

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 2021
DATE: April 21, 2022
DOCUMENT #: GD21-64
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-six 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 was added in 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
RESOLUTION
FOR APPROVAL**

N/A

APPENDICES

Appendix A: 2021 KPI's Report















McGill

Key Performance Indicators

Fall 2021



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	Fall 2022
2 Undergraduate Class Size		6	Fall 2022
3 Graduation Rate after Six Years - Bachelor Students		7	Fall 2022
4 Graduation rates – Graduate Students		8	Fall 2022
5 Average Financial Support for Doctoral Students (Years One to Three)		9	Fall 2022
6 Total Financial Aid and Awards for Undergraduate Students		10	Fall 2022
7 Quality of Student Advising and Supervision		11	Spring 2022
8 Course Evaluations		12	Fall 2022
9 Tenured and Tenure-Track Faculty		13	Fall 2022
10 International Students		14	Fall 2022
11 University Operating Revenues and Expenditures per Student		15	Fall 2022
12 Faculty Salary		16	Fall 2022





















-  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 Research Revenue Intensity		18	Fall 2022
14 Tri Agency: Share of Annual U15 Funding		19	Fall 2022
15 FRQ: Share of Annual Funding		20	Fall 2022
16 CFI-Innovation Fund: Share of National Funding		21	Fall 2022
17 Industry Partnership Revenue		22	Fall 2022
18 Royal Society of Canada		23	Fall 2022
Administration and Finance			
19 My Healthy Workplace		25	Fall 2022
20 Construction Projects: Performance Management		26	Fall 2022
21 Endowment Fund Market Value		27	Fall 2022
University Advancement			
22 Philanthropy Cash Received		29	Fall 2022
Sustainability			
23 Greenhouse Gas Emissions		31	Fall 2022
24 Sustainability Rating		32	Fall 2022
25 Climate & Sustainability Strategy 2020-2025		33	Fall 2022
26 Waste diversion rate		34	Fall 2022

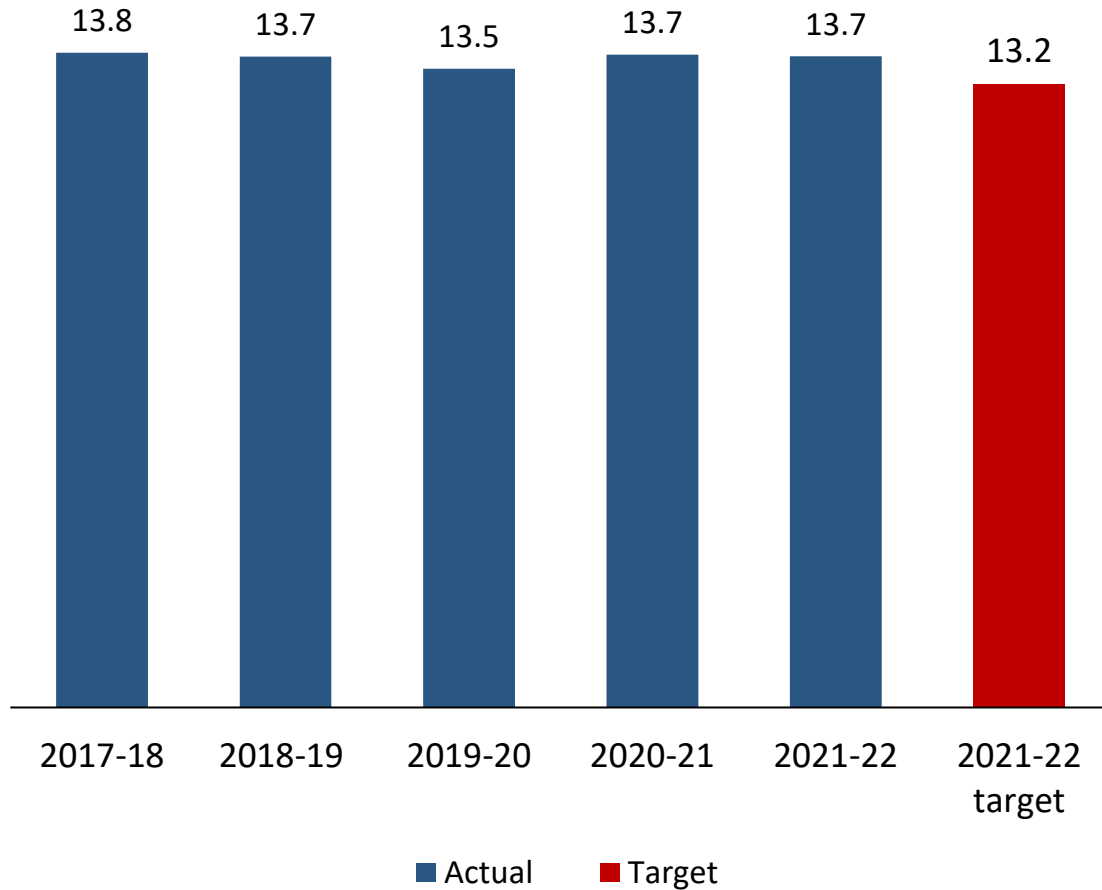
-  On-target or moving in that direction
-  Partially on-target
-  The target has not been reached and no progress towards the target has been made

Academic Indicators

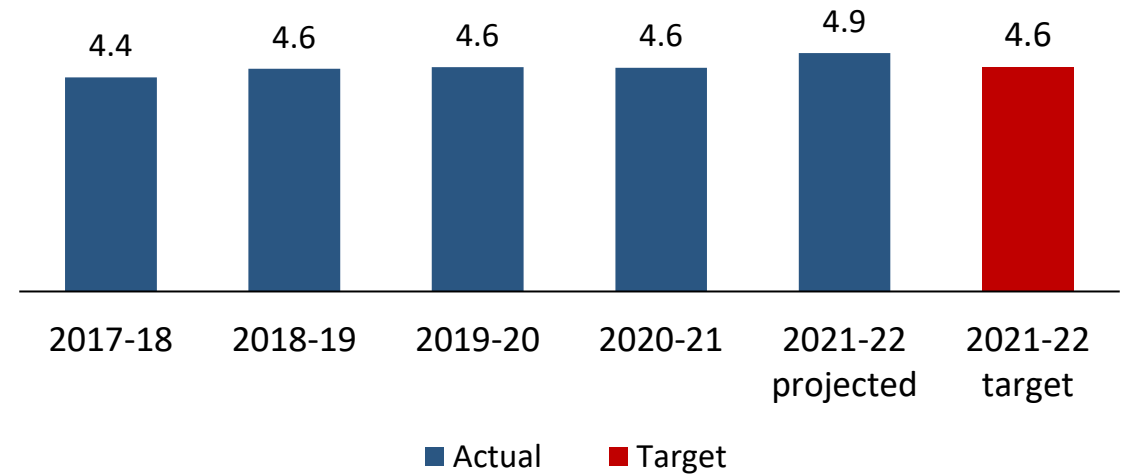
KPI 1

Student-Faculty ratio

UNDERGRADUATE



GRADUATE



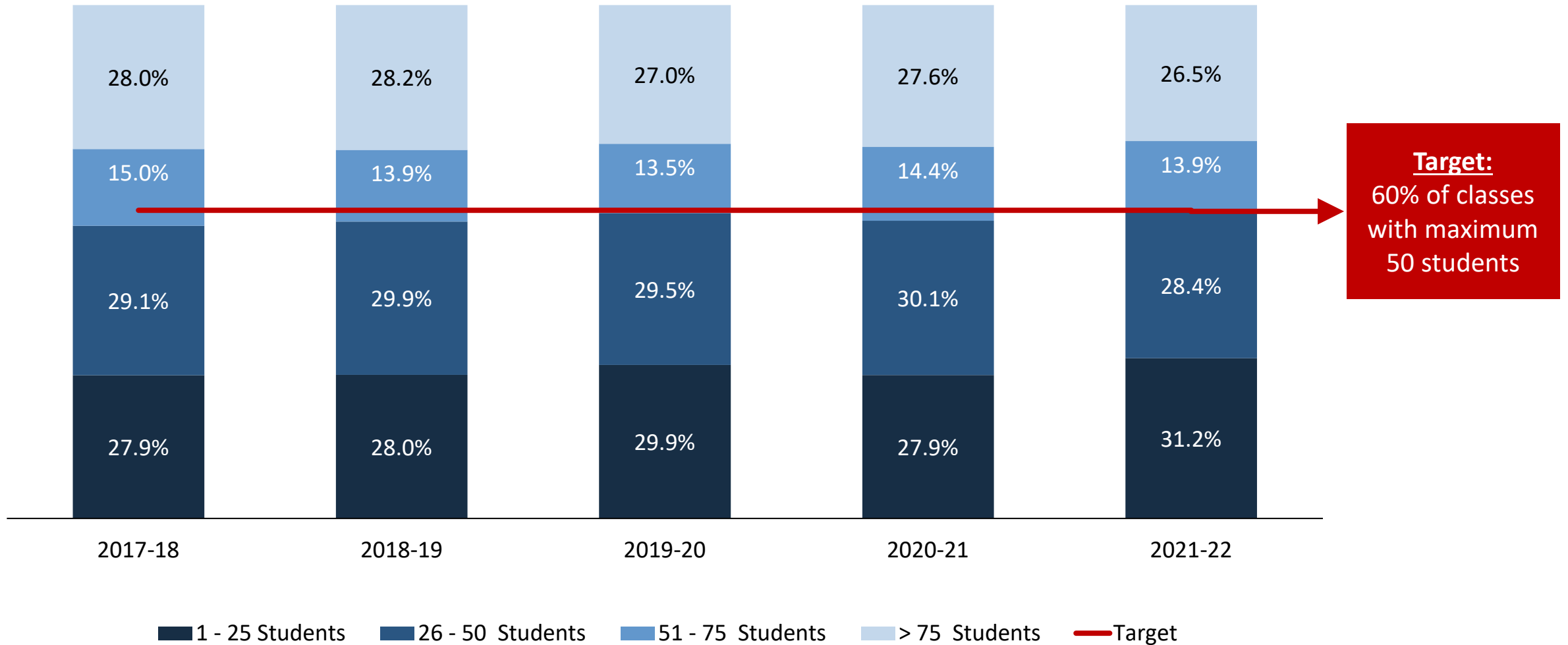
Benchmark information (U15):

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

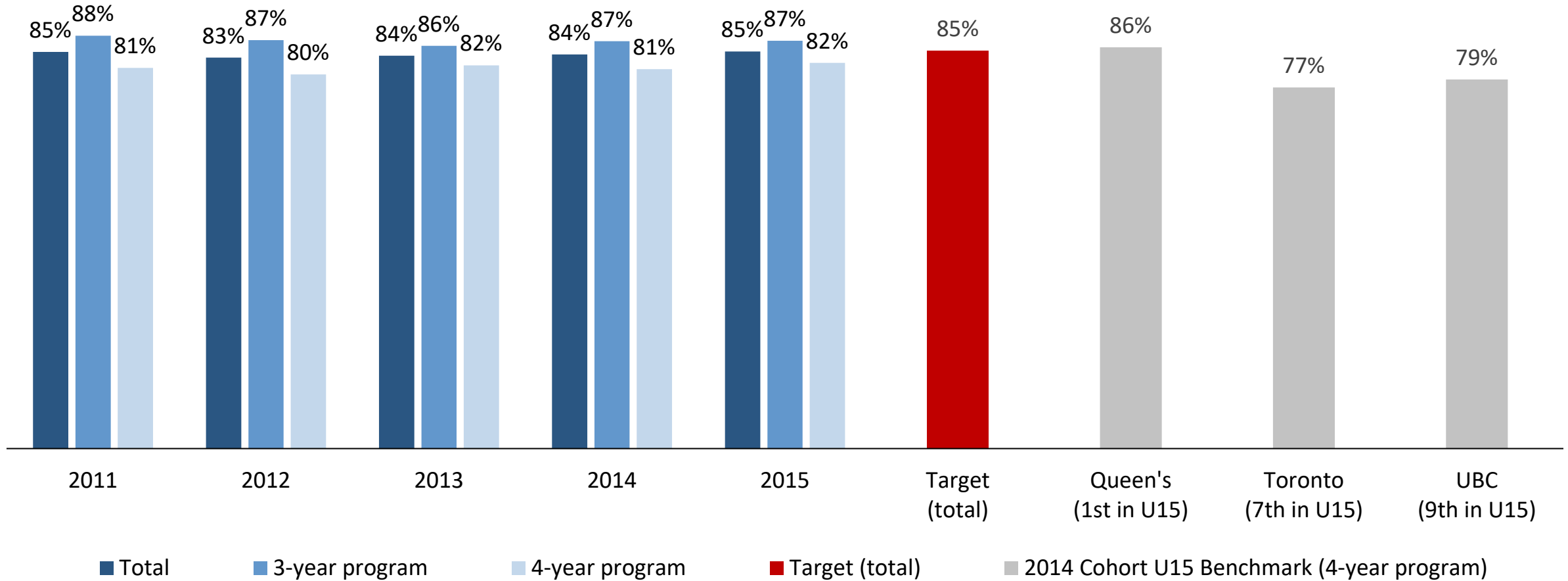
PROPORTION OF CLASSES BY NUMBER OF STUDENTS



KPI 3

Graduation rate after six years - Bachelor students

SIX-YEAR GRADUATION RATE BY COHORT YEAR

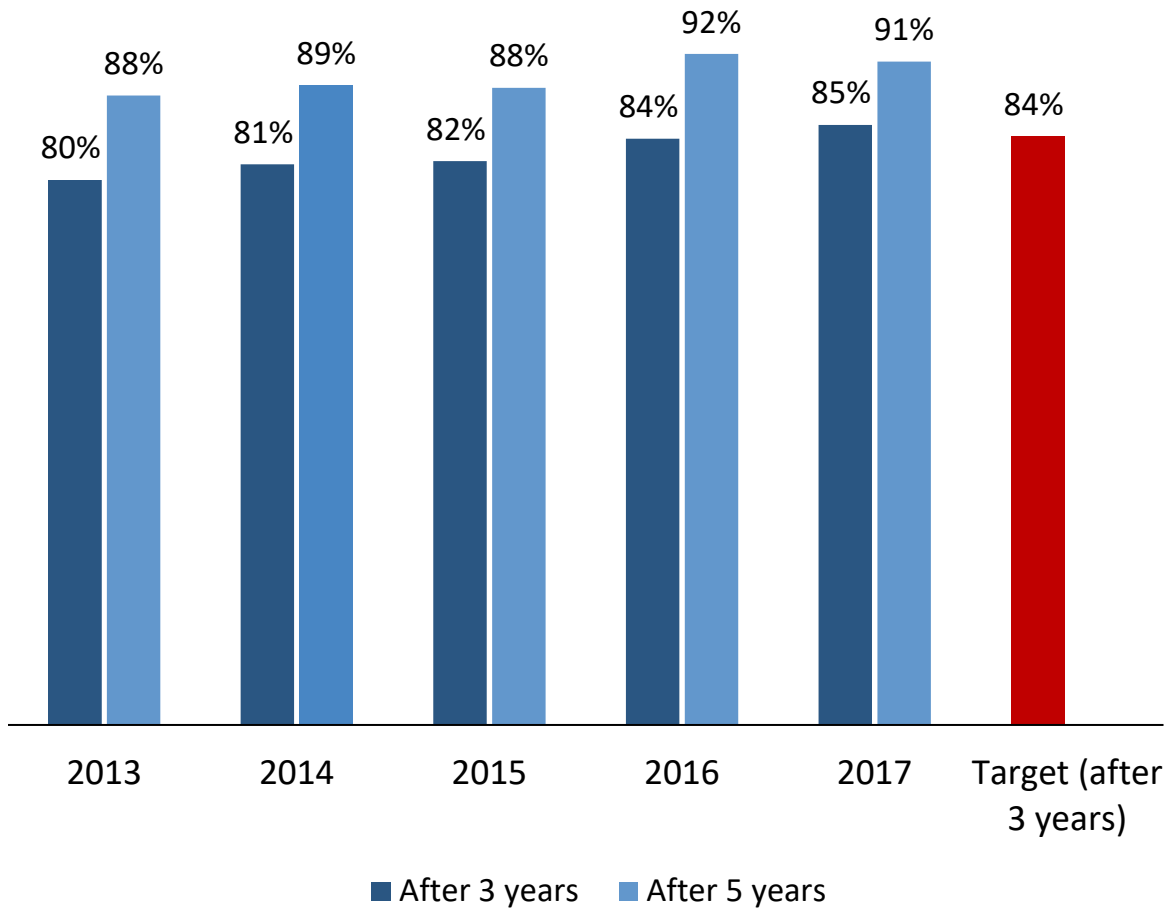


Benchmark information (U15): For the 2014 cohort, McGill had the **6th highest** graduation rate for students in 4-year programs.

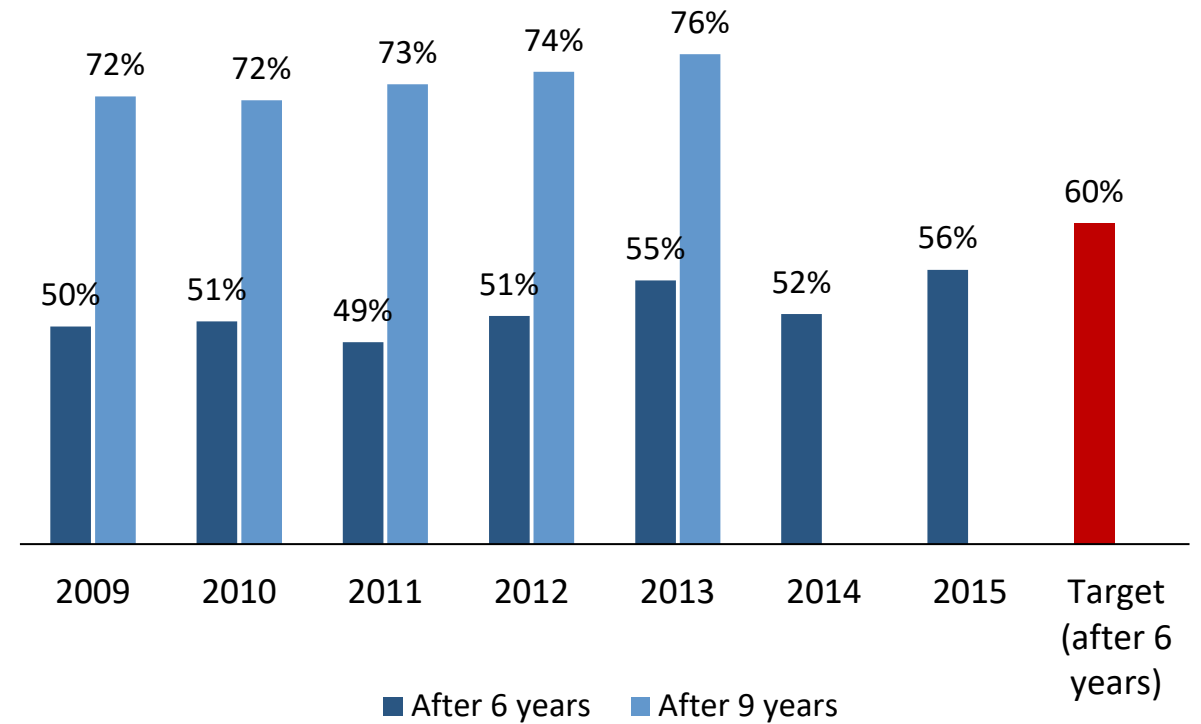
KPI 4

Graduation rates - Graduate students

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



DOCTORATE GRADUATION RATE BY COHORT YEAR



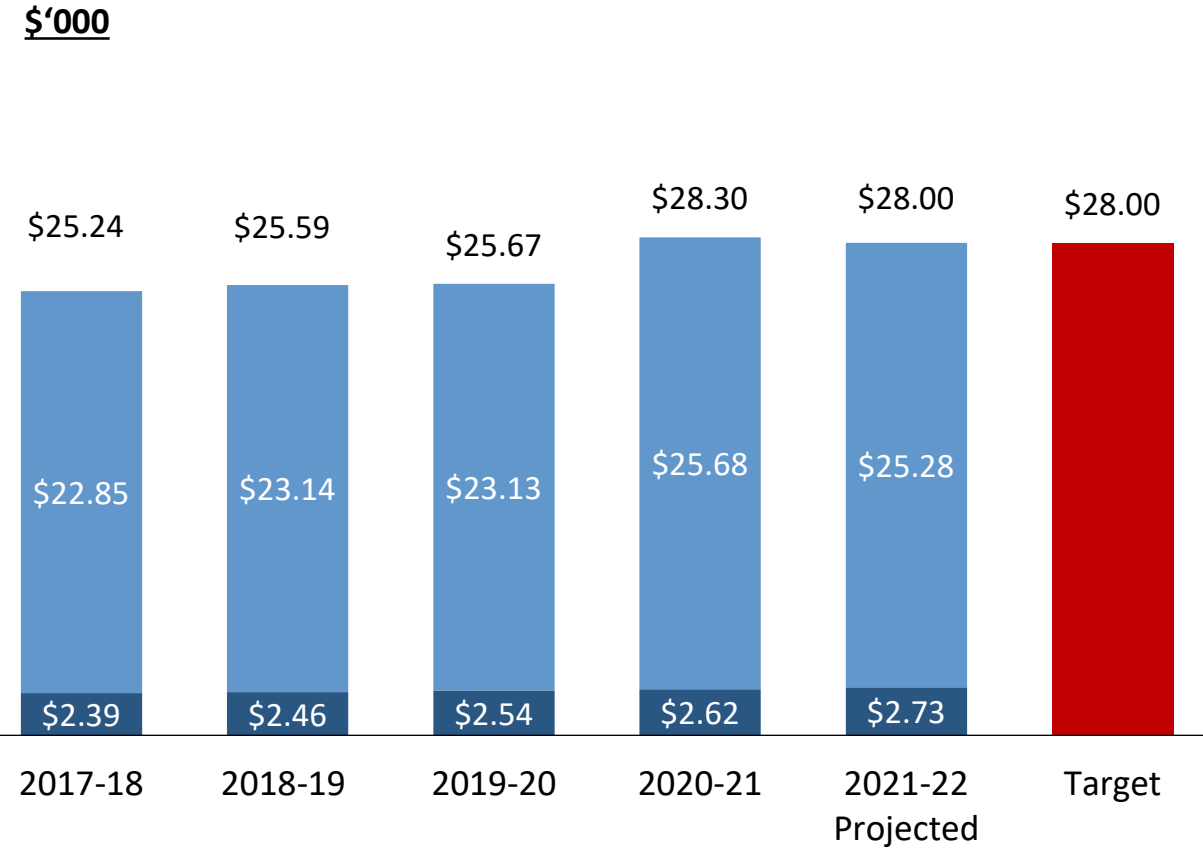
Benchmark information (U15): McGill has the 5th highest graduation rate for Master's (Thesis) after 5 years, and the 11th highest graduation rate for Doctorates after 9 years (2011 cohort)

KPI 5

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

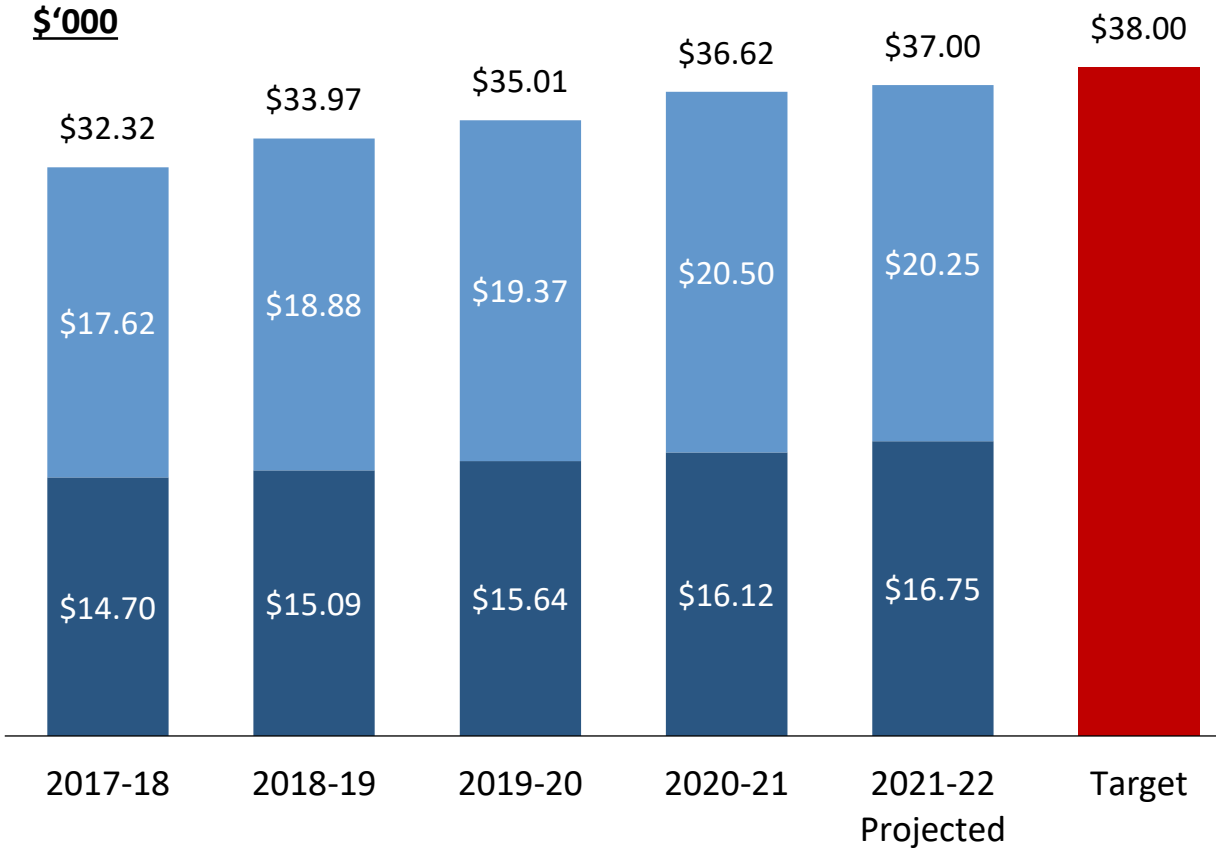
QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS

\$'000



INTERNATIONAL STUDENTS

\$'000

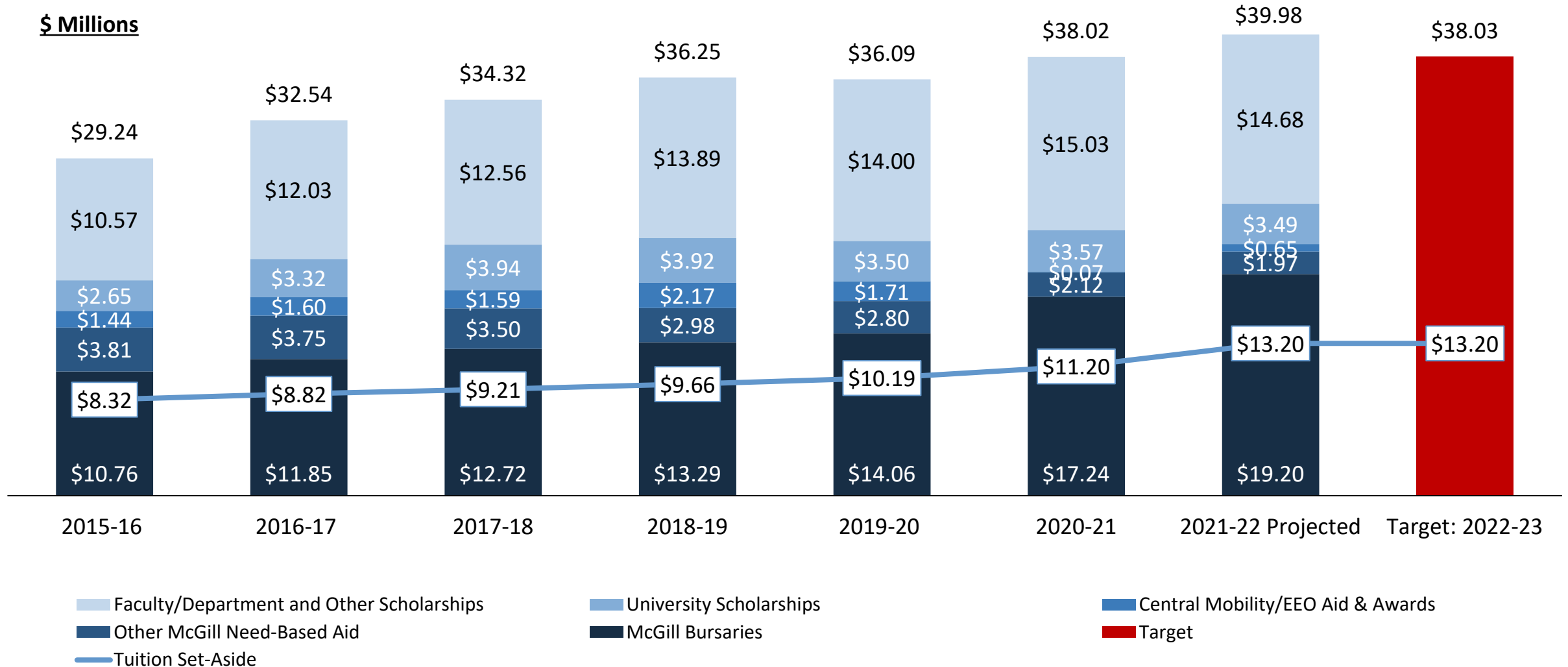


■ Support for Tuition ■ Other Support ■ Target

■ Support for Tuition ■ Other Support ■ Target

KPI 6

Total financial aid & awards for undergraduate students



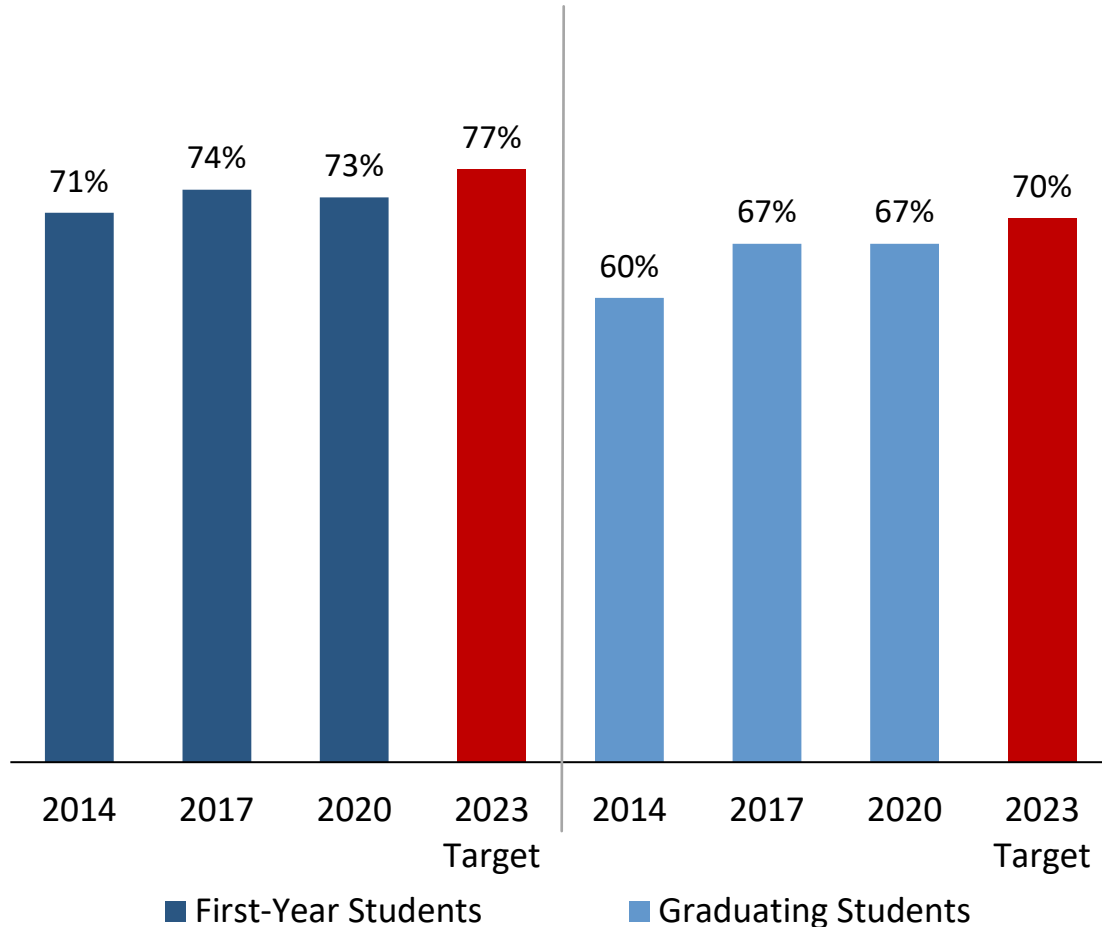
Totals may vary from the sum of each category due to rounding.

KPI 7

Quality of student advising and supervision

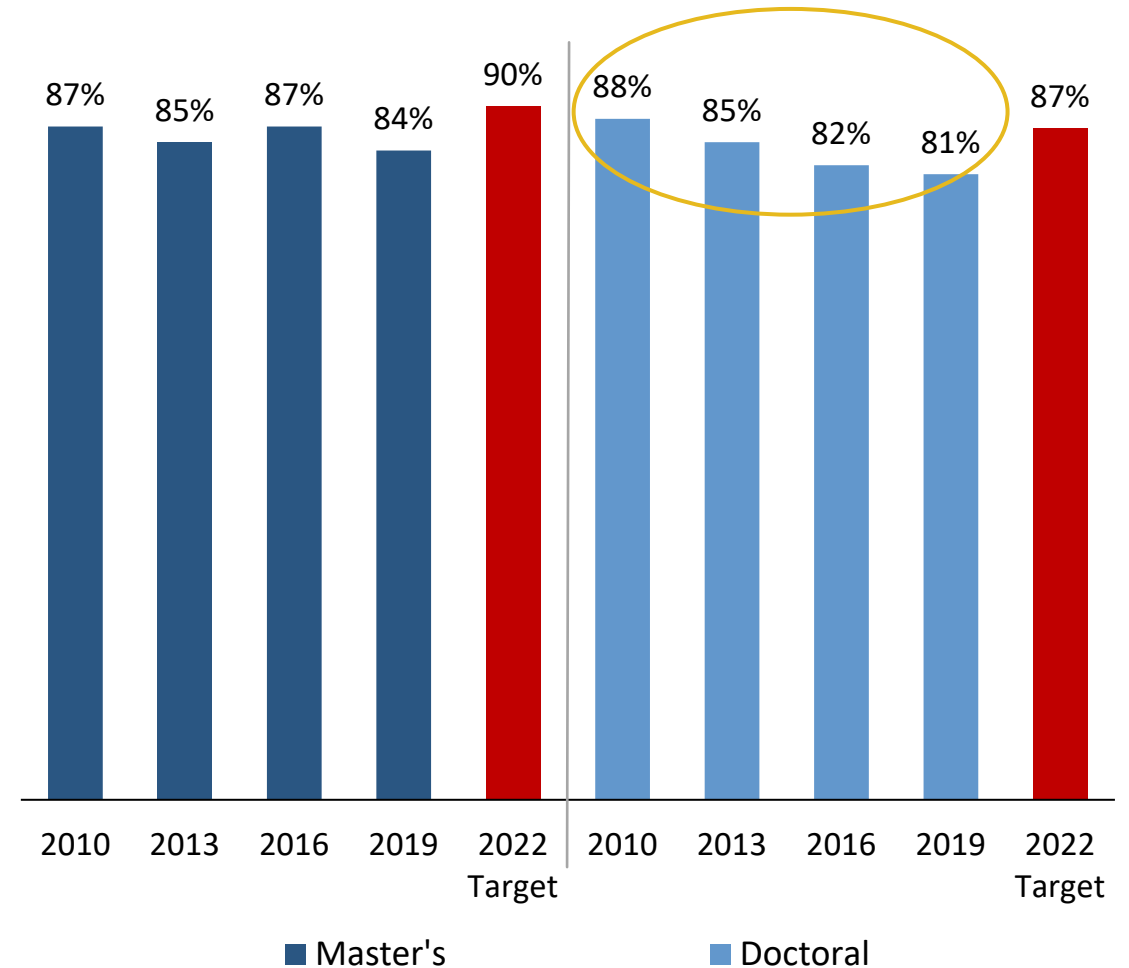
UNDERGRADUATE STUDENTS:

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



GRADUATE STUDENTS:

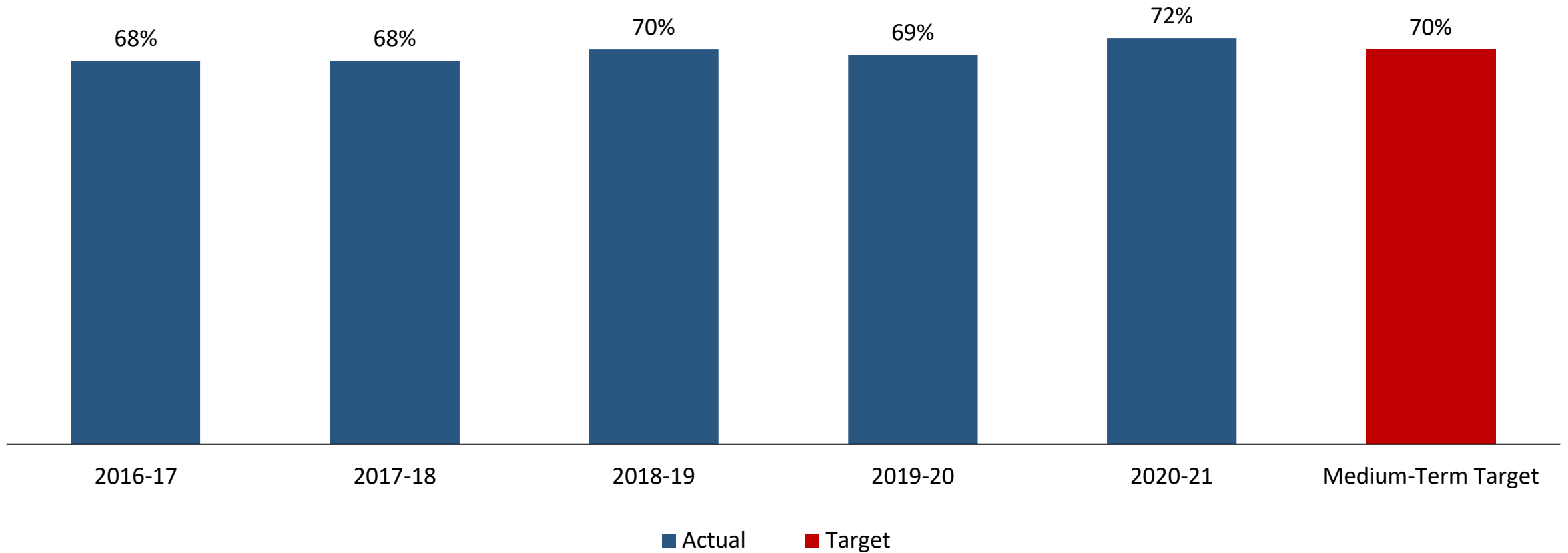
Percentage who agree/strongly agree that
thesis/dissertation advisor performed role well



KPI 8

Course evaluations

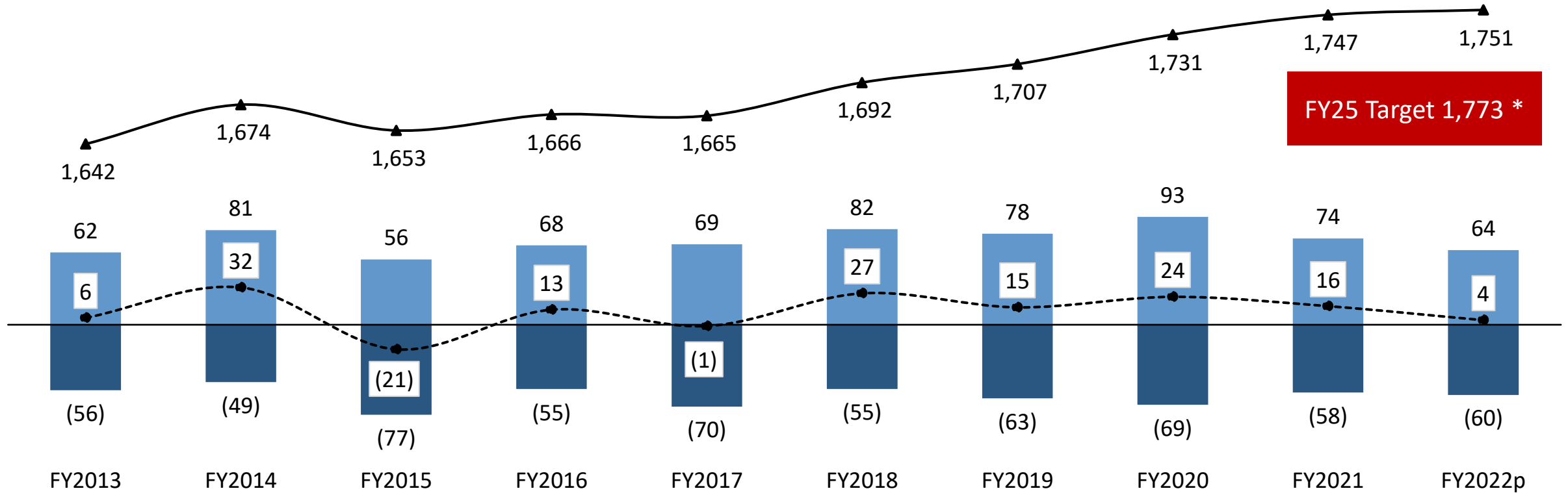
PERCENTAGE OF COURSES (LEVELS 100-700) FOR WHICH STUDENTS WERE 'SATISFIED' OR 'VERY SATISFIED'



KPI 9

Tenured and tenure-track faculty

NET NEW HIRES (DEPARTURES) AND END OF YEAR COMPLEMENT



FY25 Target 1,773 *

p=projected

Departures

New hires

Net new hires (departures)

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

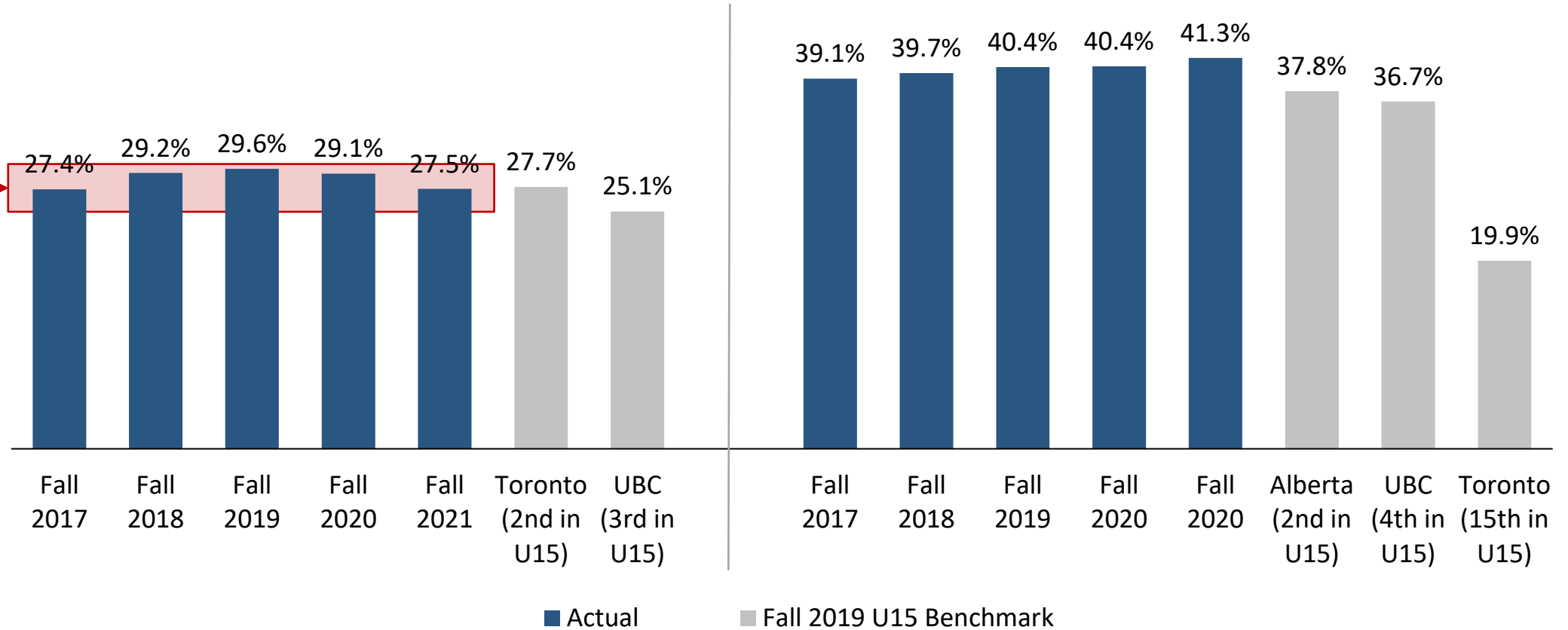
International students

PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL

UNDERGRADUATE STUDENTS

GRADUATE STUDENTS

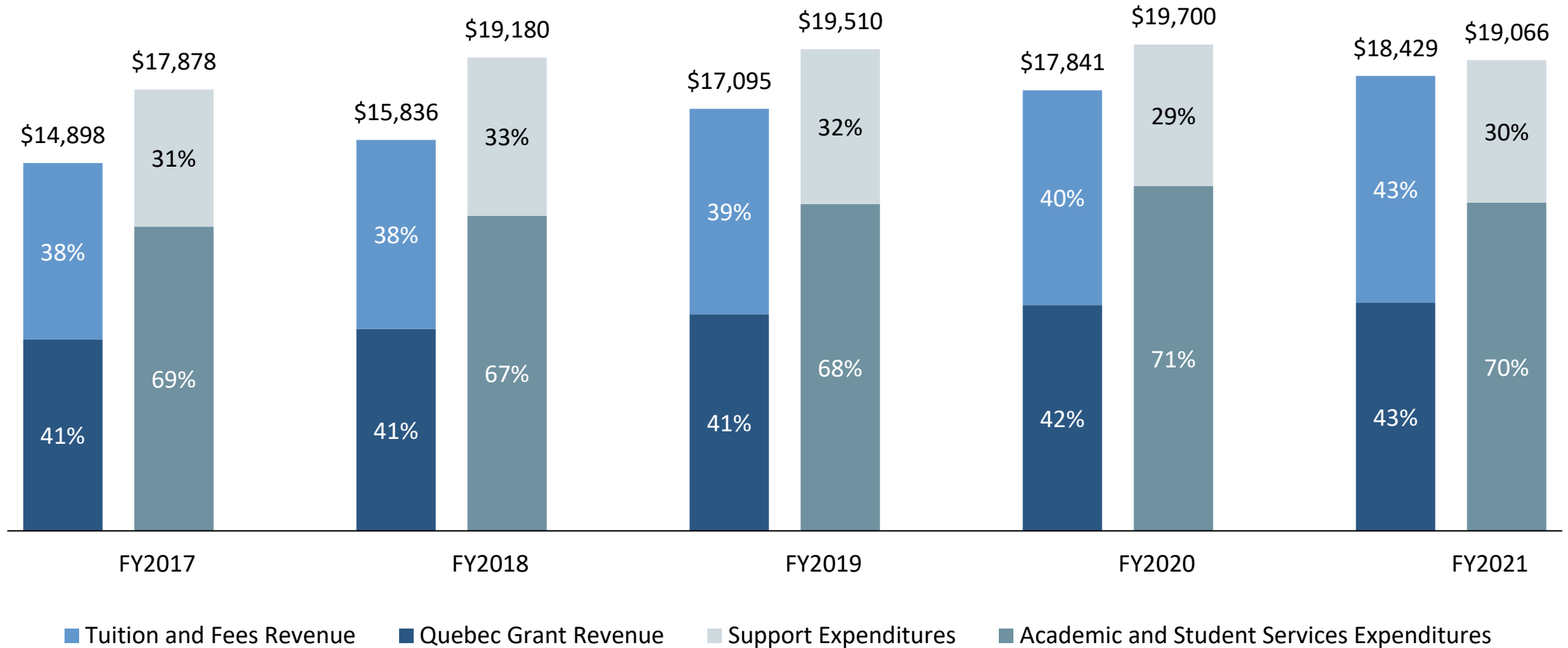
Undergraduate Target:
Between 25% and 30% international



Benchmark information (U15): In fall 2020, McGill had the **highest** percentage of international degree-seeking students in the U15 for both undergraduate and graduate populations.

KPI 11

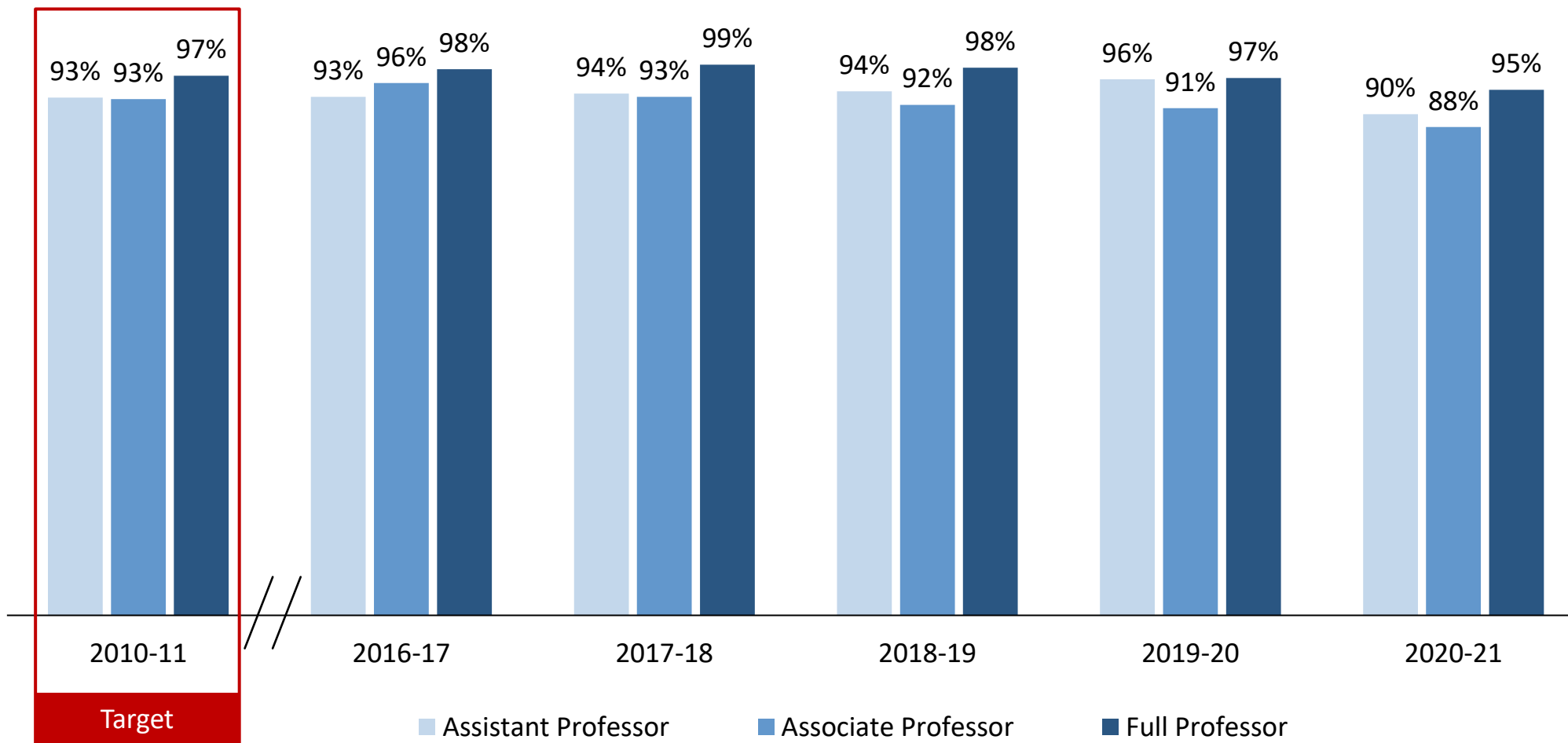
University operating revenues and expenditures per student



KPI 12

Faculty salary

MCGILL MEAN SALARY AS A PERCENTAGE OF THE U15 MEDIAN



Target:
To remain at or above 2010-11 levels

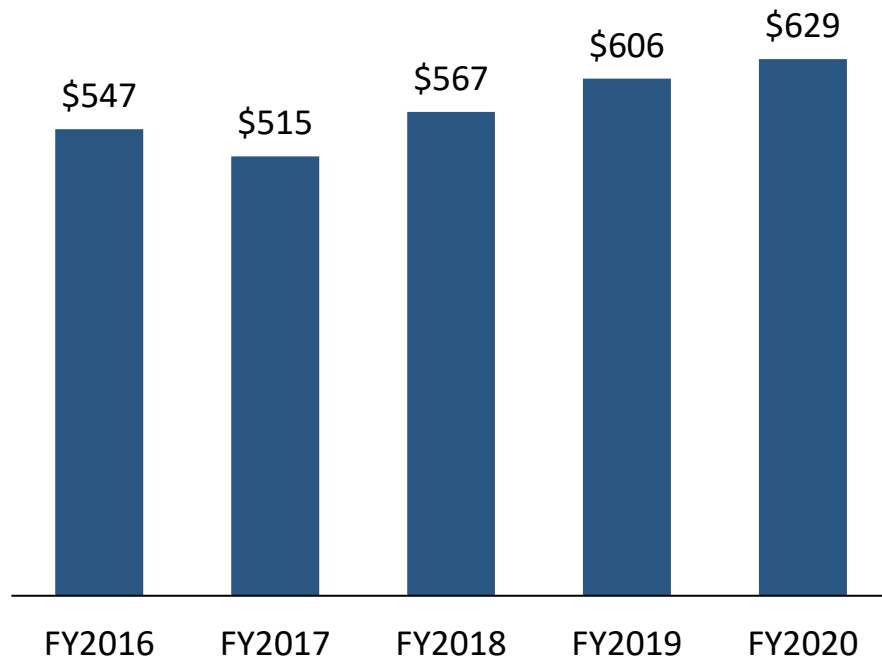
Benchmark information (U15): McGill has the 10th highest mean salary for Assistant Professors, 10th highest for Associate Professors, and 11th highest for Full Professors

Research and Innovation Indicators

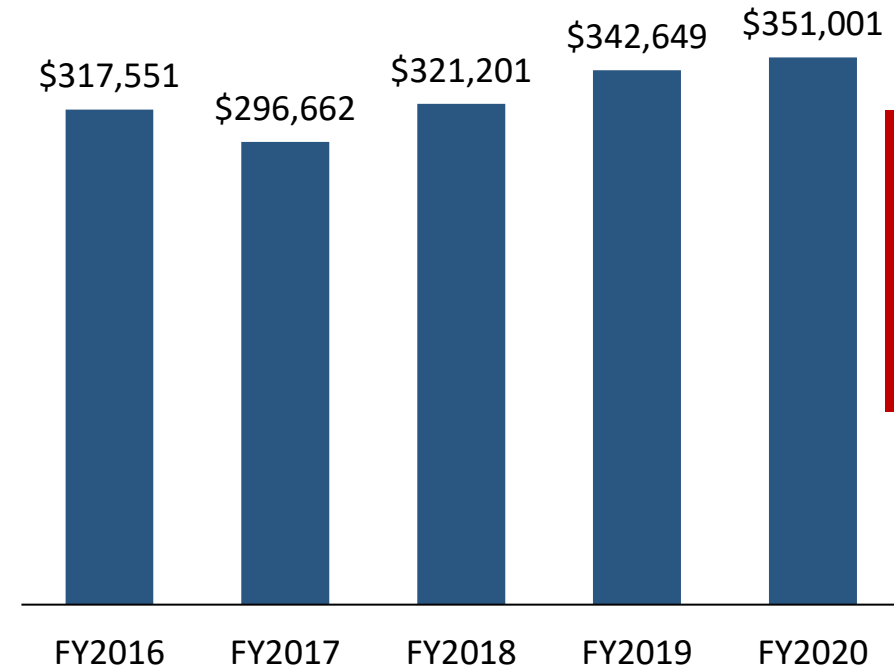
KPI 13

Research revenue intensity

TOTAL RESEARCH REVENUE (\$M)



TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR (\$K)



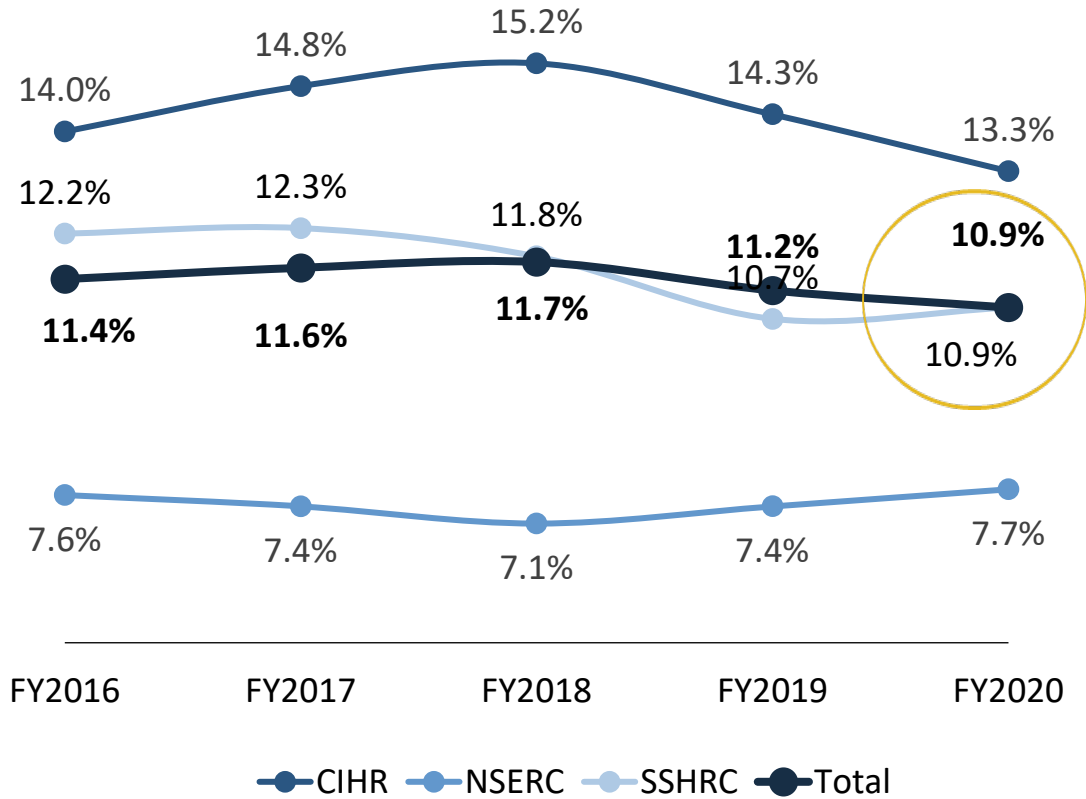
Target
FY2023:
To reach 2nd
rank of U15
institutions

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

KPI 14

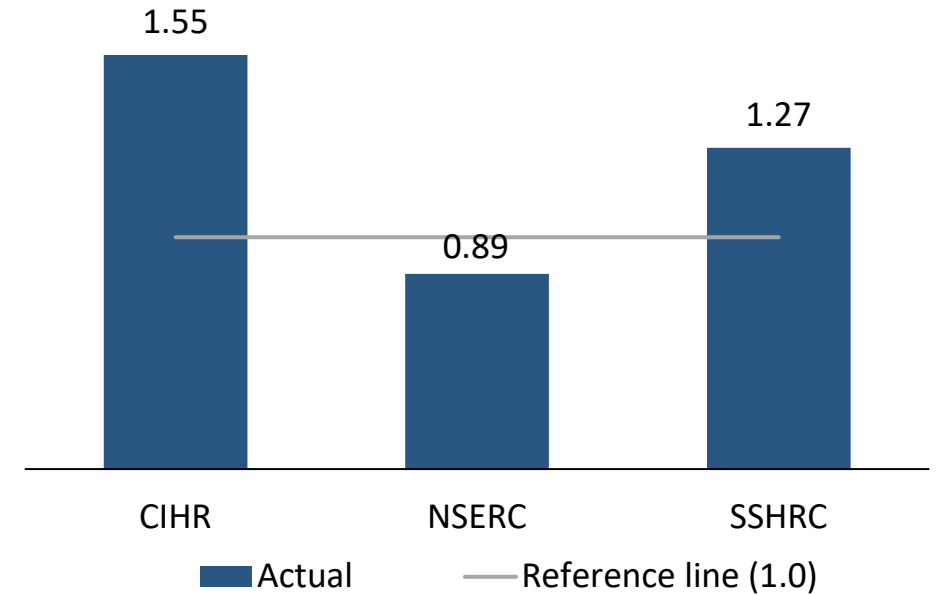
Tri-Agency: Share of annual U15 funding

SHARE OF ANNUAL U15 TRI-AGENCY TOTAL FUNDING



Target 2021:
 Maintain McGill's share of total annual funding within 0.3 percentage points of 11.4%, the average of FY2016 to FY2020

FUNDING EFFICIENCY INDEX: SHARE OF U15 TRI-AGENCY FUNDING RELATIVE TO SHARE OF U15 FACULTY COUNT (FY2020)

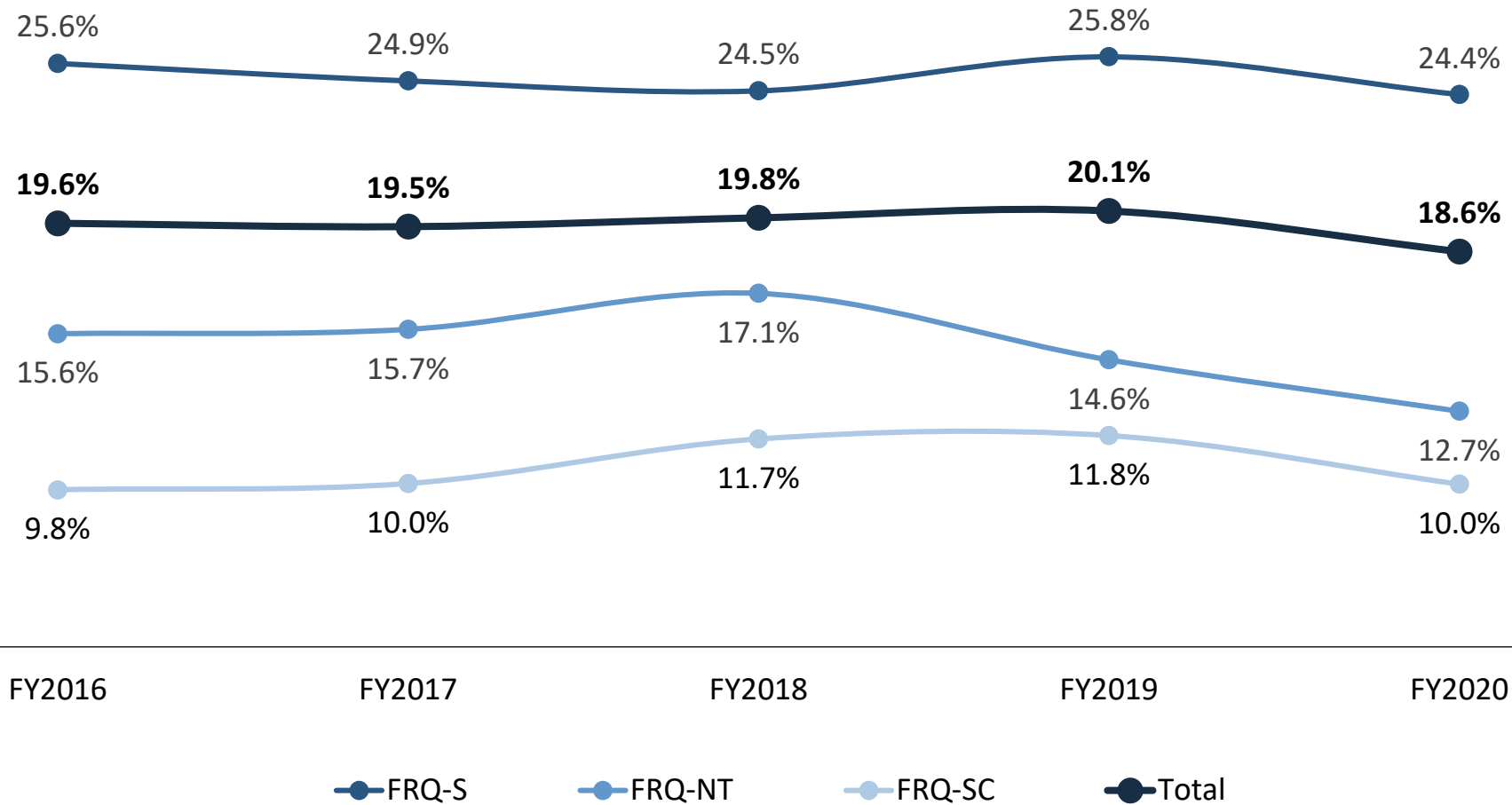


Reference line: The share of the U15 Tri-Agency funding is equally proportionate to the share of U15 faculty

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

KPI 15

FRQ: Share of annual funding



Targets FY2021:

FRQ-S: 25%

Total: 20%

FRQ-NT: 15%

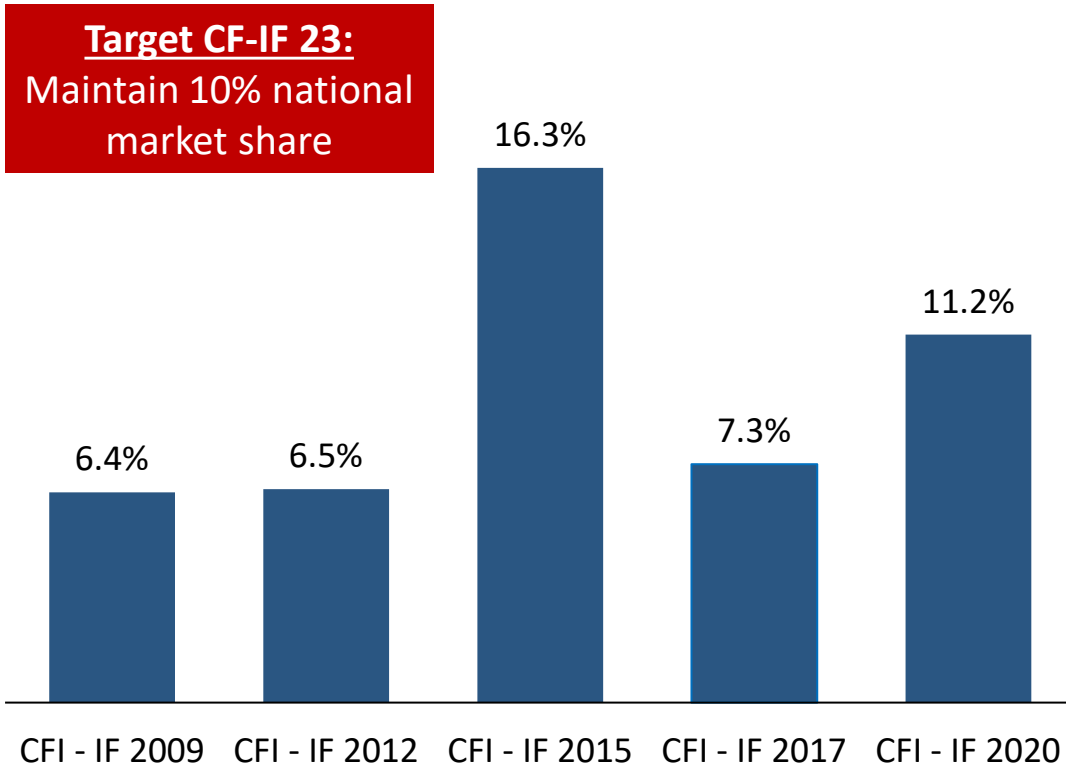
FRQ-SC: 10.7%

Benchmark information: McGill has the 3rd highest share of FRQ funding, after U. Montreal and Laval; 2nd highest in FRQ-S; 3rd highest in FRQ-NT; and 5th highest in FRQ-SC

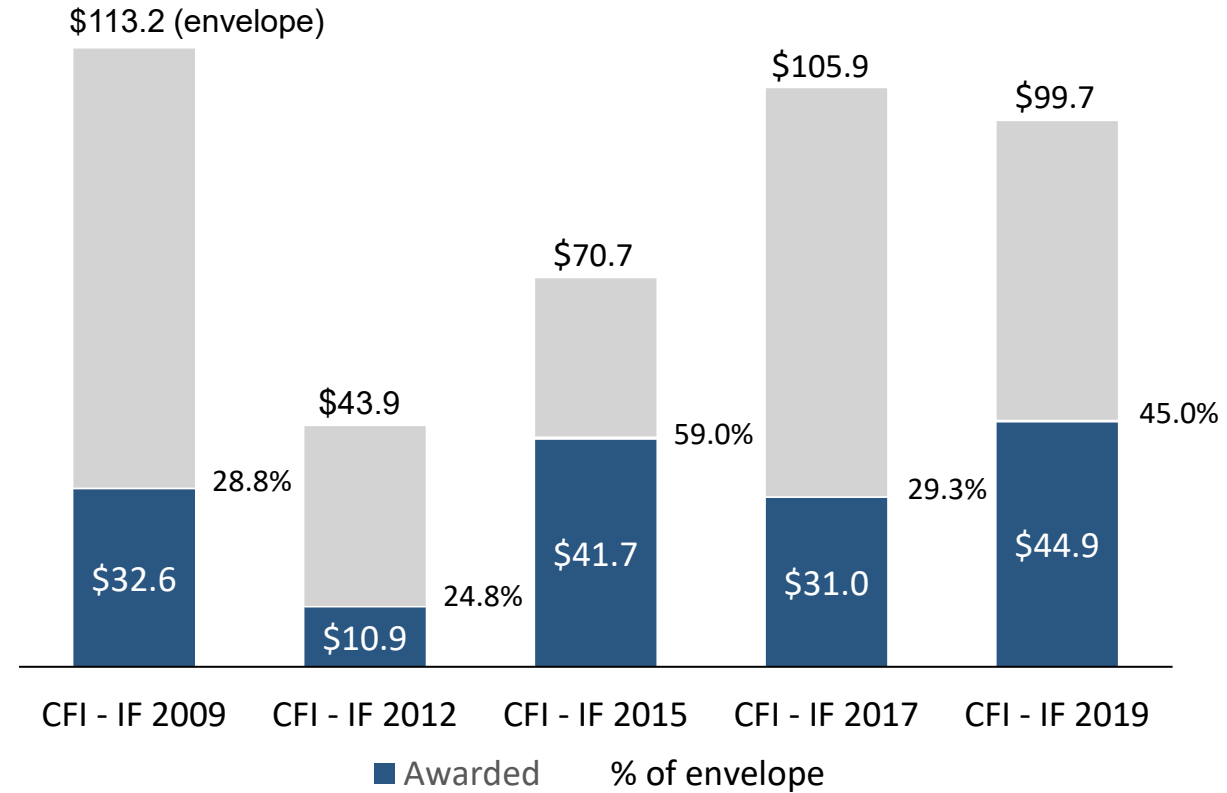
KPI 16

CFI-Innovation Fund: Share of national funding

SHARE OF NATIONAL CFI-IF FUNDING



McGILL AWARDED AMOUNT (TOTAL \$ AND %) OF INSTITUTIONAL ENVELOPE (\$M)



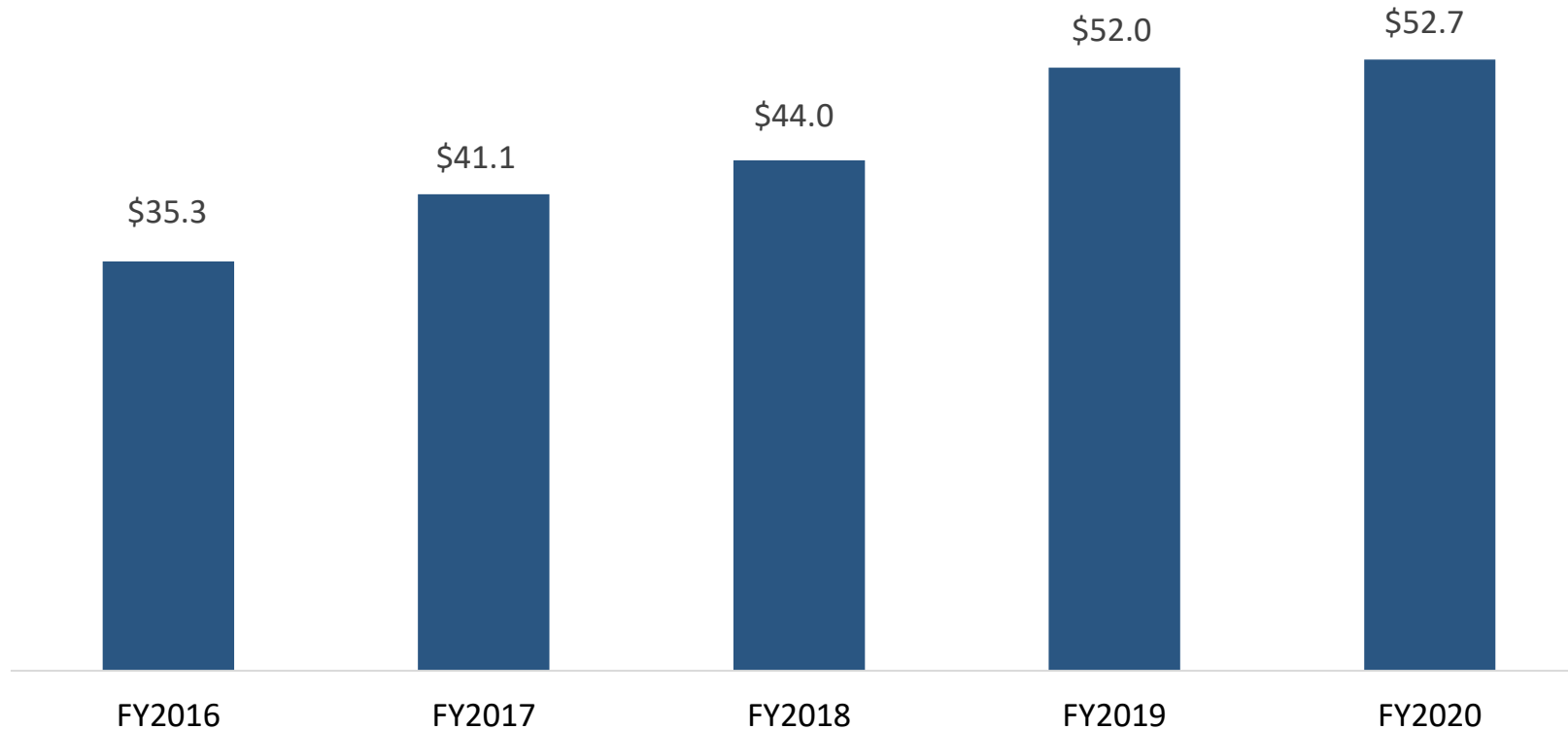
* Institutional envelope is the upper limit of total value of funding that an institution may request in a given competition

Benchmark information: Starting with IF 2015, the total amount and percentage includes projects with McGill as lead and non-lead. For IF 2020, McGill was 2nd in CFI\$ awarded for lead projects.

KPI 17

Industry partnership revenue

INDUSTRY INCOME IN \$M



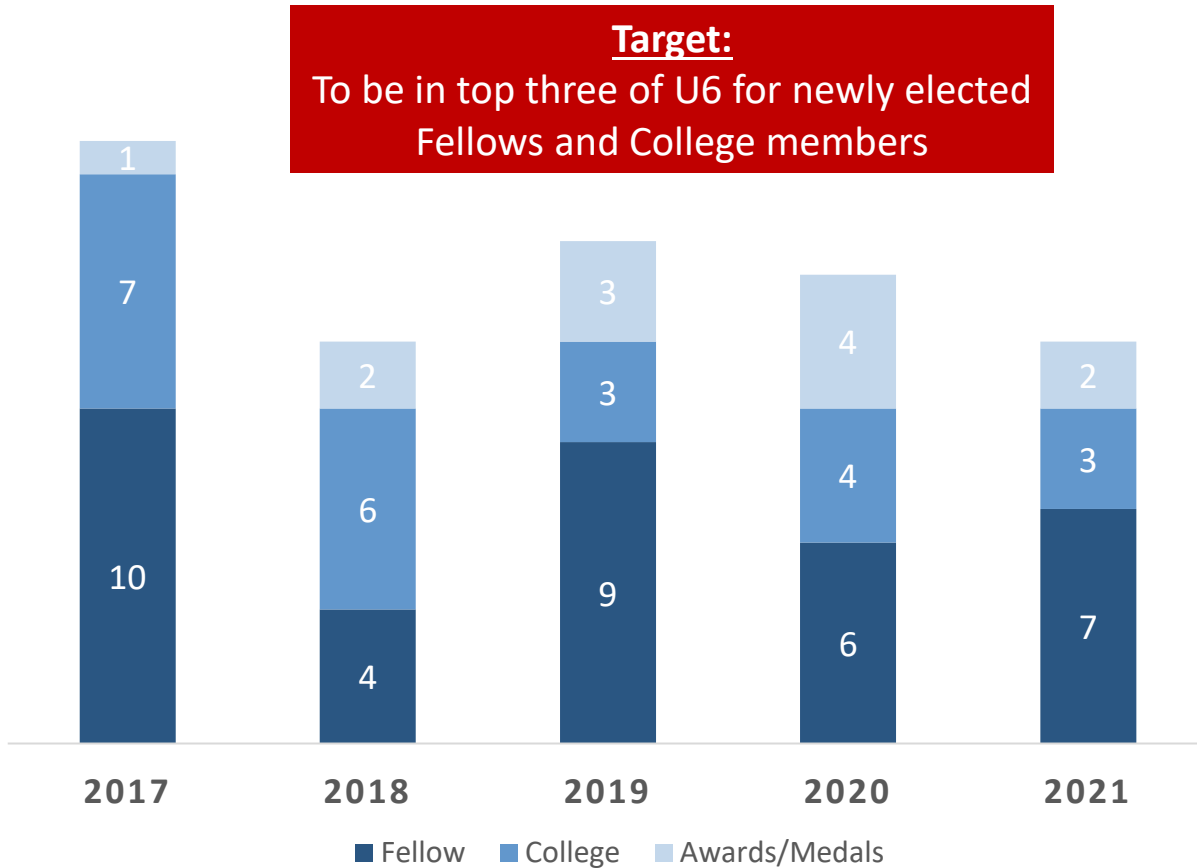
Target FY2023:
To increase our industry partnership revenue rank within the U15

Benchmark information (U15): McGill is 8th in the U15 for total income from industry sources

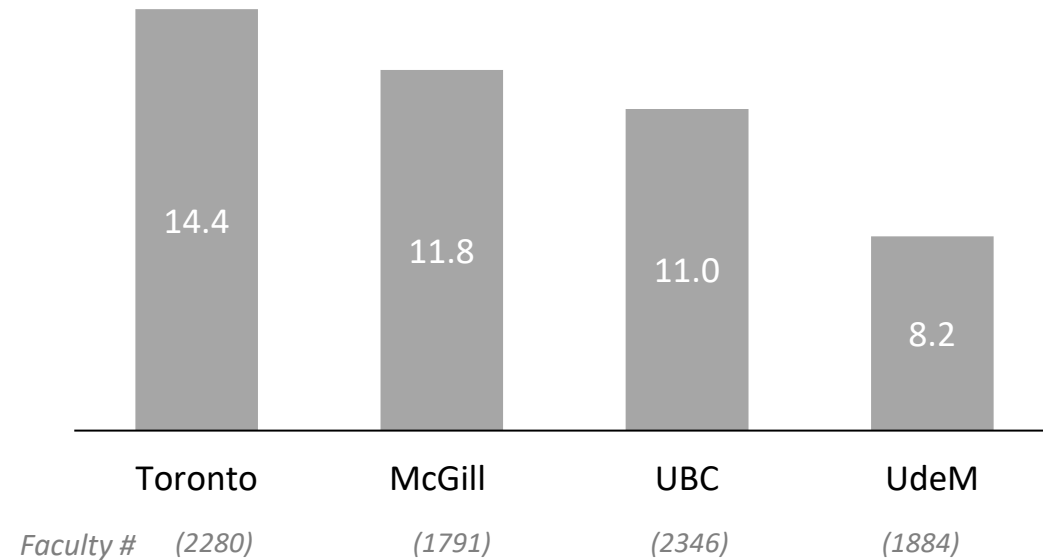
KPI 18

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 (2017-2021) OF NEW FELLOWS AND COLLEGE MEMBERS FOR MCGILL AND COMPARATORS



Benchmark information (U6): McGill has the 3rd highest (tied with UBC) number of newly elected Fellows and College members after Toronto and UdeM in 2021. The five-year average for new Fellows and College members for the U6 is 8.9 (U of A and McMaster not shown).

Administration and Finance Indicators

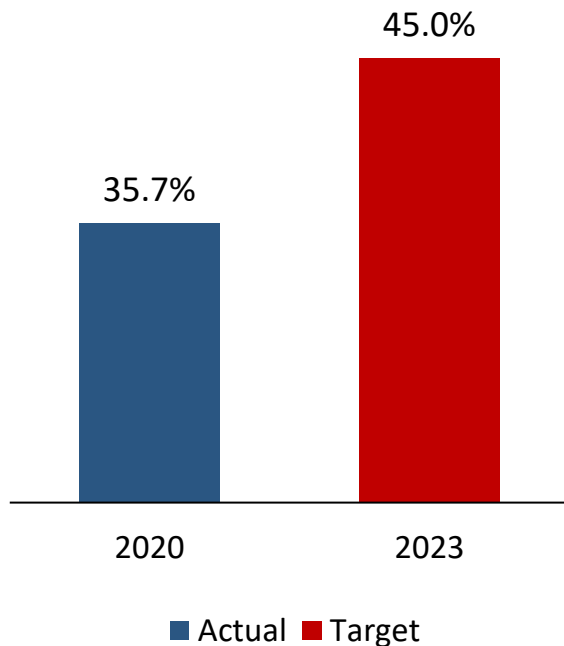
KPI 19

My Healthy Workplace



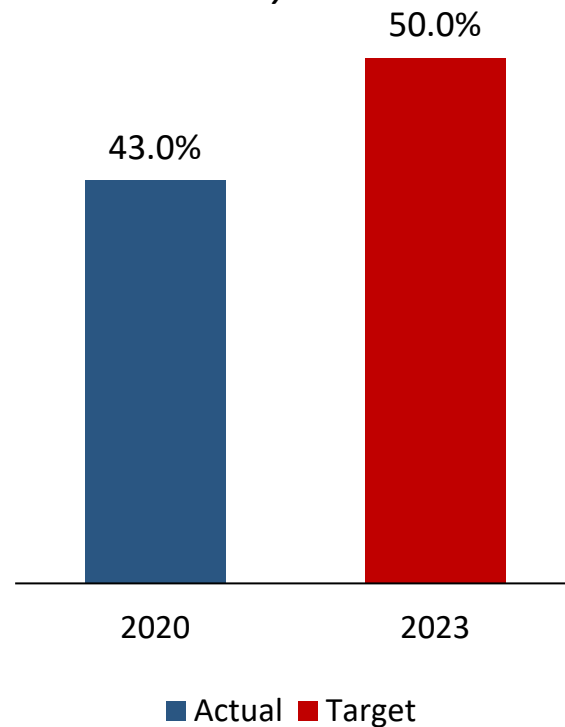
People Manager Development Programs

Percentage of Administrative staff managers who have completed at least one supervisor program given by McGill HR



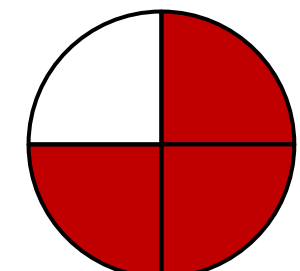
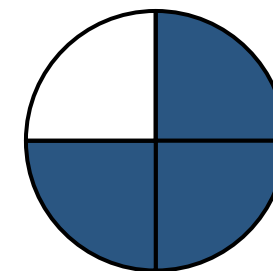
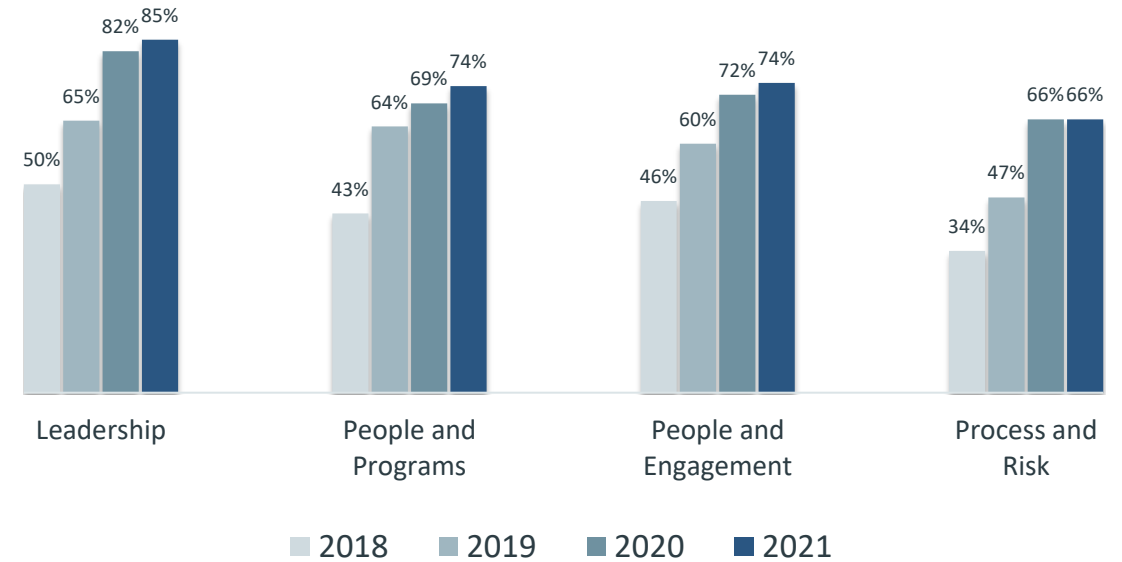
Annual Employee Learning and Development

Percentage of Administrative and Support staff, including Managers, who received training relevant to their employment at McGill in the last year



Excellence Canada

Progress made on at least three of the four Excellence Canada Healthy Workplace Standard Drivers according to the annual self-assessment



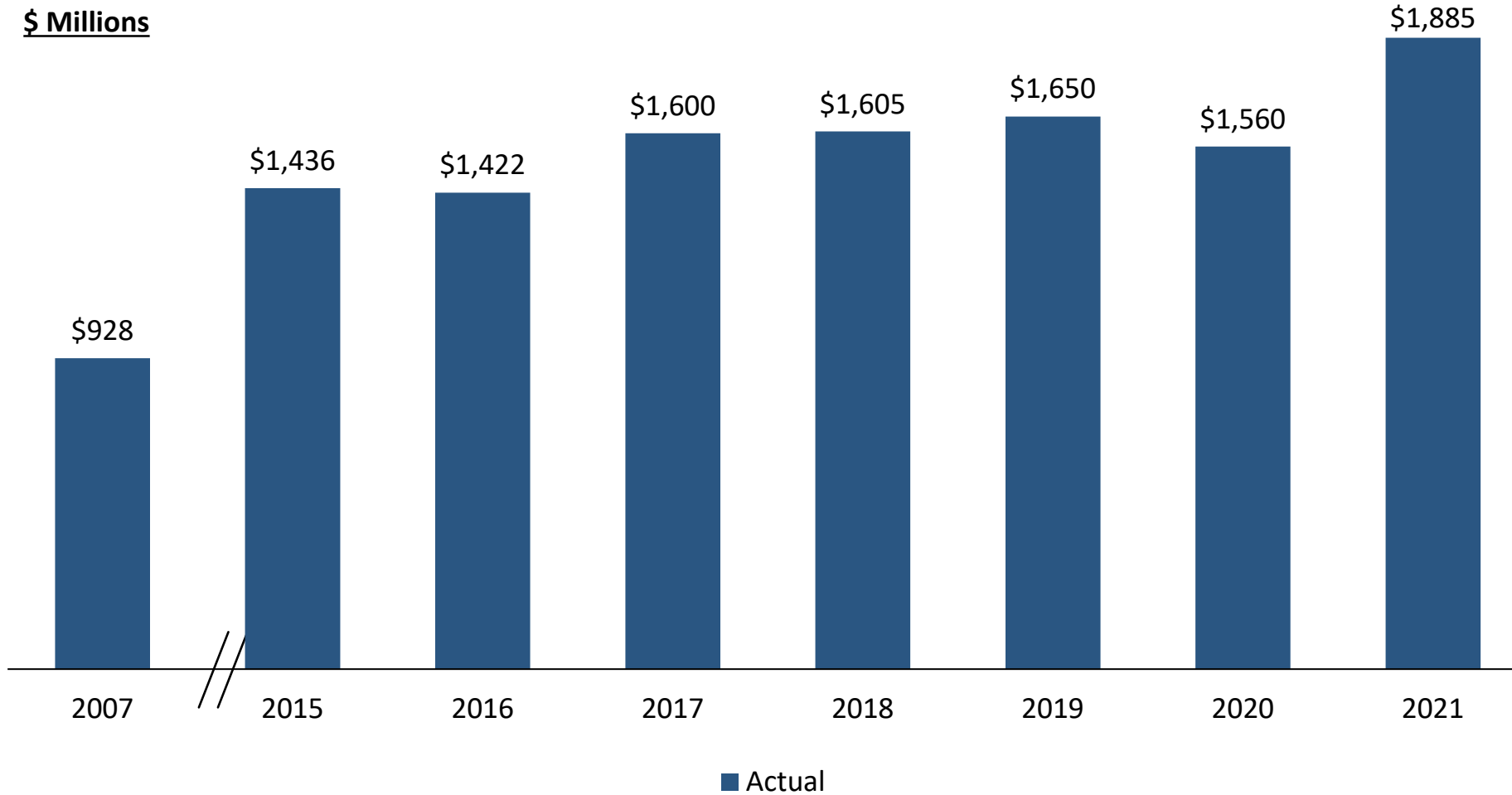
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Total Number of active projects	466	520	467	458	421	391	427	554	566	527
Active projects \$0-\$250k						201	213	305	317	222
Active projects \$250k-\$1M						91	110	97	95	107
Active projects \$1M-\$4M						59	63	90	88	131
Active projects \$4M and over						40	41	62	66	67
Project Expenditures	\$121.2M	\$88.1M	\$74.2M	\$81.5M	\$70.9M	\$71.7M	\$124M	\$118M	\$121M	\$115.2M
\$ Spent/Active projects	\$260k	\$169k	\$159k	\$178k	\$168k	\$183K	\$290k	\$213k	\$214k	\$219k
On budget (projects over 1M\$)			n/a			17 of 17	8 of 8	10 of 12	7 of 7	13 of 14
On time (projects over 1M\$)			n/a			16 of 17	5 of 8	8 of 12	4 of 7	7 of 14

n/a = Not available

KPI 21

Endowment fund market value

\$ Millions



Targets: (for the next 5 years)

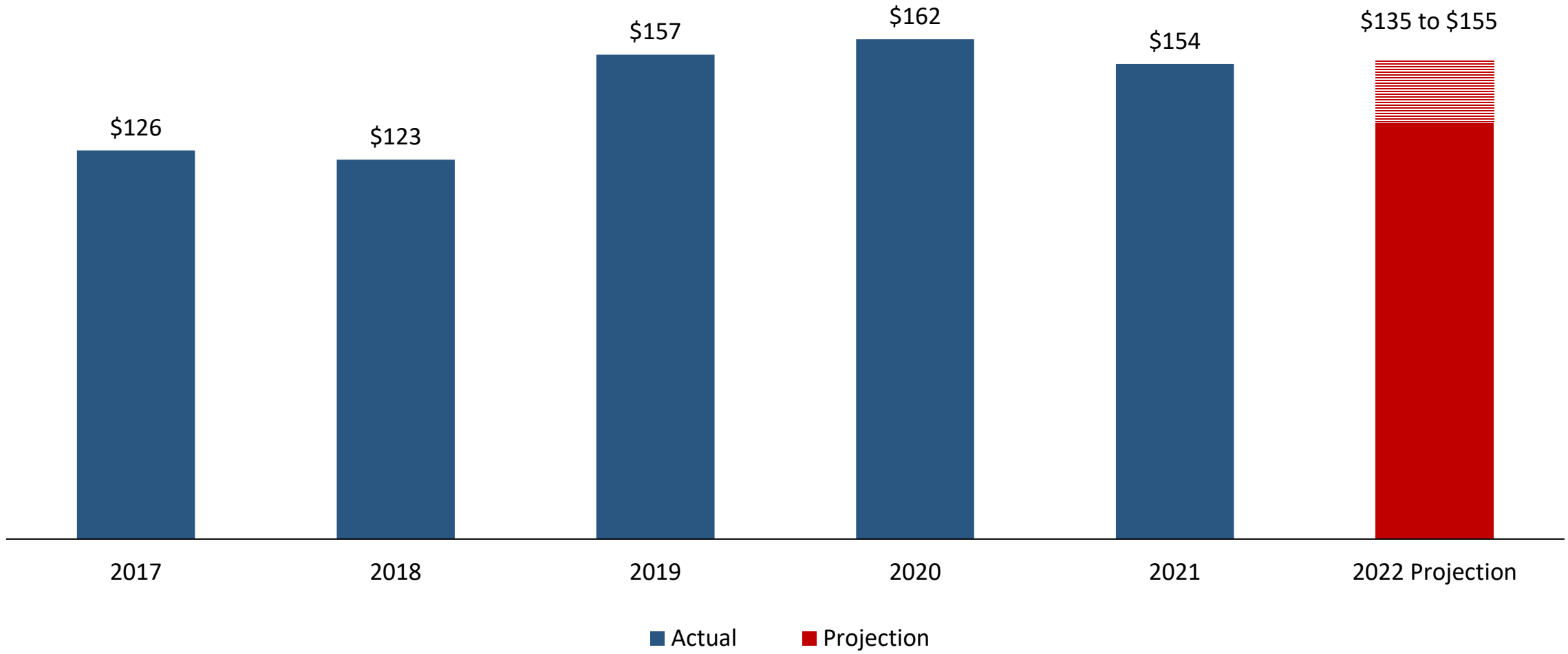
- To preserve (in real dollar terms) the capital of the MIP, within the social and ethical norms of the University, including sustaining a low carbon emissions portfolio, to obtain a total return (yield plus capital appreciation) necessary to provide a dependable and optimal source of income
- FY2023 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

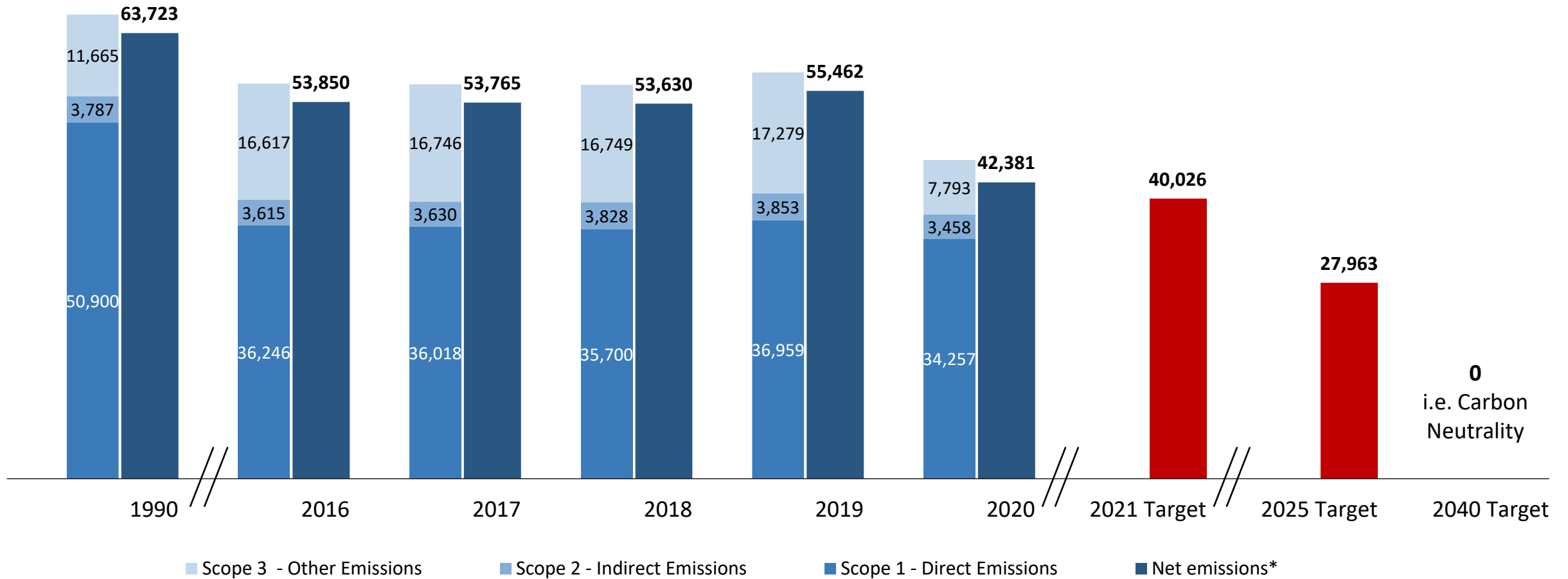


Sustainability Indicators

KPI 23

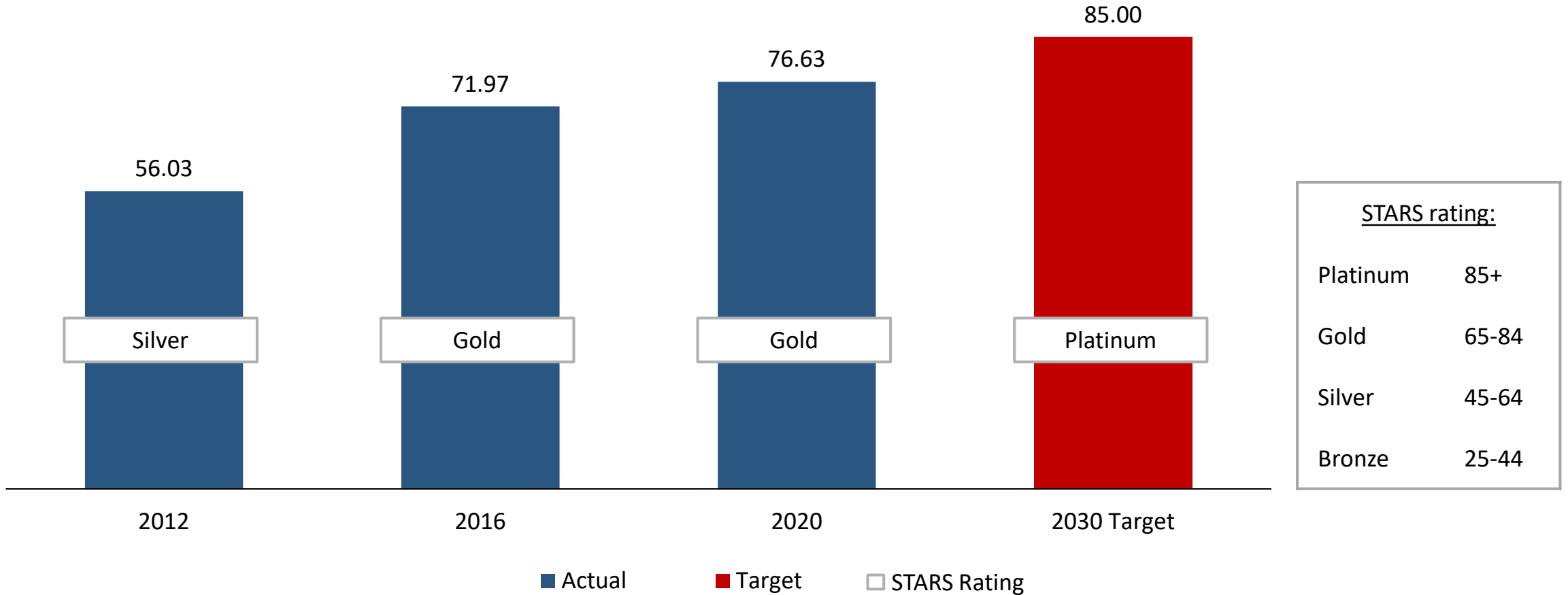
Greenhouse gas emissions

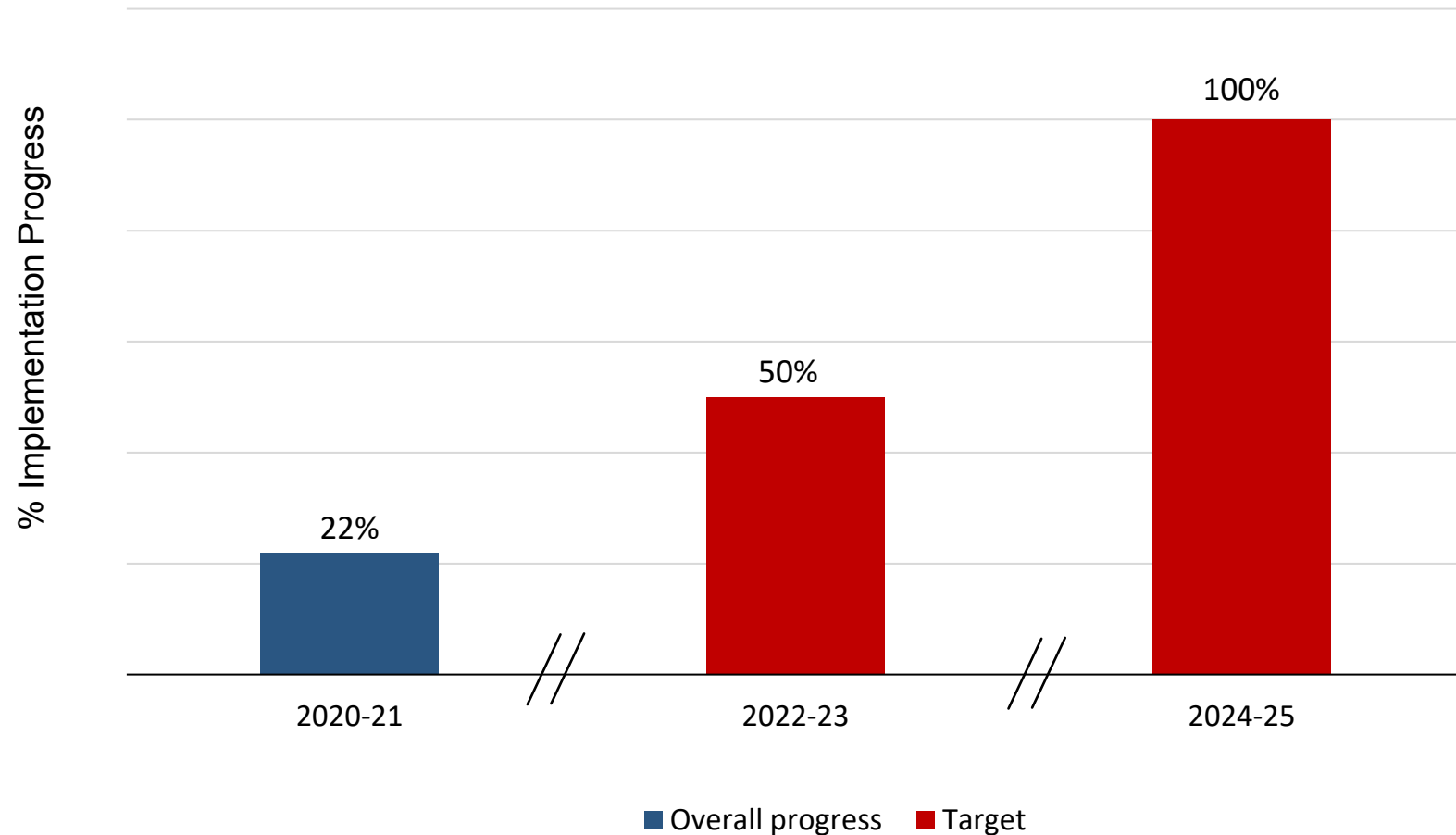
ANNUAL GROSS AND NET GREENHOUSE GAS EMISSIONS
TONNES OF CARBON DIOXIDE EQUIVALENT (tCO₂e)



* 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.**

SUSTAINABILITY TRACKING, ASSESSMENT AND RATING SYSTEM (STARS) SCORE AND RATING



DEGREE OF IMPLEMENTATION OF THE CLIMATE & SUSTAINABILITY STRATEGY 2020-2025

KPI 26

Waste diversion rate

PERCENTAGE OF WASTE DIVERTED FROM LANDFILL

