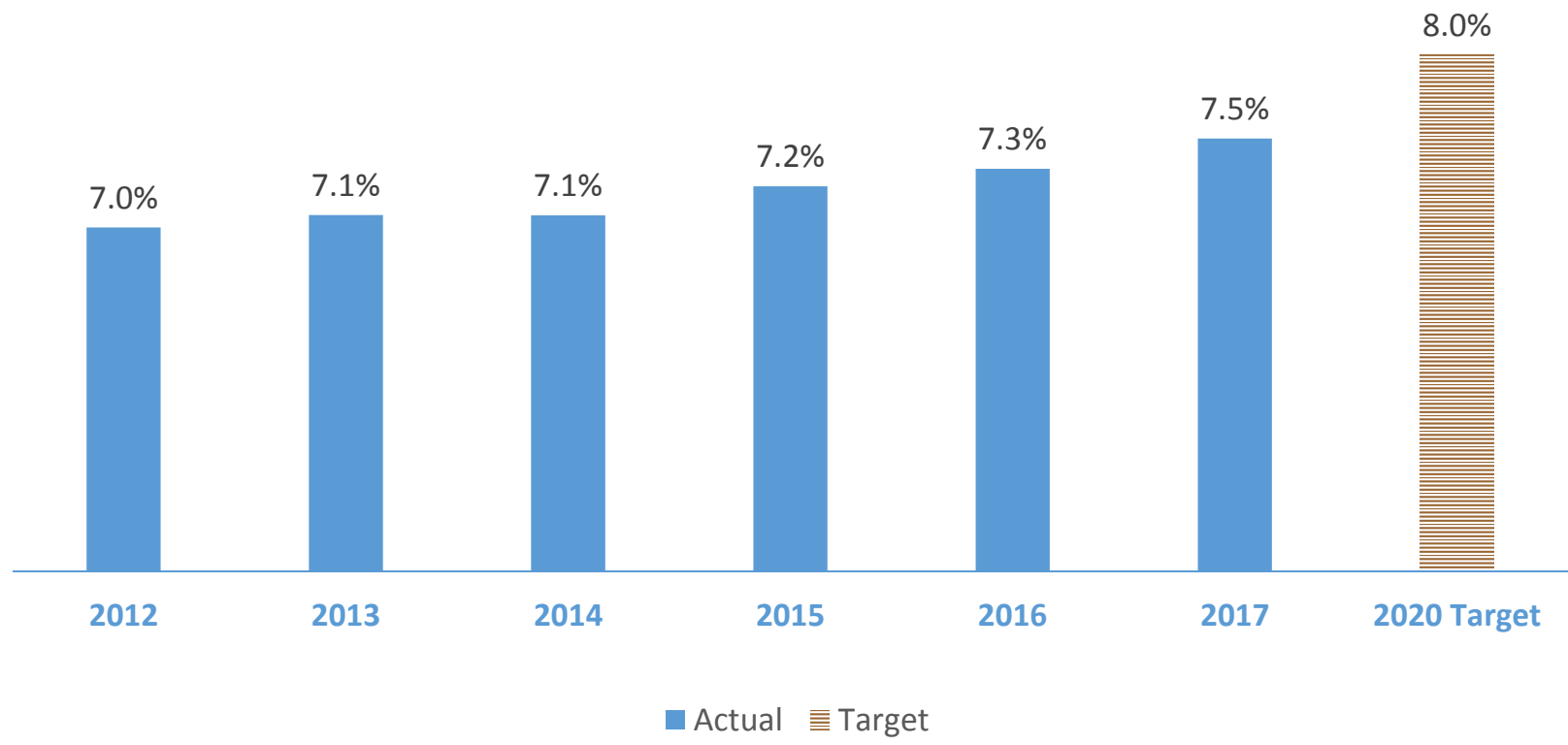


**TARGET**  
To reach top third of U15 institutions by 2019-20



# ROYAL SOCIETY FELLOWS

## PROPORTION OF TOTAL ROYAL SOCIETY OF CANADA FELLOWS





McGill

KEY PERFORMANCE INDICATORS  
Administration and Finance

## MY WORKPLACE

LEARNING ORGANIZATION INDICATORS	2015 MEAN SURVEY SCORE (out of 5)	2017 MEAN SURVEY SCORE (out of 5)	TARGET MEAN SURVEY SCORE
Supportive Learning Environment	2.77	2.88	3.50
Concrete Learning Processes and Practices	3.10	3.16	3.50
Leadership Behaviour that Provides Reinforcement	2.91	3.01	3.50

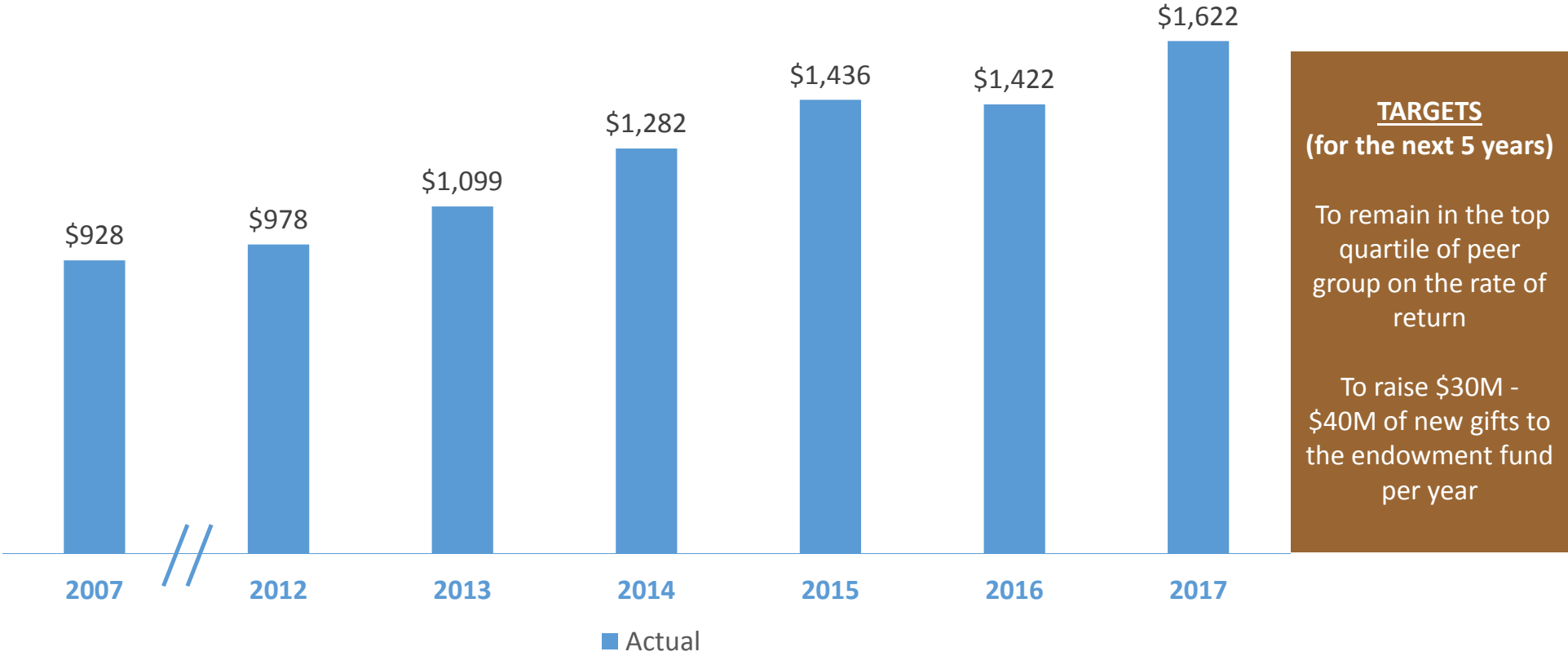
# MAJOR CONSTRUCTION PROJECTS: PERFORMANCE MANAGEMENT

	FY 2012	FY 2012	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total Number of Active projects <sup>(a)</sup>	466	520	467	458	421	391	n/a <sup>(b)</sup>
Active projects \$0-\$250k						201	
Active projects \$250k-\$1M						91	
Active projects \$1M-\$4M						59	
Active projects \$4M and over						40	
Project expenditures	\$121.2M	\$88.1M	\$74.2M	\$81.5M	\$70.9M	\$71.7M	\$175M <sup>(c)</sup>
\$ Spent/Active projects	\$260k	\$169k	\$159k	\$178k	\$168k	\$183k	n/a <sup>(b)</sup>
On budget (projects over \$1M)	n/a					17 of 17	n/a <sup>(b)</sup>
On time (projects over \$1M)	n/a					16 of 17	

n/a = Not available

# ENDOWMENT FUND MARKET VALUE

Millions





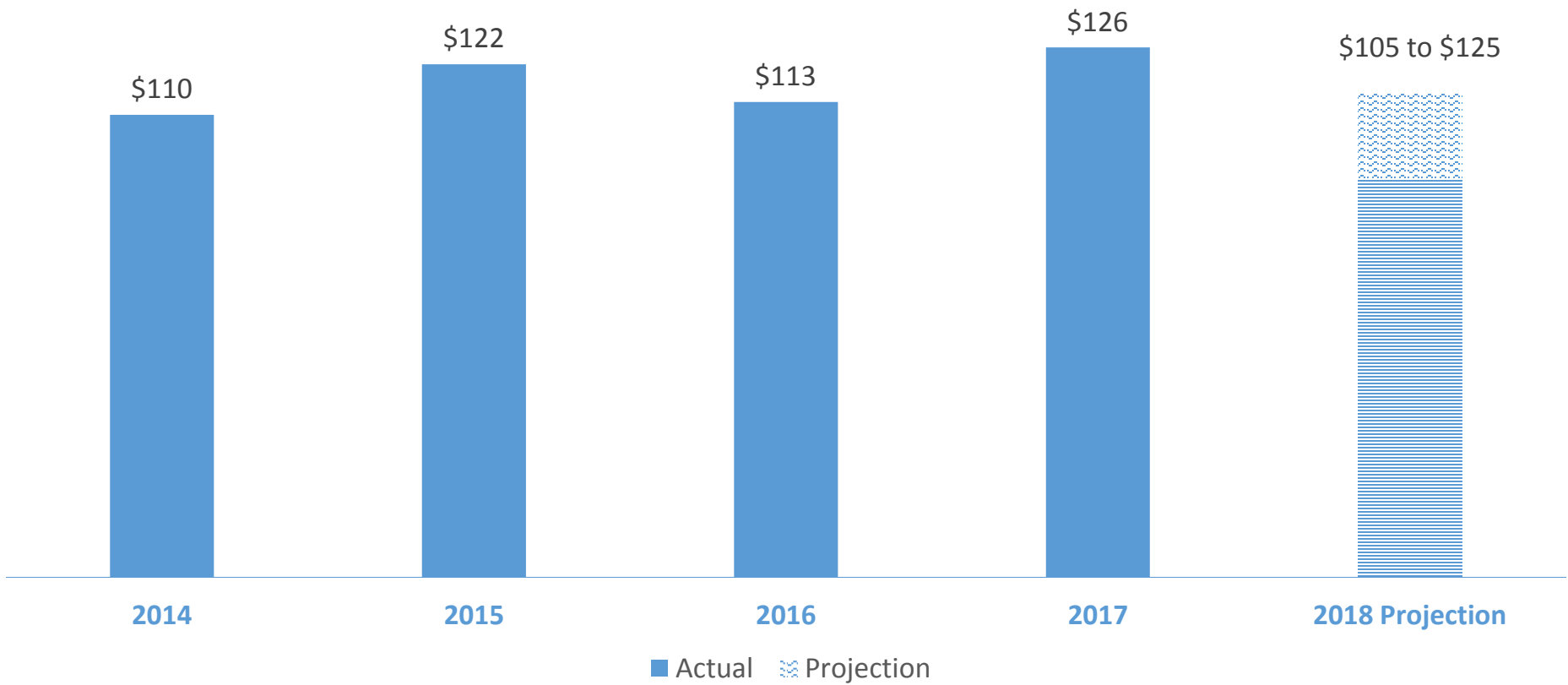
McGill

KEY PERFORMANCE INDICATORS

University Advancement

# PHILANTHROPY CASH RECEIVED

\$ Millions





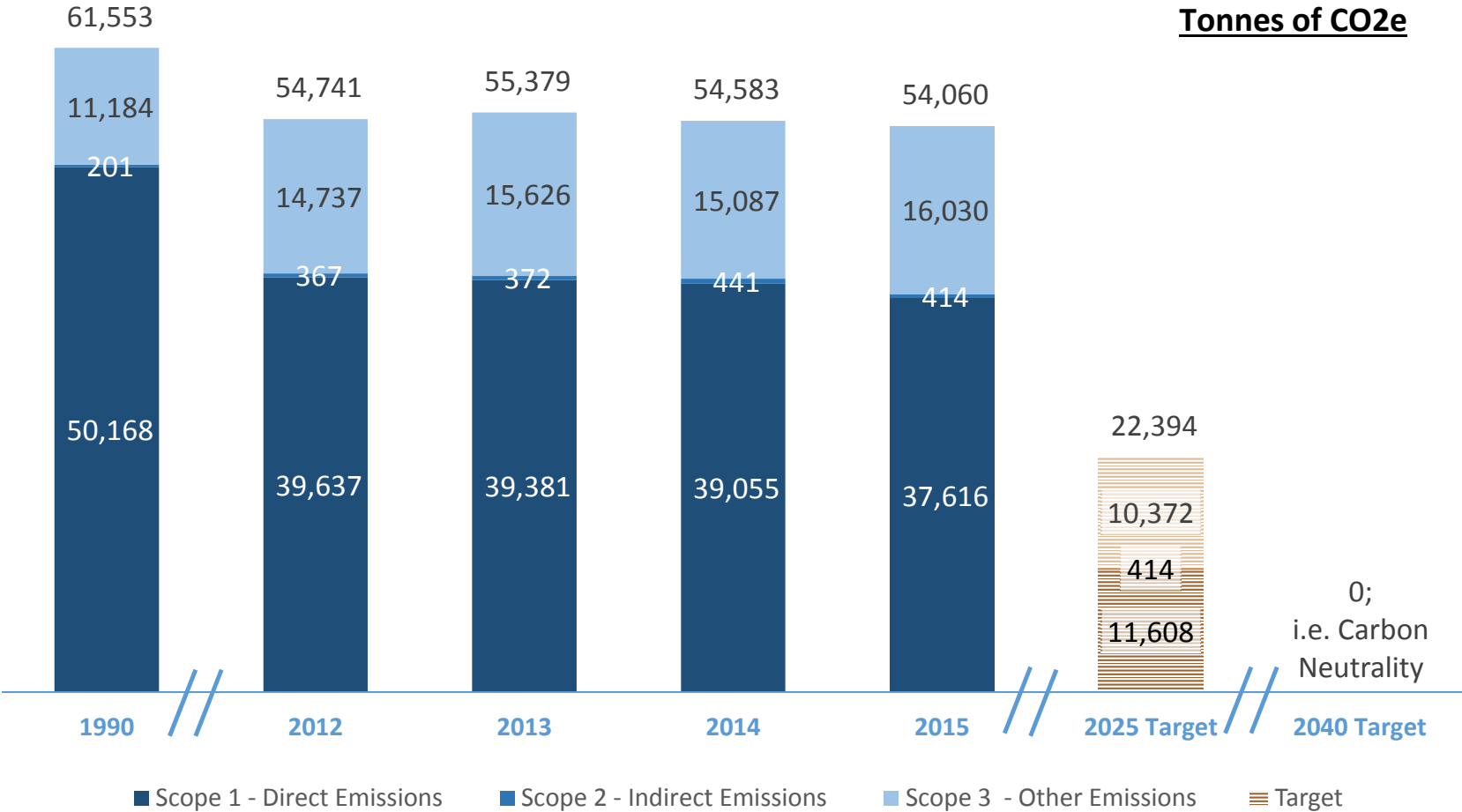
McGill

KEY PERFORMANCE INDICATORS

Sustainability

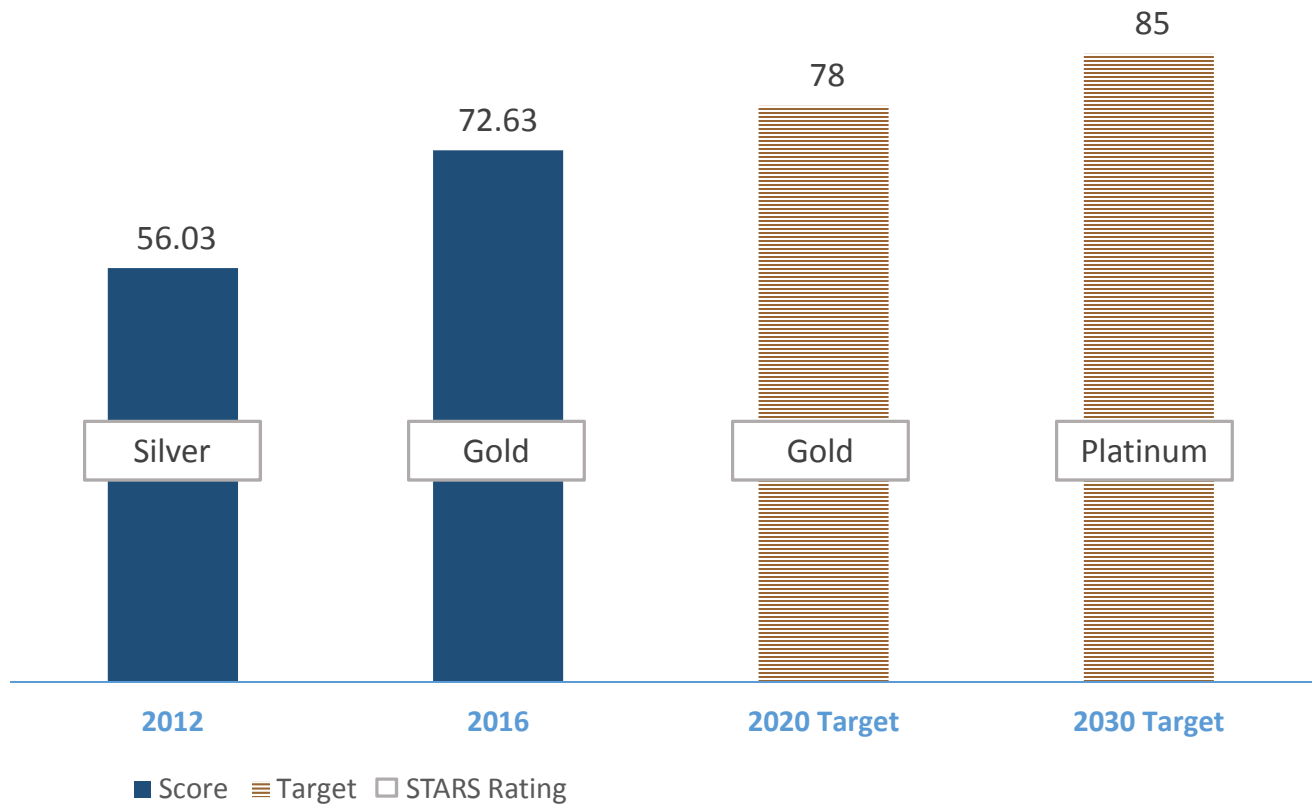


# GREENHOUSE GAS EMISSIONS



# SUSTAINABILITY RATING

## STARS SCORE



STARS RATING:	
Platinum	85+
Gold	65-84
Silver	45-64
Bronze	25-44

# SUSTAINABILITY STRATEGY – VISION 2020

