

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 Deep Saini, Principal and Vice-Chancellor

SUBJECT: Key Performance Indicators 2022

DATE: April 20, 2023

DOCUMENT #: GD22-71

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: 2022 KPI Report















McGill

Key Performance Indicators

2022



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	Winter 2024
2 Undergraduate Class Size		6	Winter 2024
3 Graduation Rate after Six Years - Bachelor Students		7	Winter 2024
4 Graduation rates – Graduate Students		8	Winter 2024
5 Average Financial Support for Doctoral Students (Years One to Three)		9	Winter 2024
6 Total Financial Aid and Awards for Undergraduate Students		10	Winter 2024
7 Quality of Student Advising and Supervision		11	Fall 2023
8 Course Evaluations		12	Winter 2024
9 Tenured and Tenure-Track Faculty		13	Winter 2024
10 International Students		14	Winter 2024
11 University Operating Revenues and Expenditures per Student		15	Winter 2024
12 Faculty Salary		16	Winter 2024








-  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 and Intensity		18	Winter 2024
14 Tri-Agency: Total (\$) and share (%) of annual U15 funding		19	Winter 2024
15 FRQ: Total (\$) and share (%) of annual provincial funding		20	Winter 2024
16 CFI-Innovation Fund: Share of National Funding		21	Winter 2024
17a Industry partnership revenue		22	Winter 2024
17b Commercialization		23	Winter 2024
18 Royal Society of Canada		24	Winter 2024
Administration and Finance			
19 My Healthy Workplace		26	Fall 2023
20 Construction Projects: Performance Management		27	Winter 2024
21 Endowment Fund Market Value		28	Winter 2024
University Advancement			
22 Philanthropy Cash Received		30	Fall 2023
Sustainability			
23 Greenhouse Gas Emissions		32	Fall 2023
24 Sustainability Rating		33	Winter 2024
25 Climate & Sustainability Strategy 2020-2025		34	Fall 2023
26 Waste diversion rate		35	Fall 2023

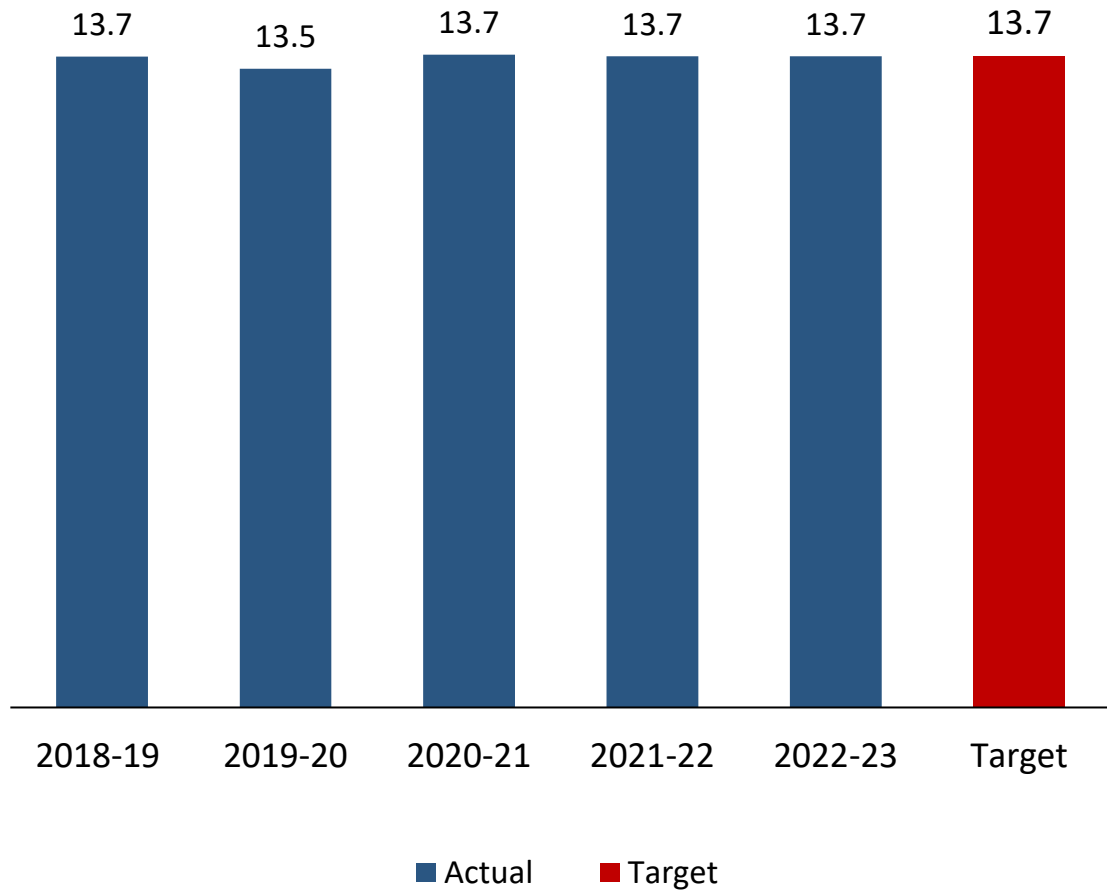
-  On-target or moving in that direction
-  Partially on-target
-  The target has not been reached and no progress towards the target has been made

Academic Indicators

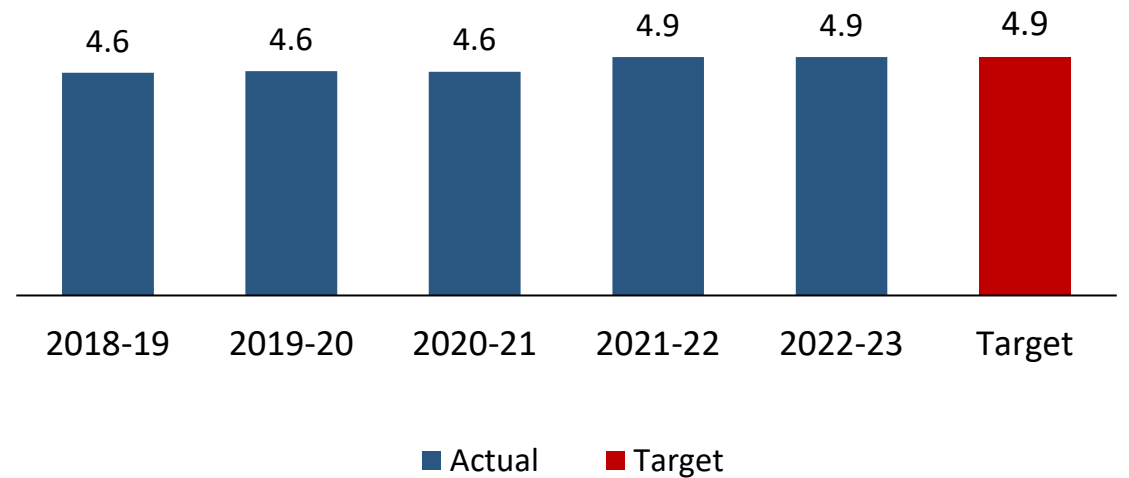
KPI 1

Student-Faculty ratio

UNDERGRADUATE



GRADUATE



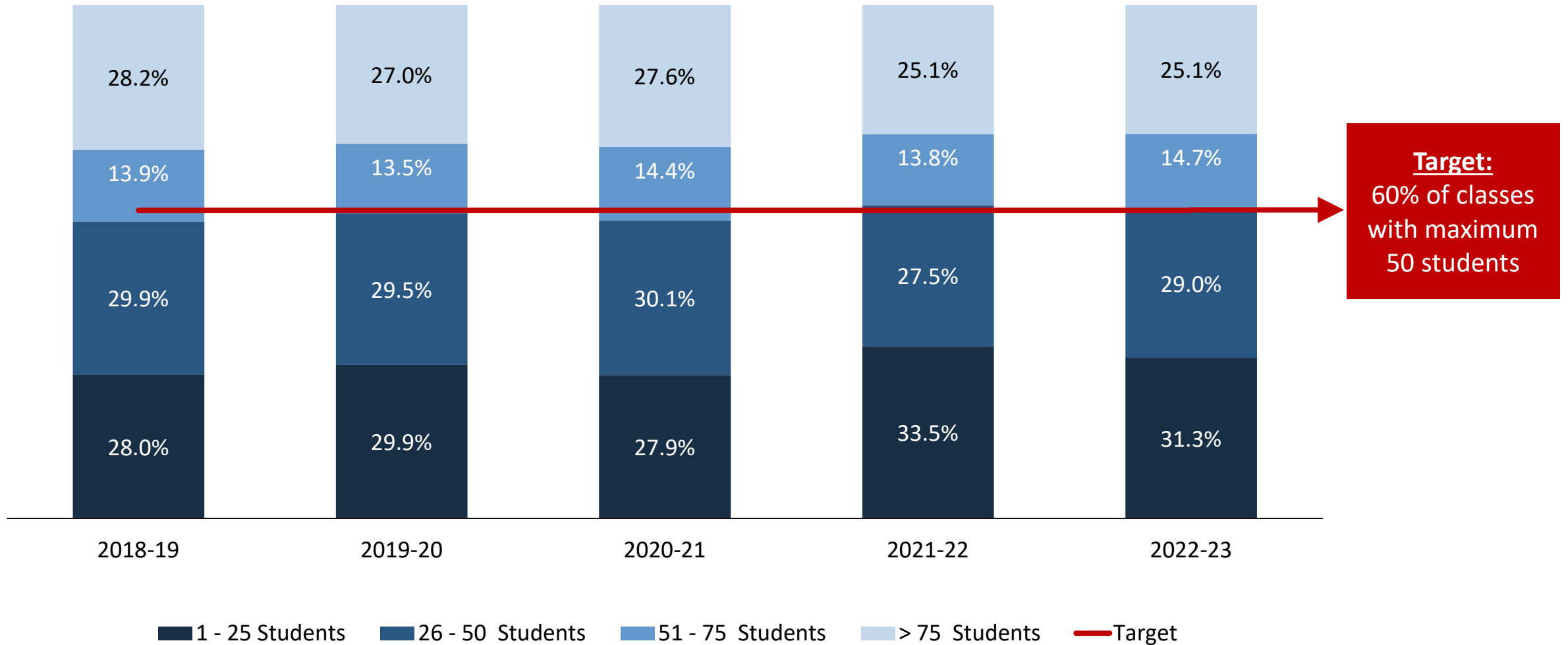
Benchmark information (U15):

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

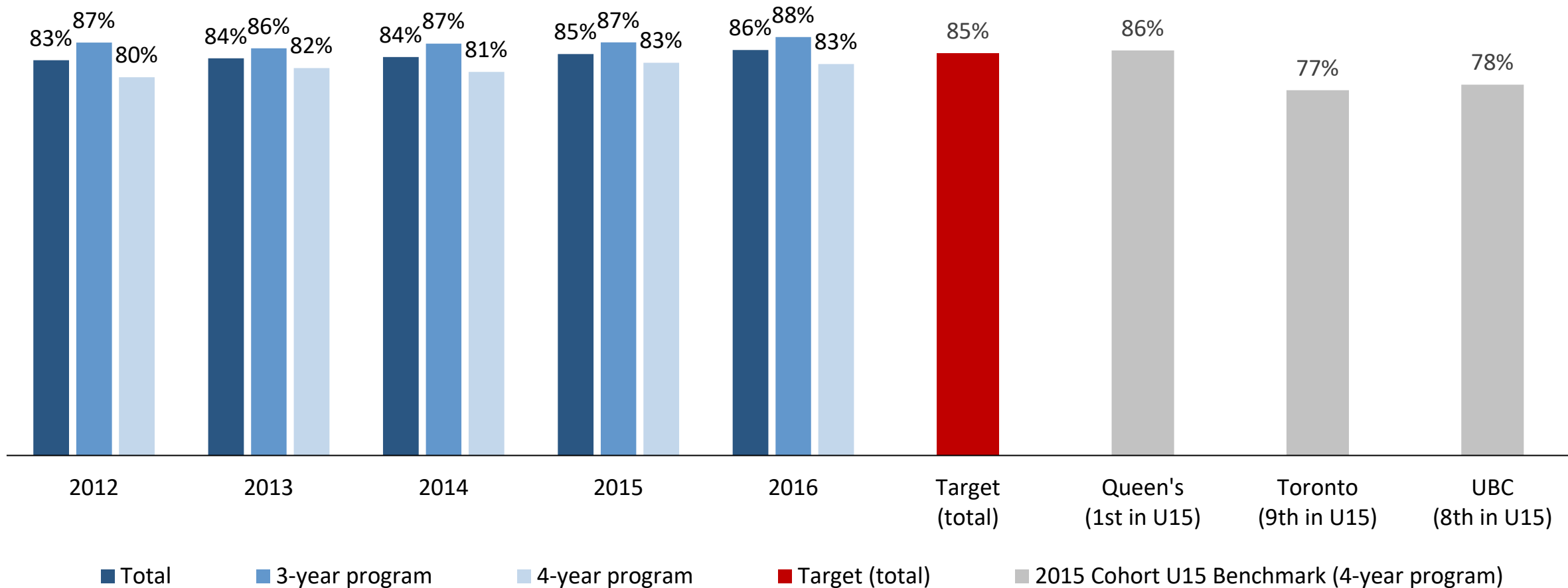
PROPORTION OF CLASSES BY NUMBER OF STUDENTS



KPI 3

Graduation rate after six years - Bachelor students

SIX-YEAR GRADUATION RATE BY COHORT YEAR

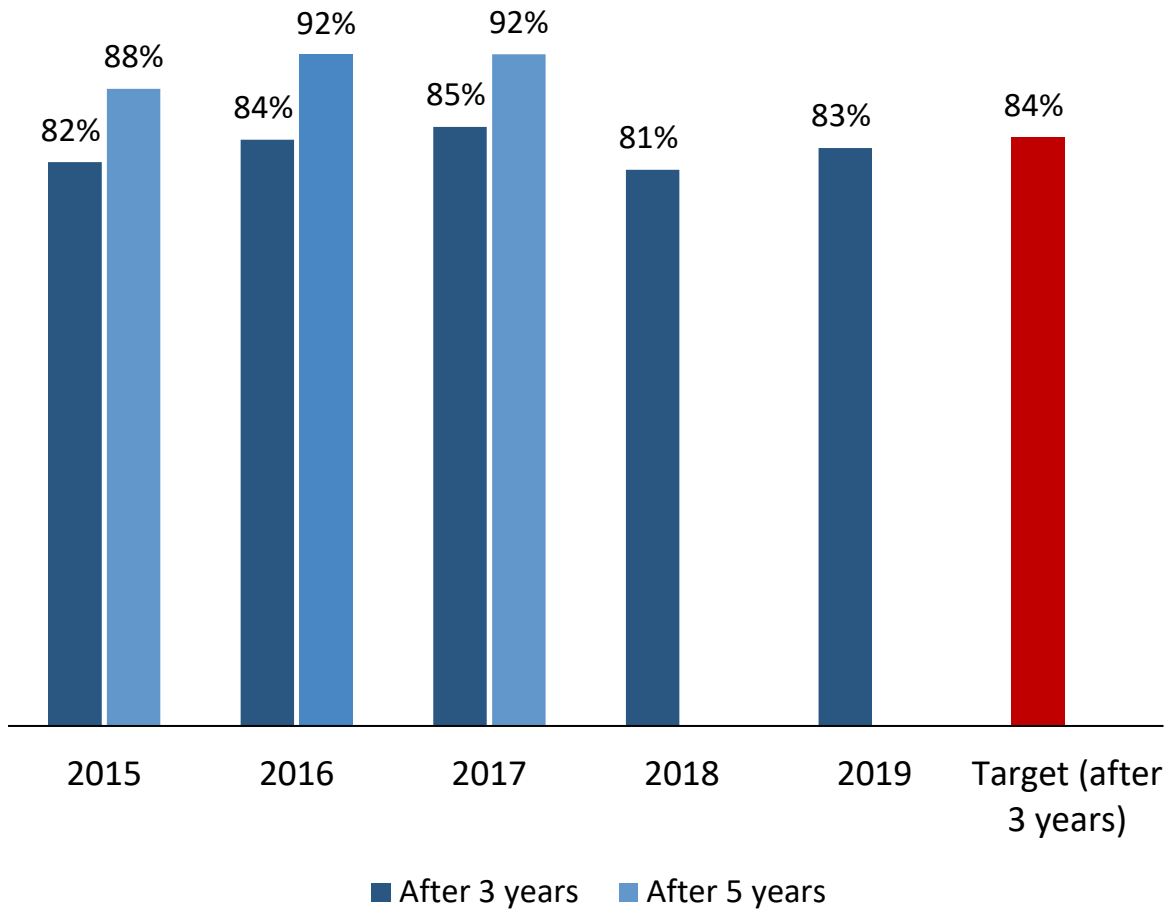


Benchmark information (U15): For the 2015 cohort, McGill had the 4th highest graduation rate for students in 4-year programs.

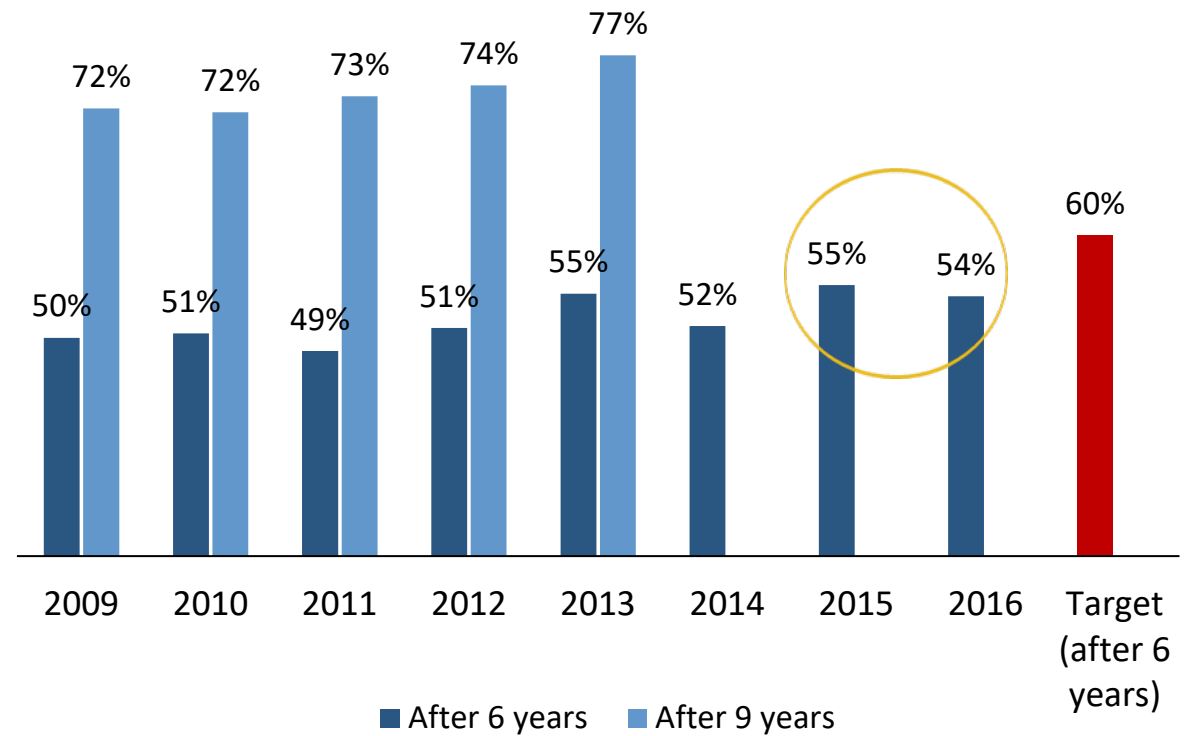
KPI 4

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 6th highest graduation rate for Master's (Thesis) after 5 years, and the 8th highest graduation rate for Doctorates after 9 years (2012 cohort)

KPI 5

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

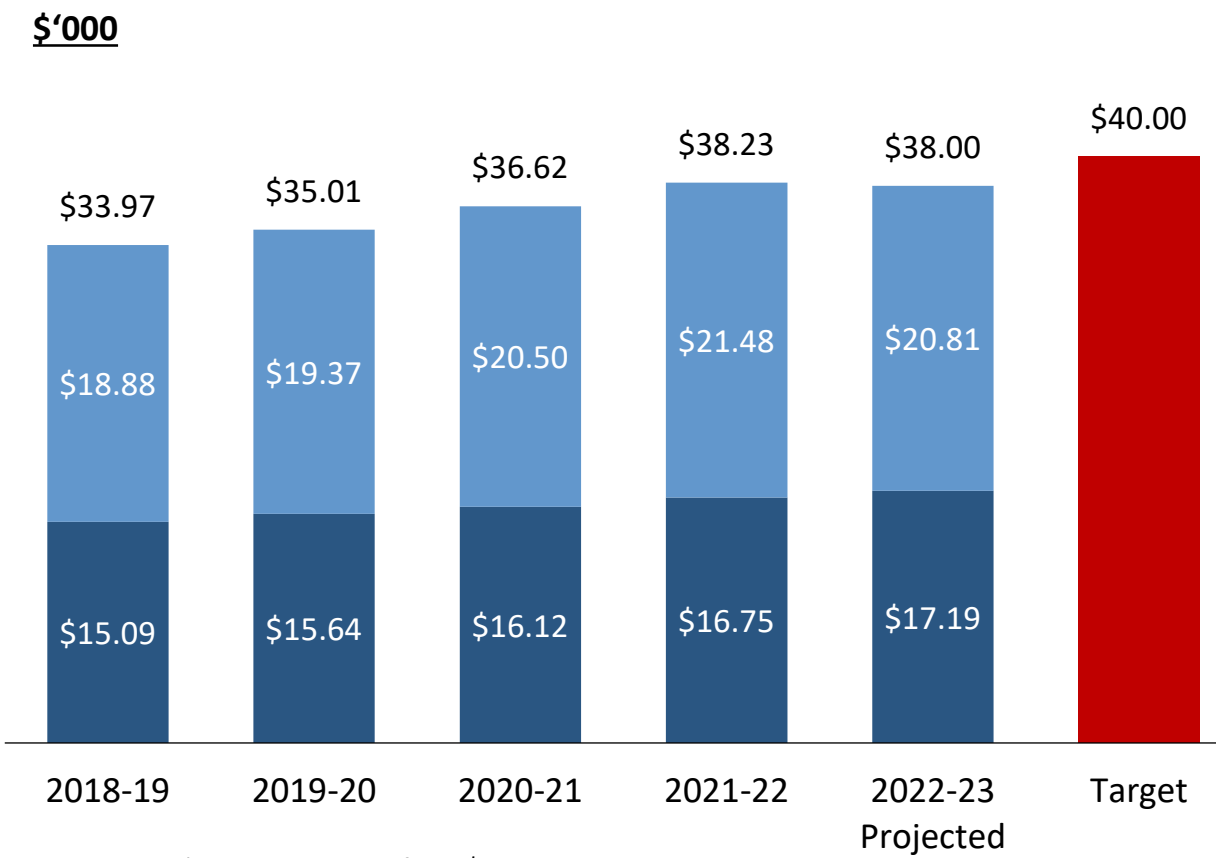
QUEBEC, CANADIAN AND INTERNATIONAL-FEE EXEMPT STUDENTS



*Target increased from \$28.00

■ Support for Tuition ■ Other Support ■ Target

INTERNATIONAL STUDENTS



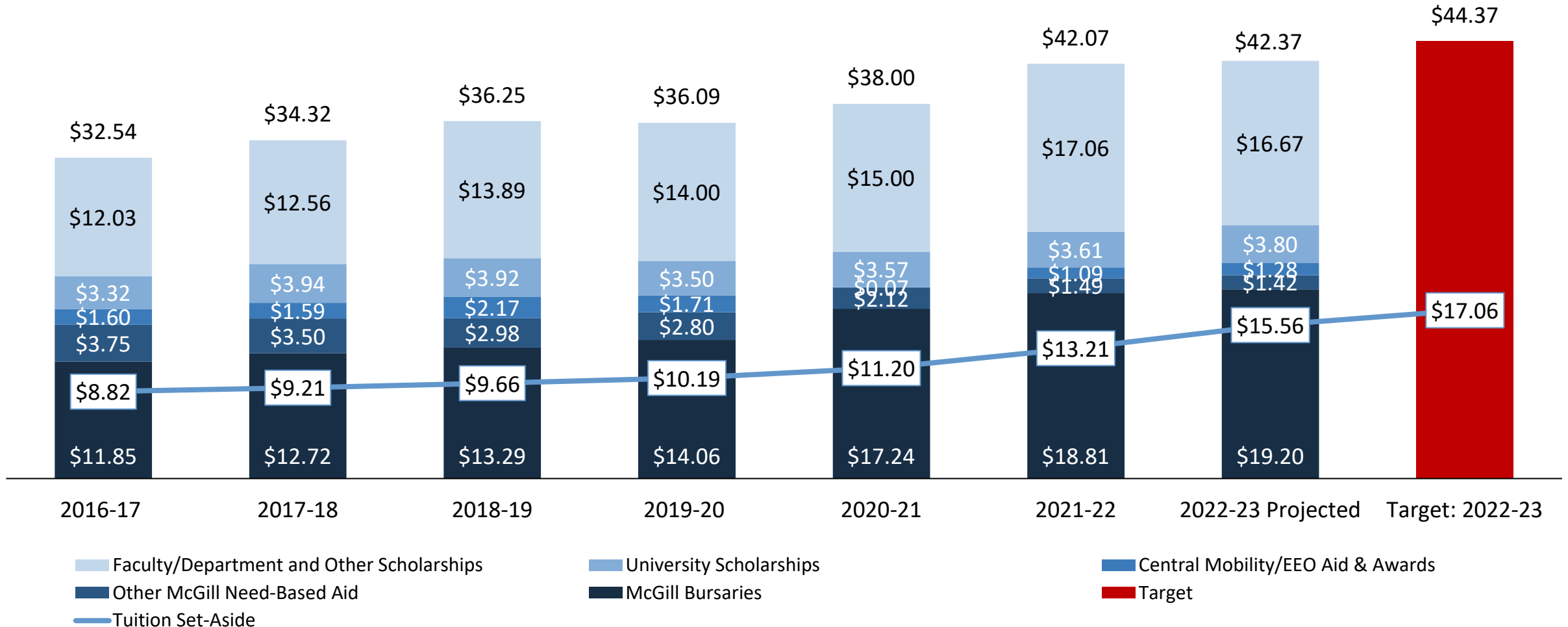
*Target increased from \$38.00

■ Support for Tuition ■ Other Support ■ Target

KPI 6

Total financial aid & awards for undergraduate students

\$ Millions



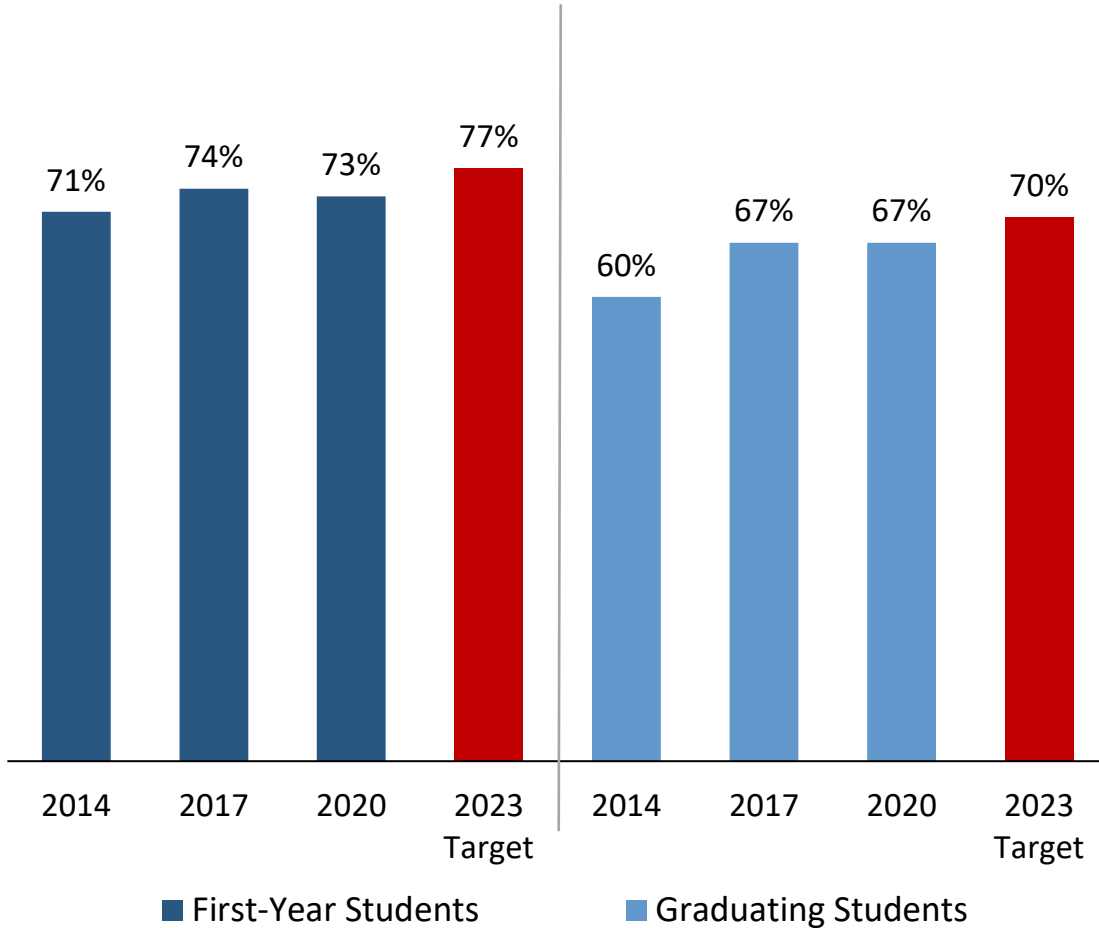
Totals may vary from the sum of each category due to rounding.

KPI 7

Quality of student advising and supervision

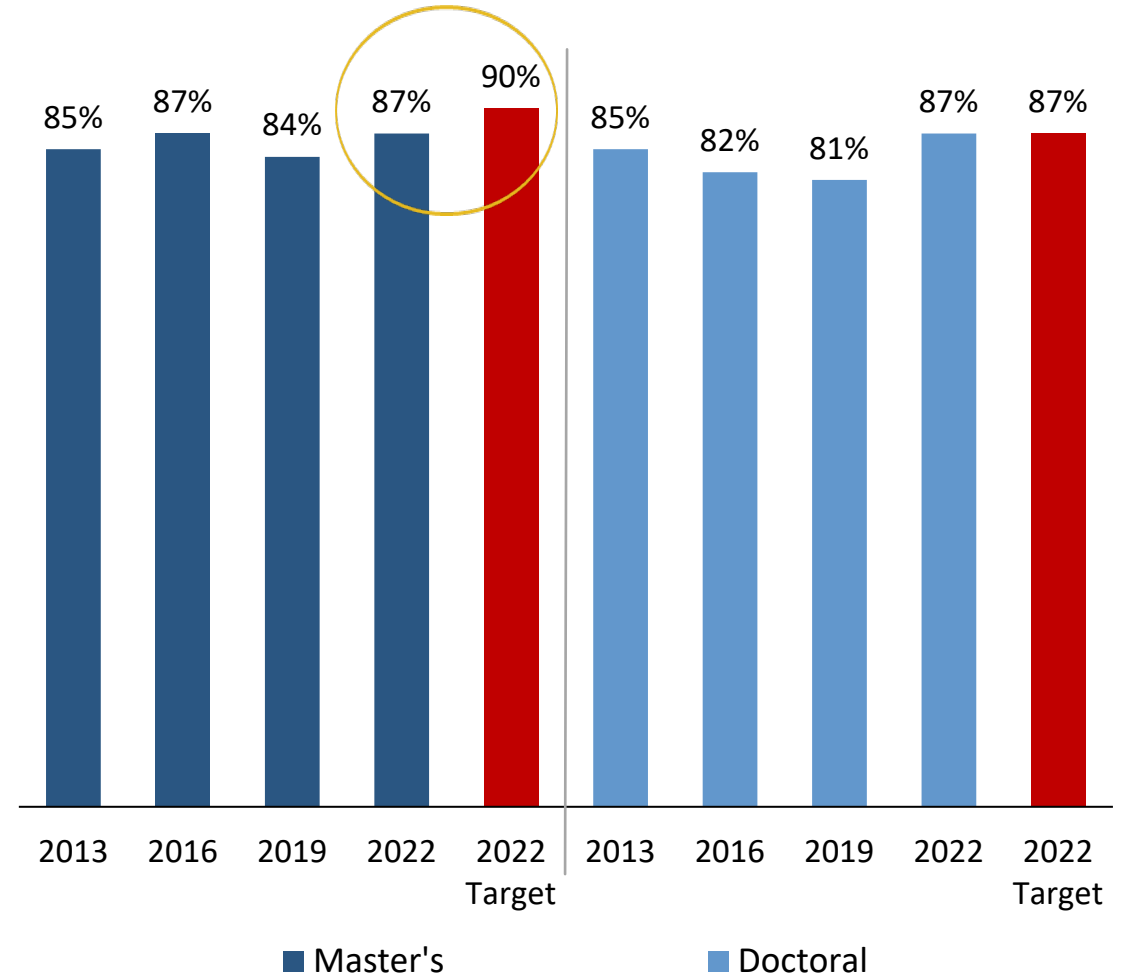
UNDERGRADUATE STUDENTS:

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

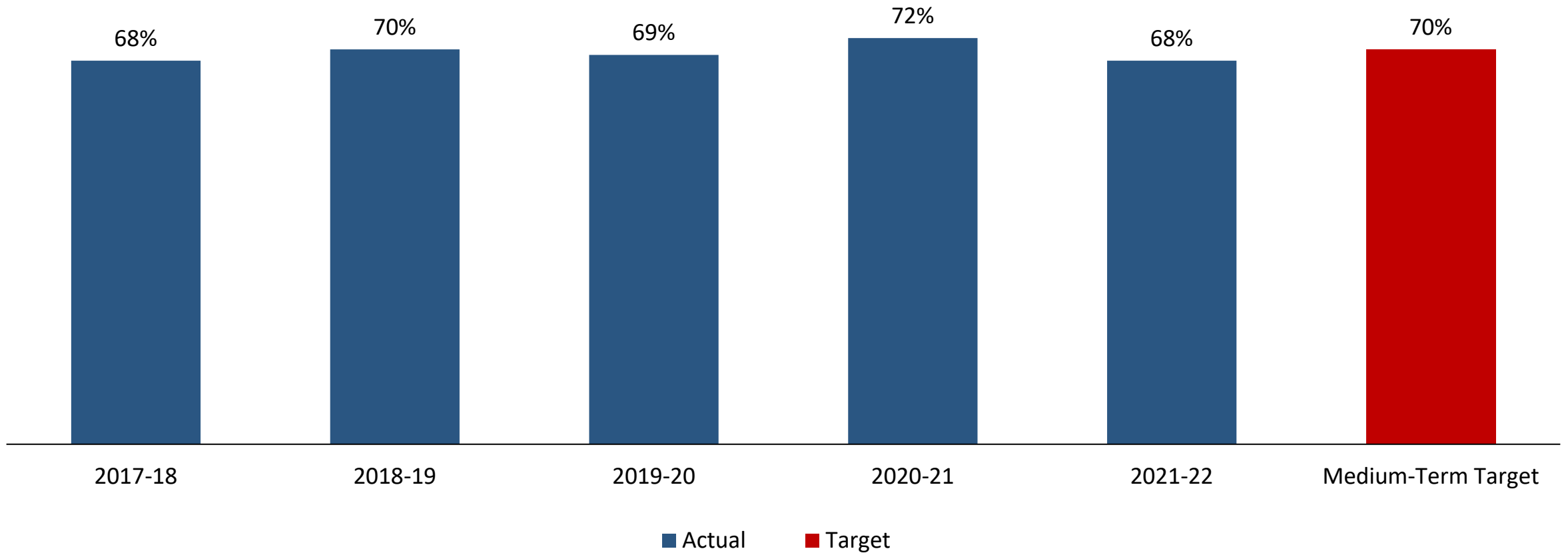


Survey will run again in 2025 with same targets

KPI 8

Course evaluations

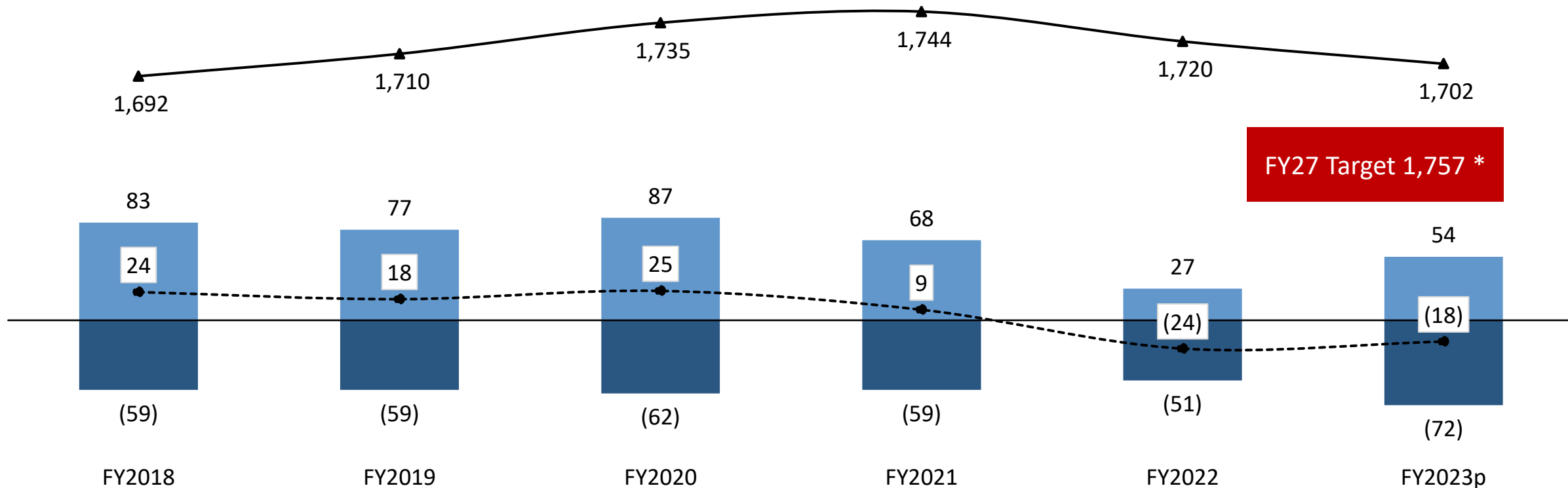
PERCENTAGE OF COURSES (LEVELS 100-700) FOR WHICH STUDENTS WERE 'SATISFIED' OR 'VERY SATISFIED'



KPI 9

Tenured and tenure-track professors

NET NEW HIRES (DEPARTURES) AND END OF YEAR COMPLEMENT



p=projected

Departures

New hires

Net new hires (departures)

End of year complement

* Target was reviewed in light of the Covid impact on hiring.

KPI 10

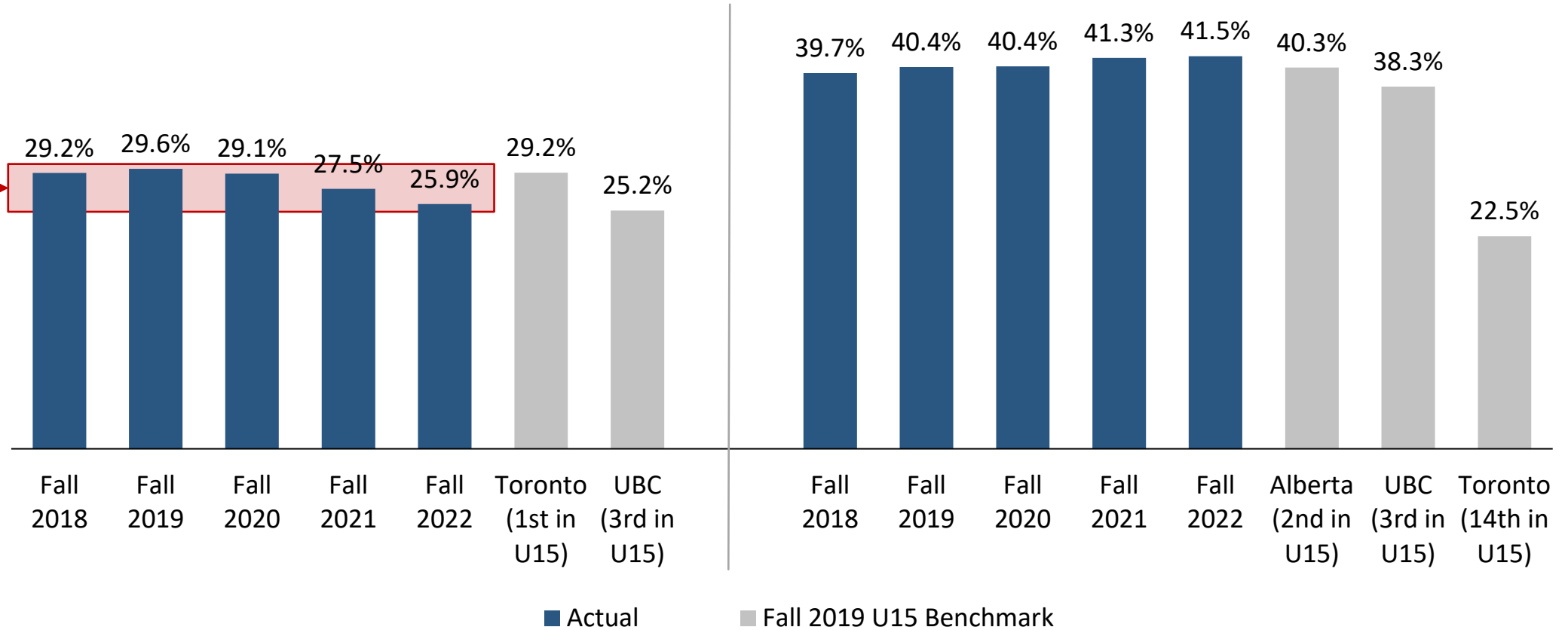
International students

PERCENTAGE OF DEGREE-SEEKING STUDENTS WHO ARE INTERNATIONAL

UNDERGRADUATE STUDENTS

GRADUATE STUDENTS

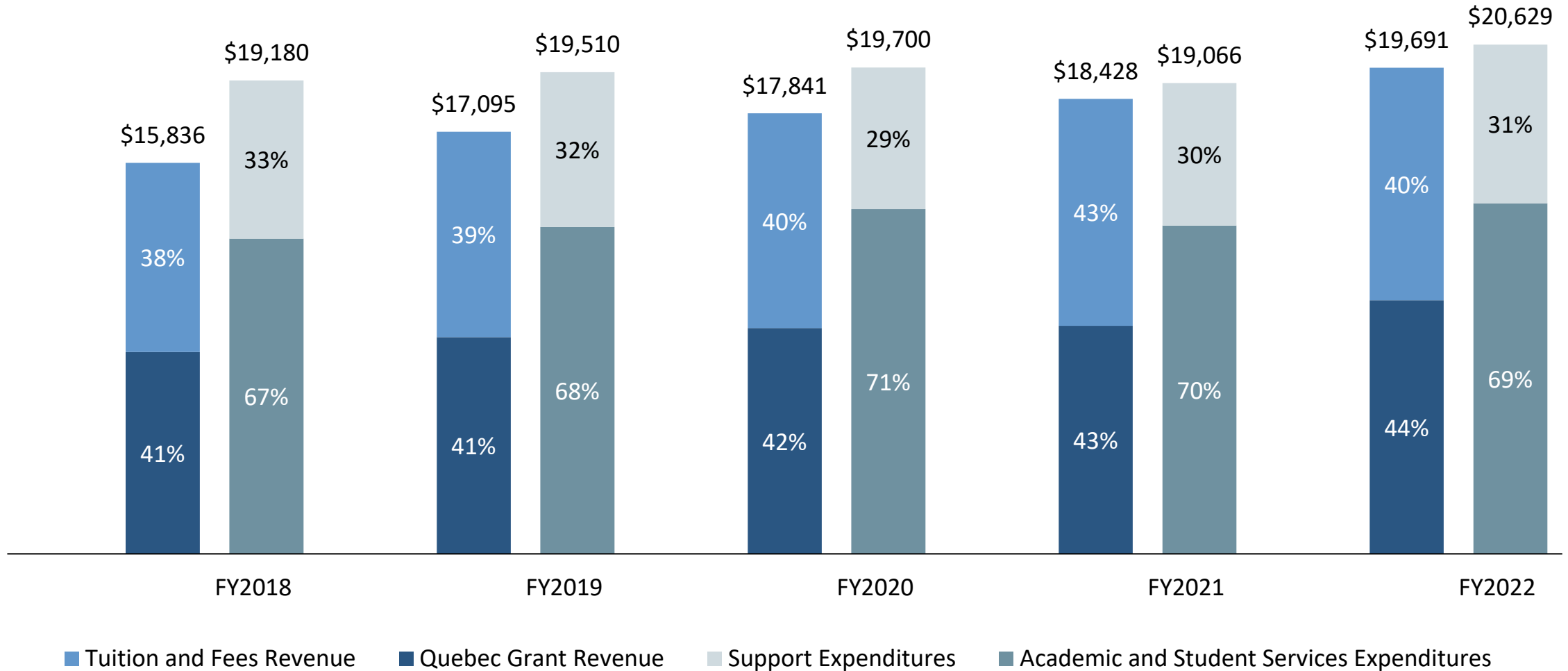
Undergraduate Target:
Between 25% and 30% international



Benchmark information (U15): In fall 2021, McGill had the **2nd highest** percentage of international degree-seeking students in the U15 (behind Toronto) for undergraduate students, and the **highest** for graduate students.

KPI 11

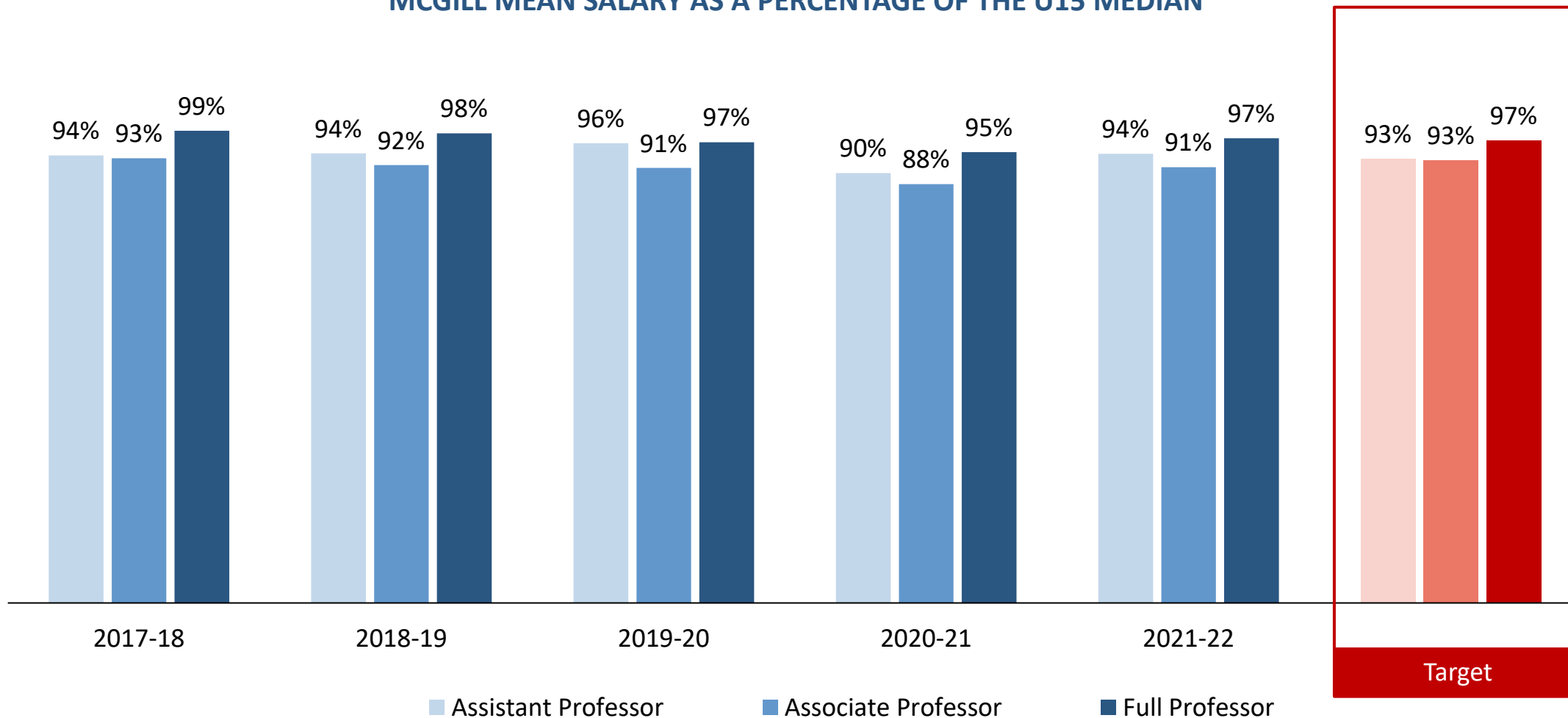
University operating revenues and expenditures per student



KPI 12

Faculty salary

MCGILL MEAN SALARY AS A PERCENTAGE OF THE U15 MEDIAN



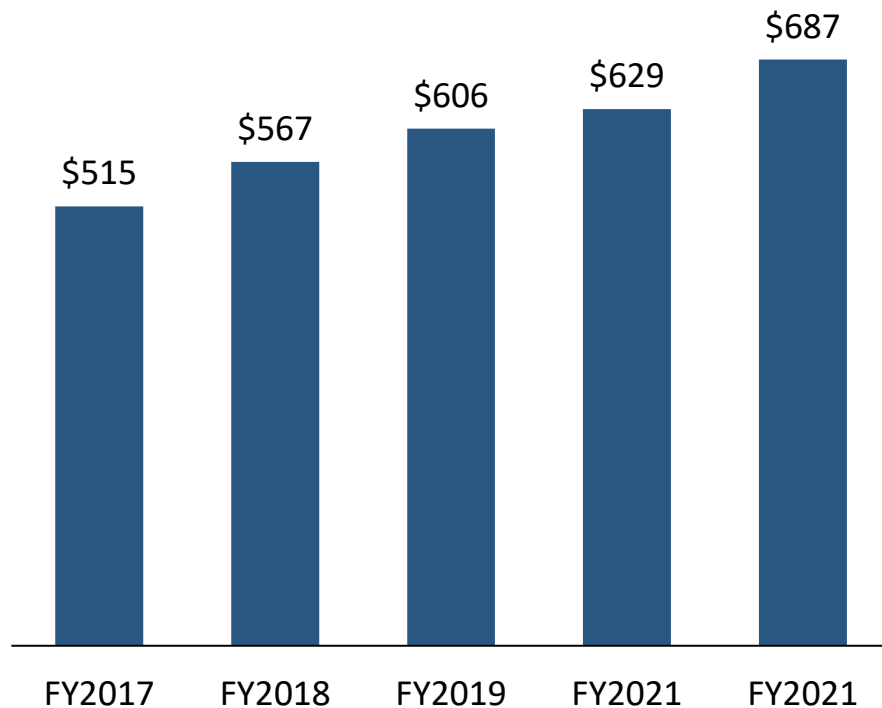
Benchmark information (U15): McGill has the 9th highest mean salary for Assistant Professors, 9th highest for Associate Professors, and 10th highest for Full Professors

Research and Innovation Indicators

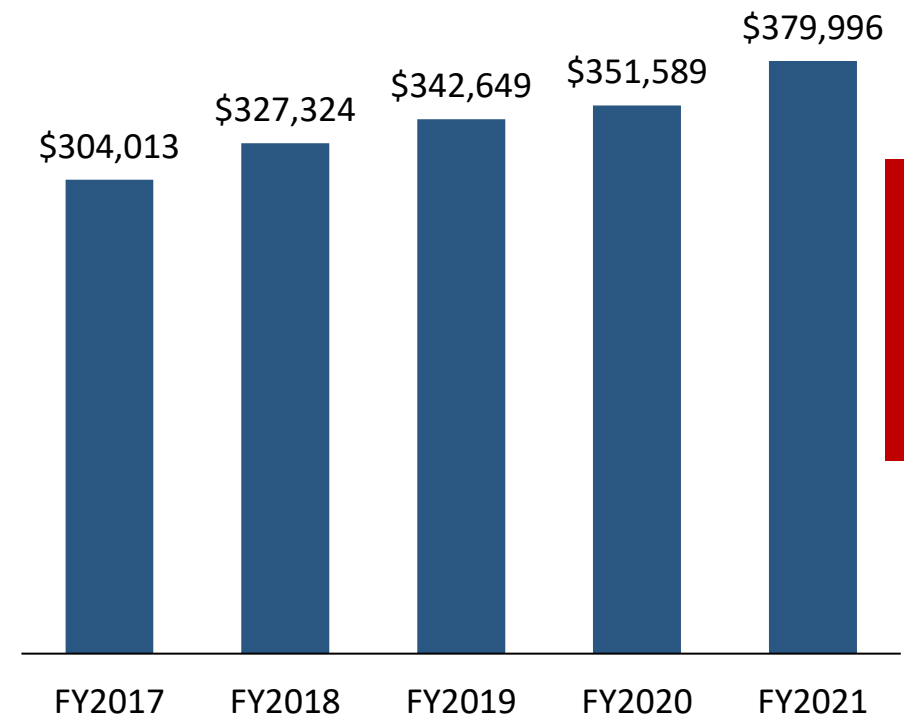
KPI 13

Research revenue and intensity

TOTAL RESEARCH REVENUE (\$M)



TOTAL RESEARCH REVENUE PER TENURE-TRACK PROFESSOR



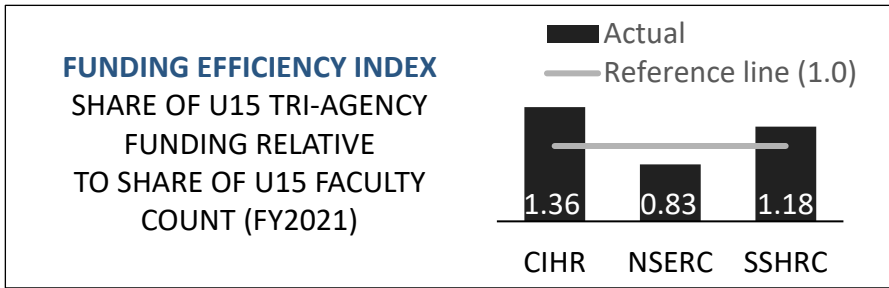
Target
To reach 2nd
rank of U15
institutions

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: Total (\$) and share (%) of annual U15 funding

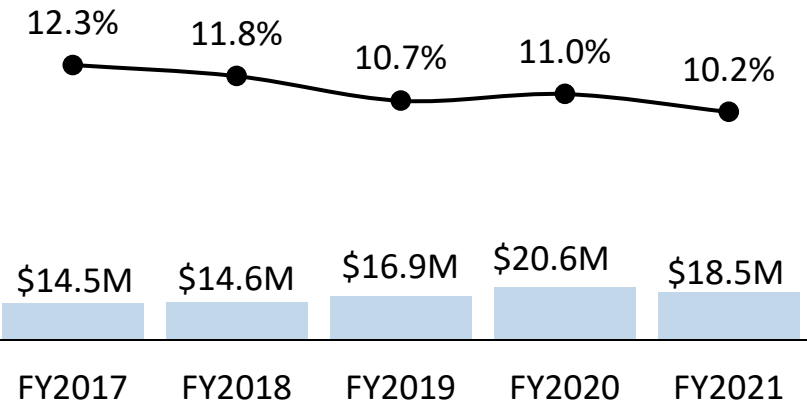
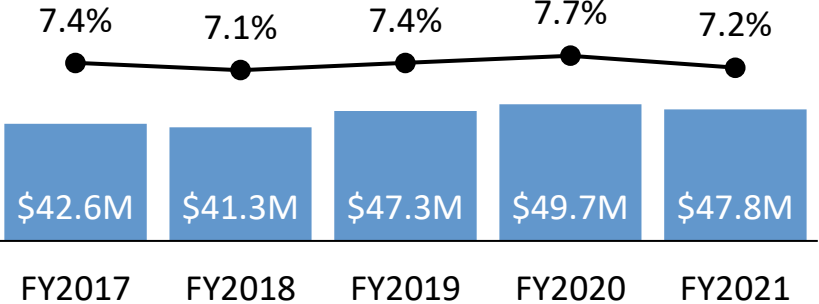
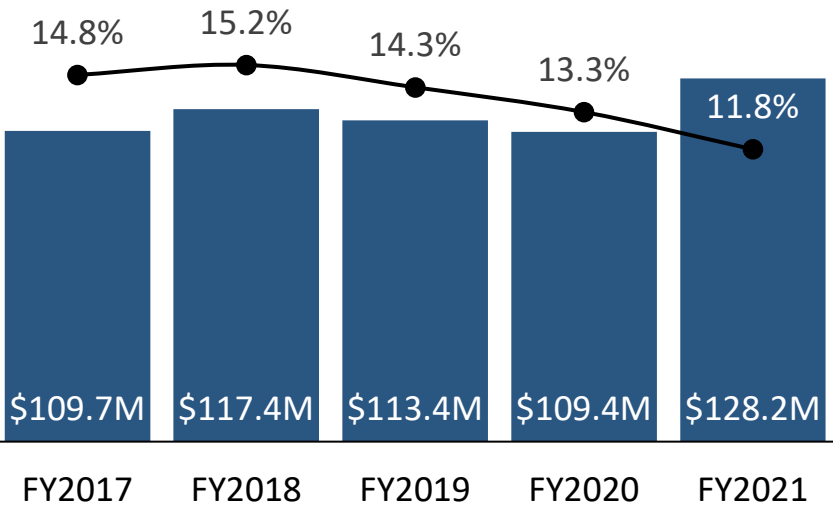
Targets
 CIHR: 15.2%
 NSERC: 7.7%
 SSHRC: 12.3%



CIHR

NSERC

SSHRC



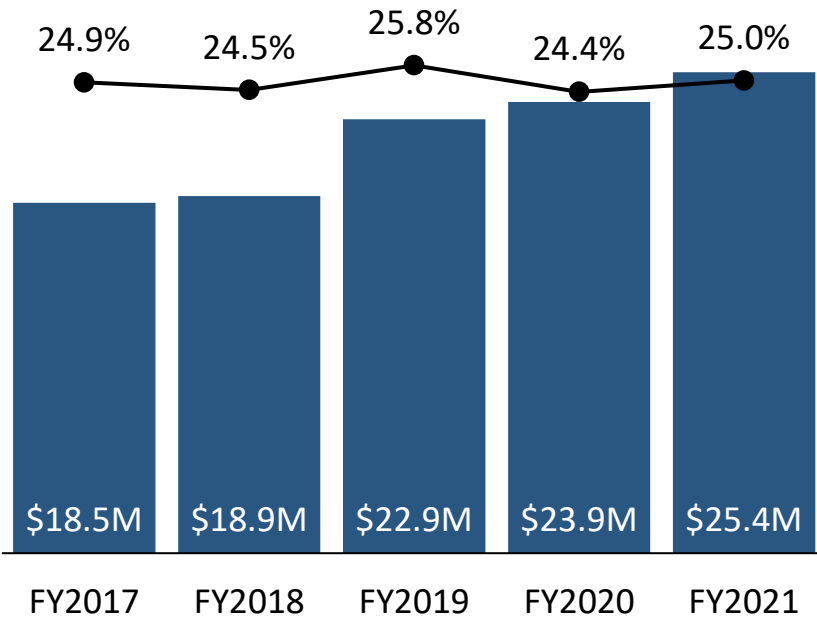
Benchmark information (U15): McGill has the 3rd highest total tri-agency funding after U of T and UBC; 2nd highest in CIHR; 6th highest in NSERC; and 3rd highest in SSHRC

KPI 15

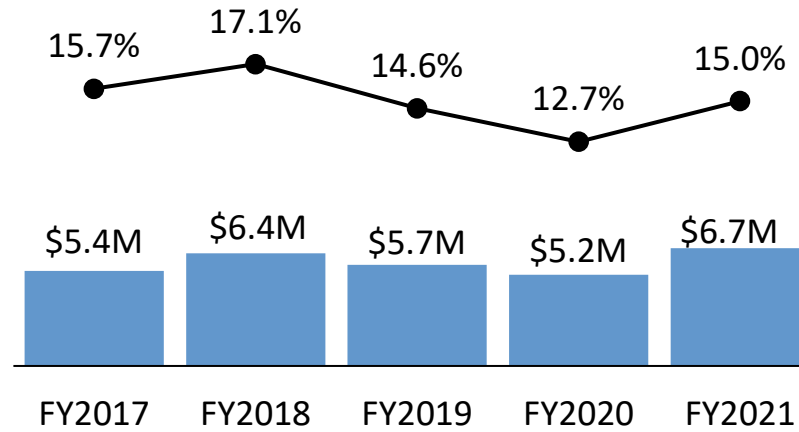
FRQ: Total (\$) and share (%) of annual provincial funding

Targets:
FRQ-S: 25.8%
FRQ-NT: 17.1%
FRQ-SC: 11.8%

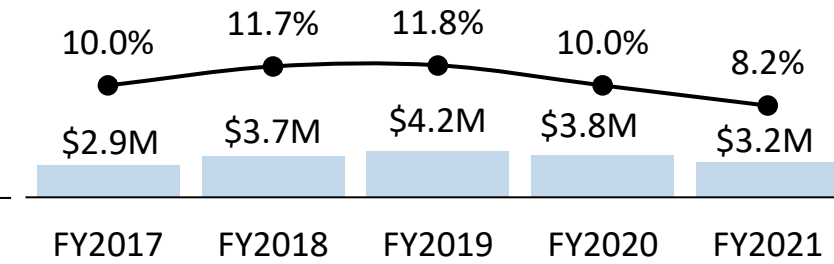
FRQ-S



FRQ-NT



FRQ-SC

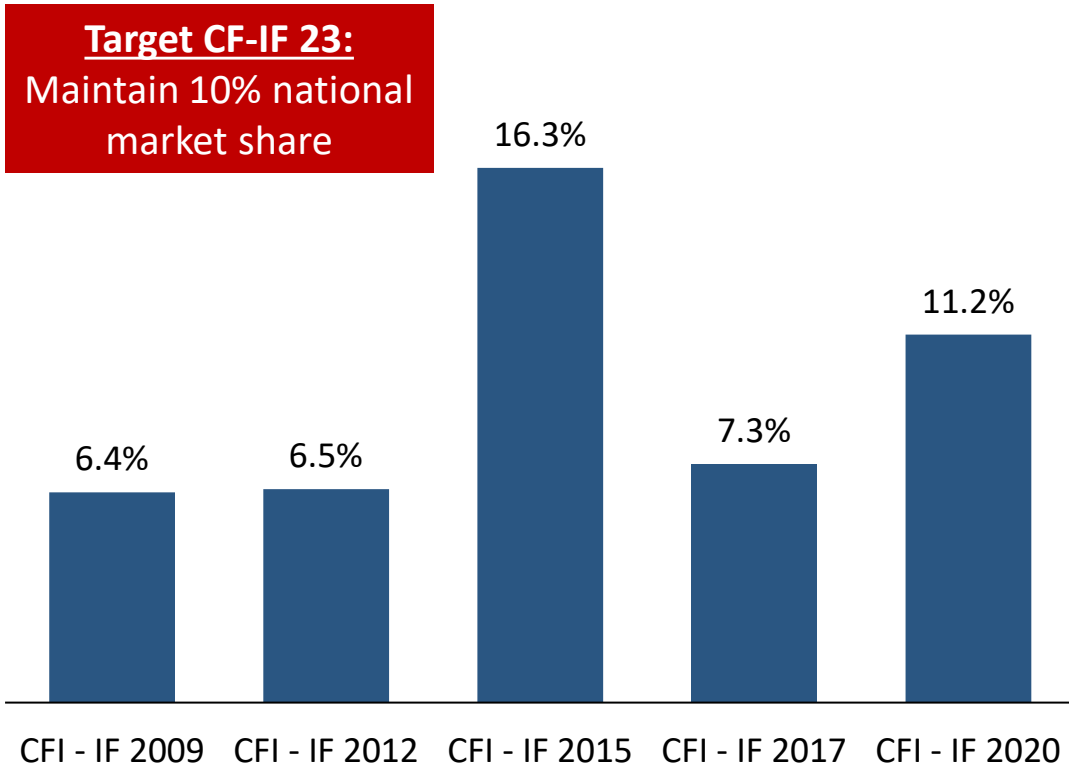


Benchmark information: McGill has the 3rd highest share of FRQ funding, after U. Montreal and Laval; 2nd highest in FRQ-S; 3rd highest in FRQ-NT; and 4th highest in FRQ-SC

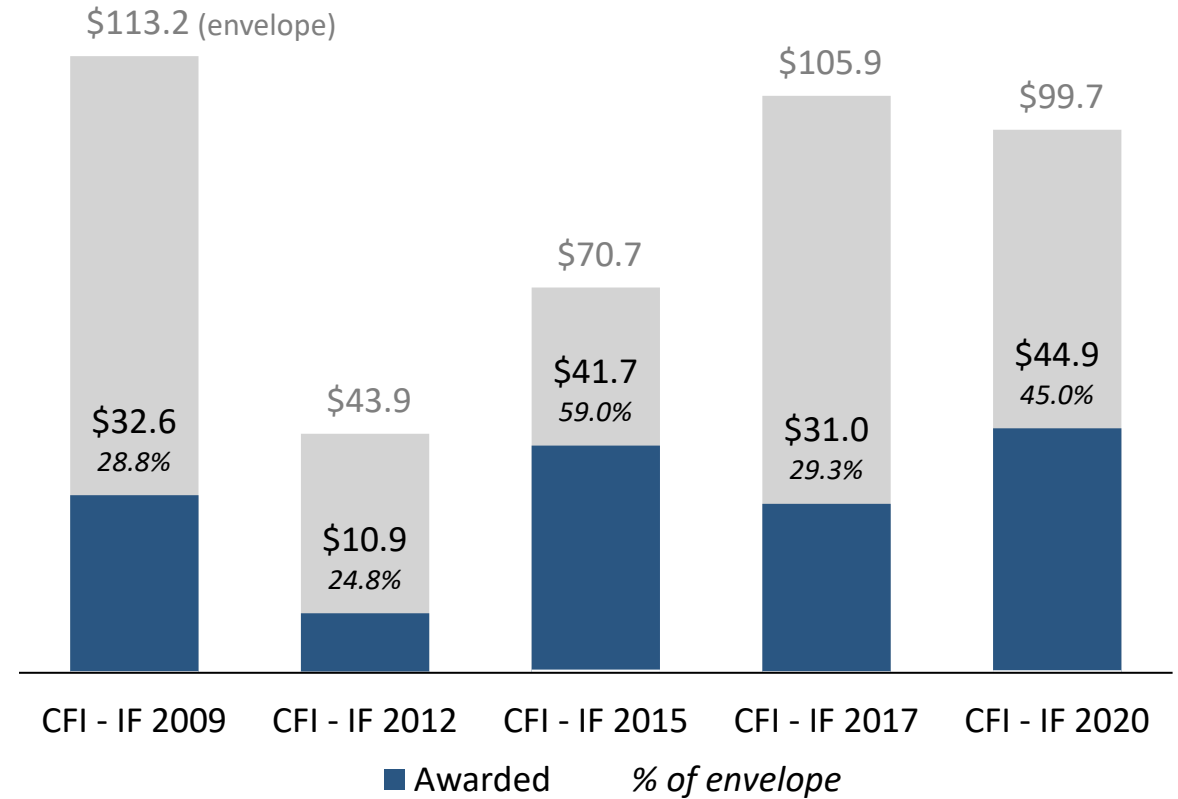
KPI 16

CFI-Innovation Fund: Share of national funding

SHARE OF NATIONAL CFI-IF FUNDING



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

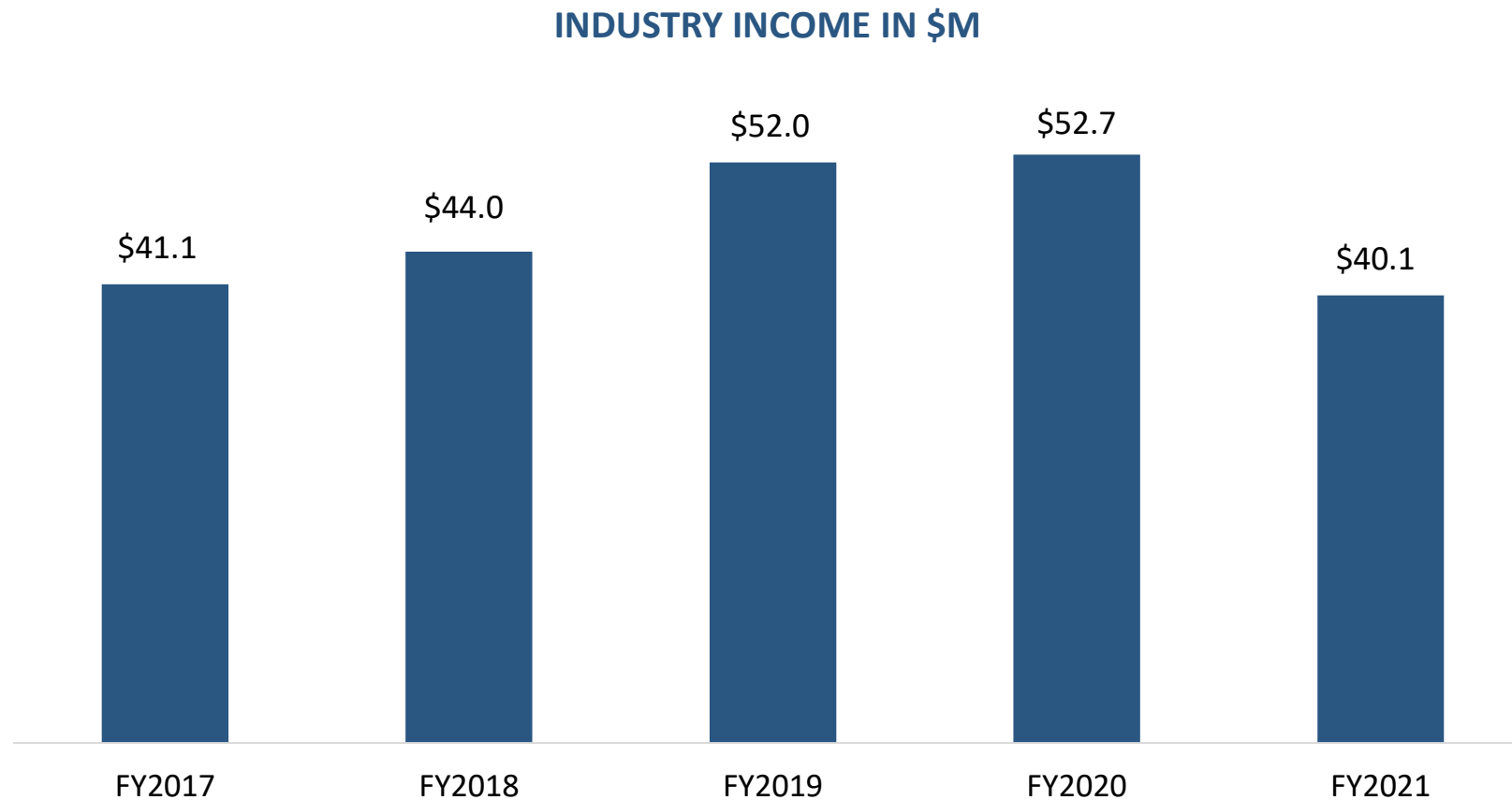


* Institutional envelope is the upper limit of total value of funding that an institution may request in a given competition

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 17a

Industry partnership revenue



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

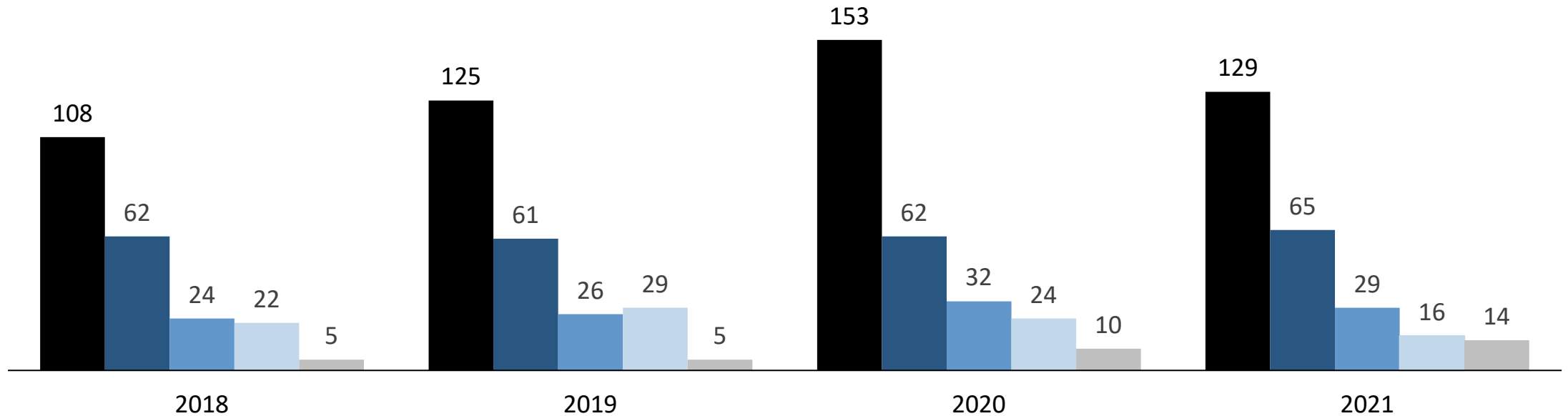
Benchmark information (U15): McGill is 8th in the U15 for total income from industry sources

KPI 17b

Commercialization

Target
To be 1st in
Quebec and in
top 3rd in
Canada in all
metrics

■ Disclosures ■ Patent Applications ■ Licenses and Options ■ Patents Awarded ■ Spin-offs



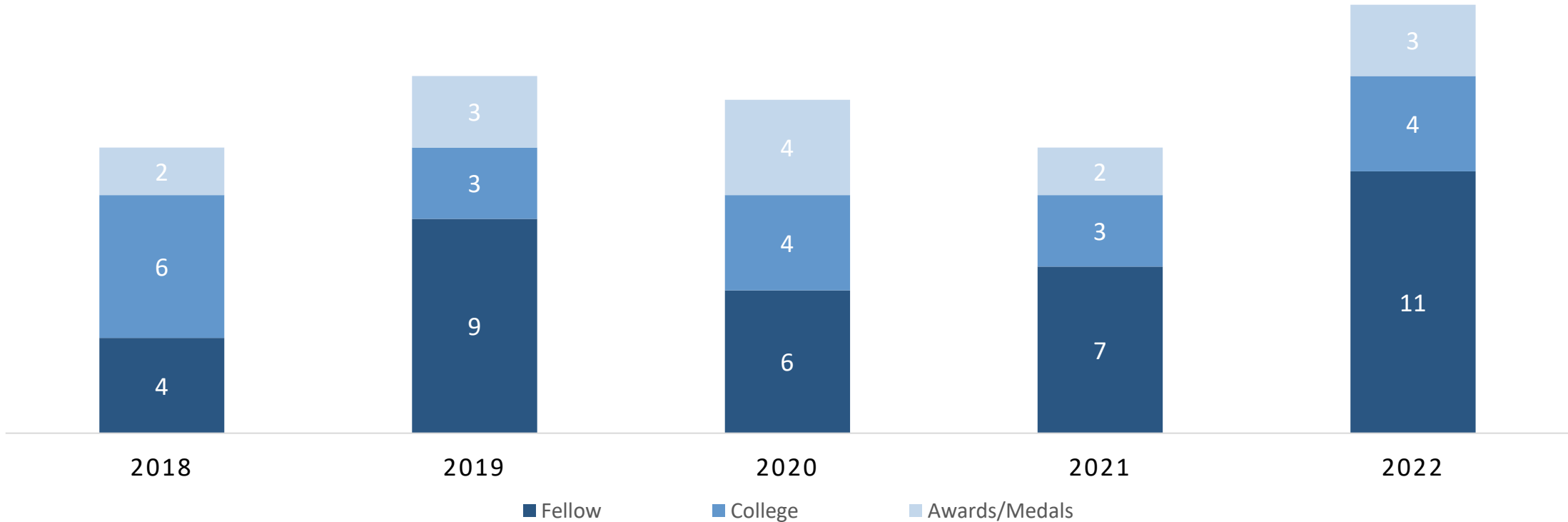
Benchmark information (U15): (2021) McGill has the 3rd highest number of invention disclosures but 5th highest number of new patent applications and patents awarded and 10th in number of licenses and options. McGill is behind UdeM in new patent applications and patents awarded. Benchmark data not available for spin-offs.

KPI 18

Royal Society of Canada

NUMBER OF NEW ROYAL SOCIETY OF CANADA FELLOWS, MEMBERS OF COLLEGE OF NEW SCHOLARS, ARTISTS AND SCIENTISTS AND AWARDS/MEDALS

Target:
To be in top three of U6 for newly elected Fellows and College members



Benchmark information (U6): McGill has the 2nd highest number of newly elected Fellows and College members after Toronto in 2022. The five-year average for new Fellows and College members for the U6 is 8.8. In 2022, McGill received 3 out of a total of 19 awards and medals.

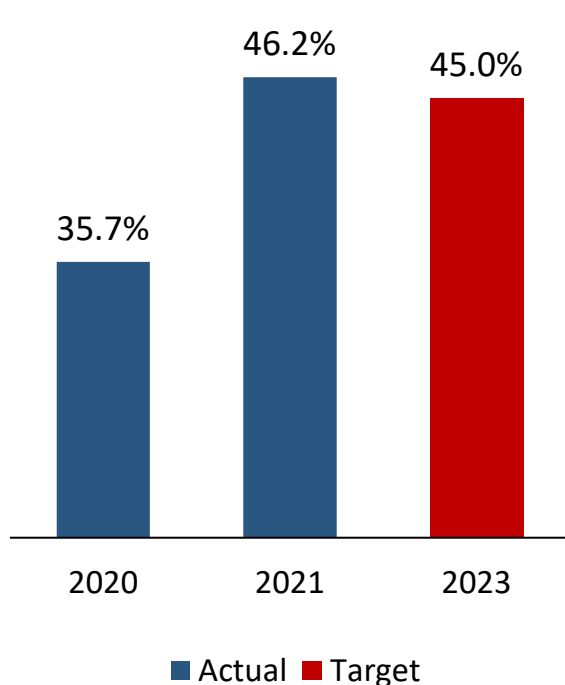
Administration and Finance Indicators

KPI 19

My Healthy Workplace

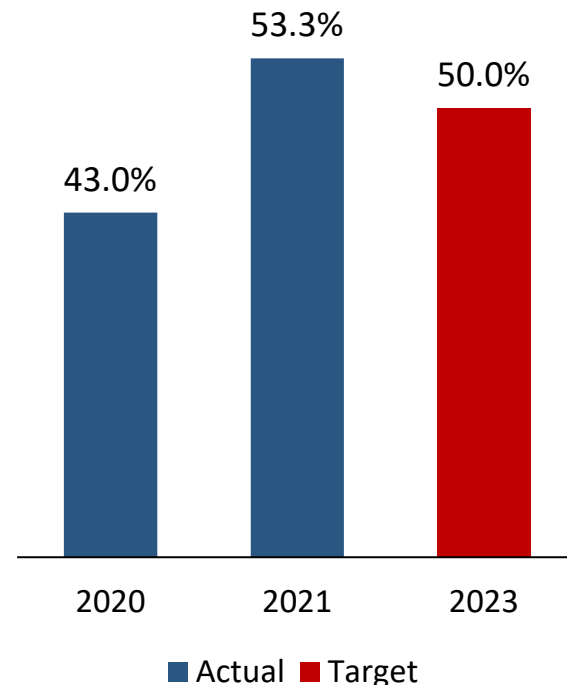
People Manager Development Programs

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



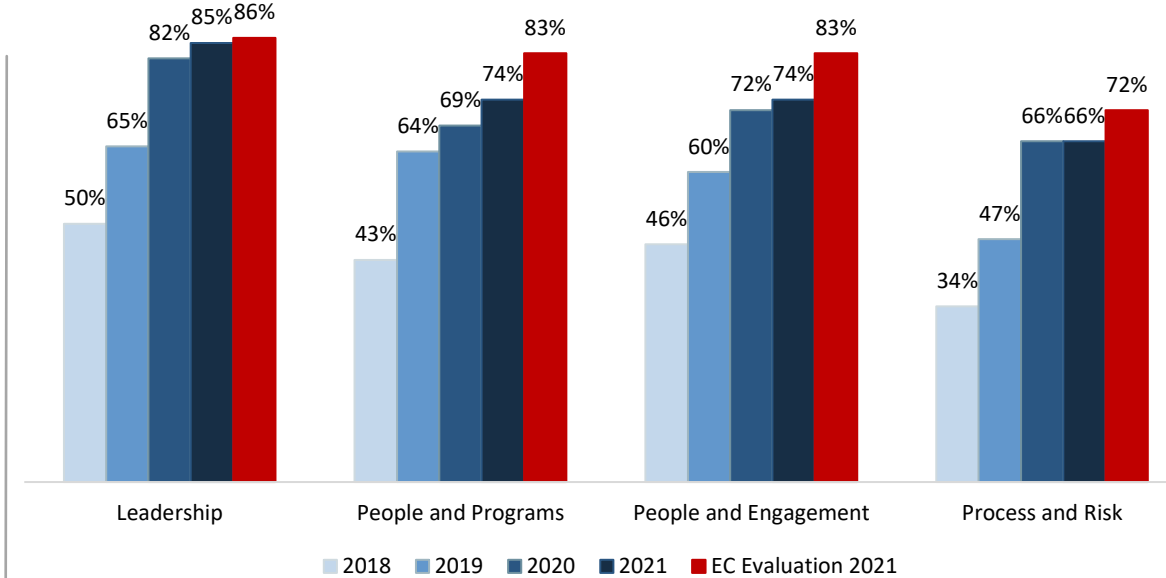
Annual Employee Learning and Development

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.



In November 2021, McGill achieved Silver Certification in the Healthy Workplace Standard.

2022 represents a recalibration year for the Gold Certification in the Healthy Workplace Standard.

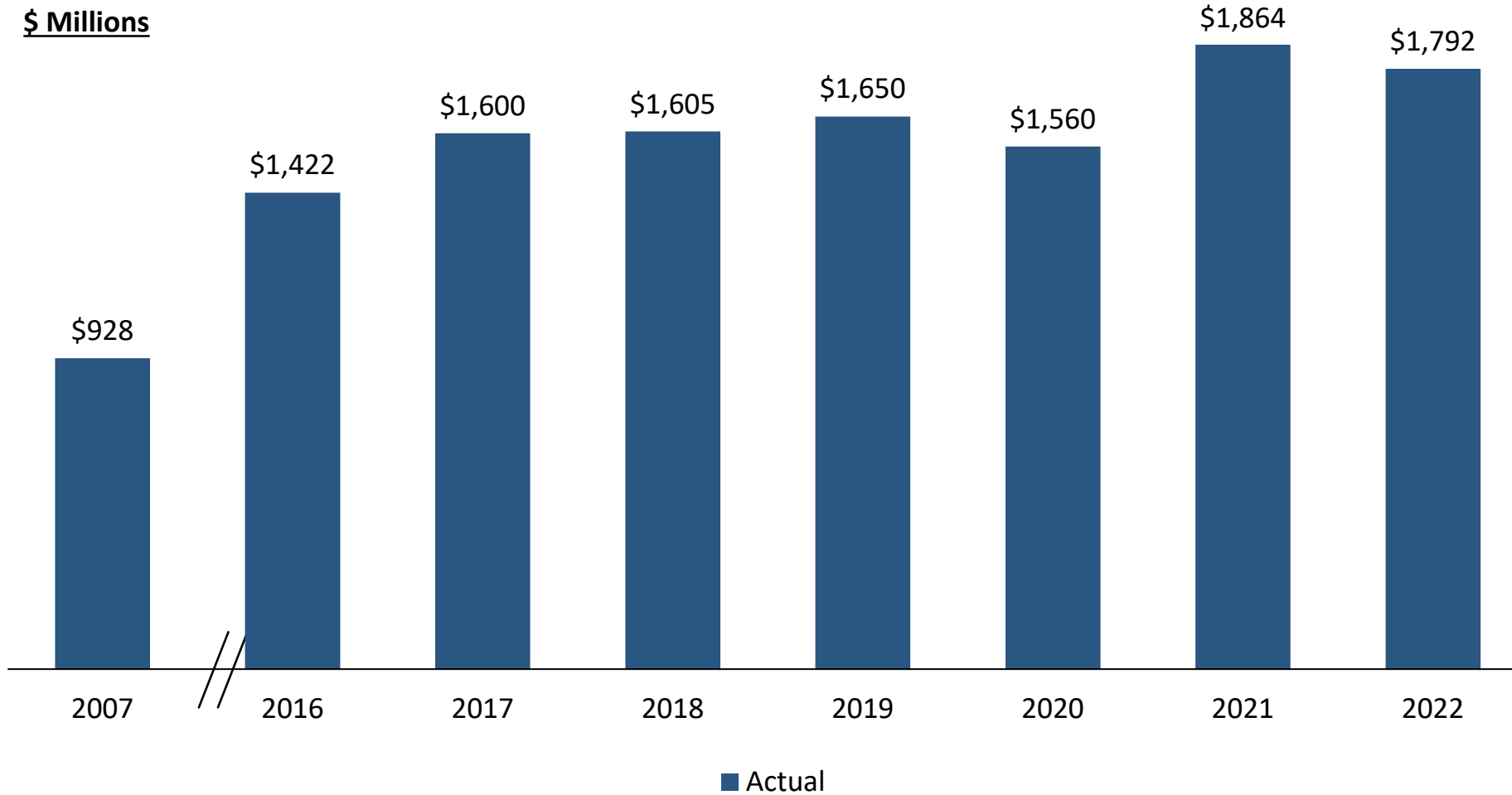
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Total Number of active projects	520	467	458	421	391	427	554	566	527	327
Active projects \$0-\$250k					201	213	305	317	222	119
Active projects \$250k-\$1M					91	110	97	95	107	78
Active projects \$1M-\$4M					59	63	90	88	131	70
Active projects \$4M and over					40	41	62	66	67	60
Project Expenditures	\$88.1M	\$74.2M	\$81.5M	\$70.9M	\$71.7M	\$124M	\$118M	\$121M	\$115.2M	\$109.8M
\$ Spent/Active projects	\$169k	\$159k	\$178k	\$168k	\$183K	\$290k	\$213k	\$214k	\$219k	\$336k
On budget (projects over 1M\$)					17 of 17	8 of 8	10 of 12	7 of 7	13 of 14	9 of 11
On time (projects over 1M\$)					16 of 17	5 of 8	8 of 12	4 of 7	7 of 14	2 of 11

n/a = Not available

KPI 21

Endowment fund market value

\$ Millions



Targets: (for the next 5 years)

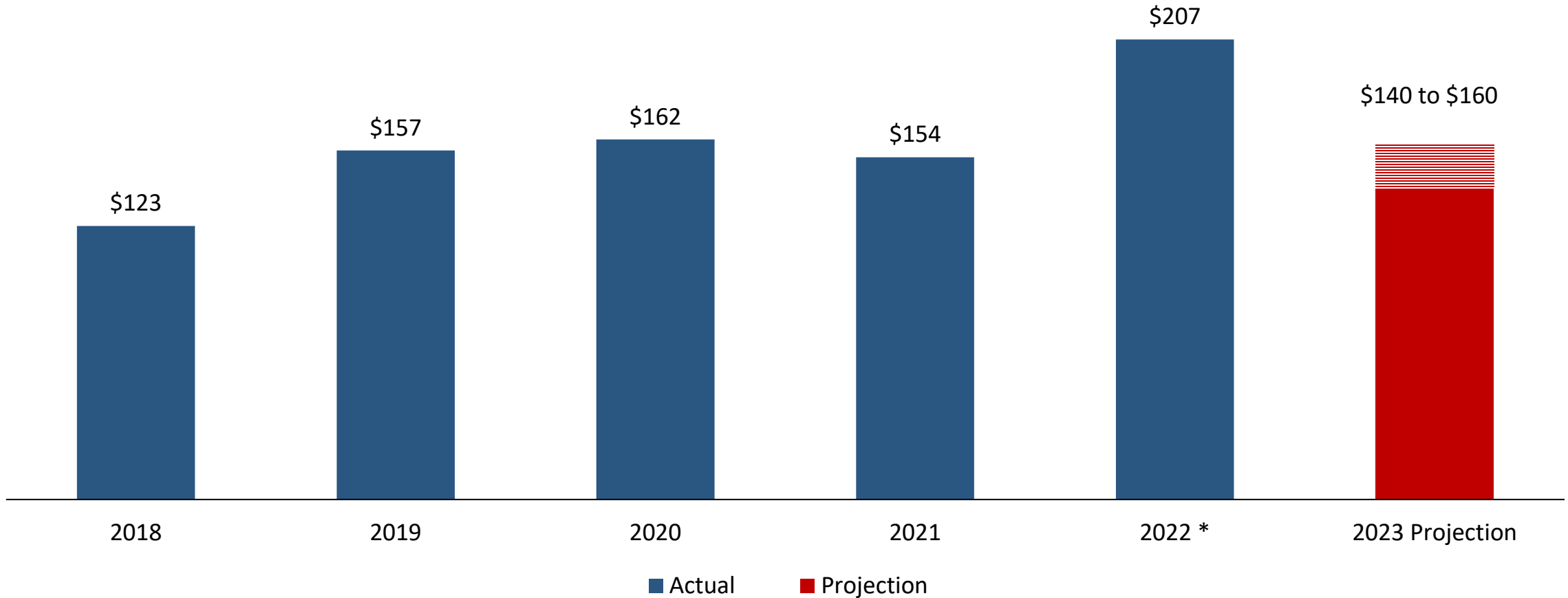
- To preserve (in real dollar terms) the capital of the MIP, within the social and ethical norms of the University, including sustaining a low carbon emissions portfolio, to obtain a total return (yield plus capital appreciation) necessary to provide a dependable and optimal source of income
- FY2023 Target Market Value = \$1.726B (as set in 2018)
- To raise \$30M - \$40M of new gifts to the endowment fund per year

University Advancement Indicators

KPI 22

Philanthropy cash received

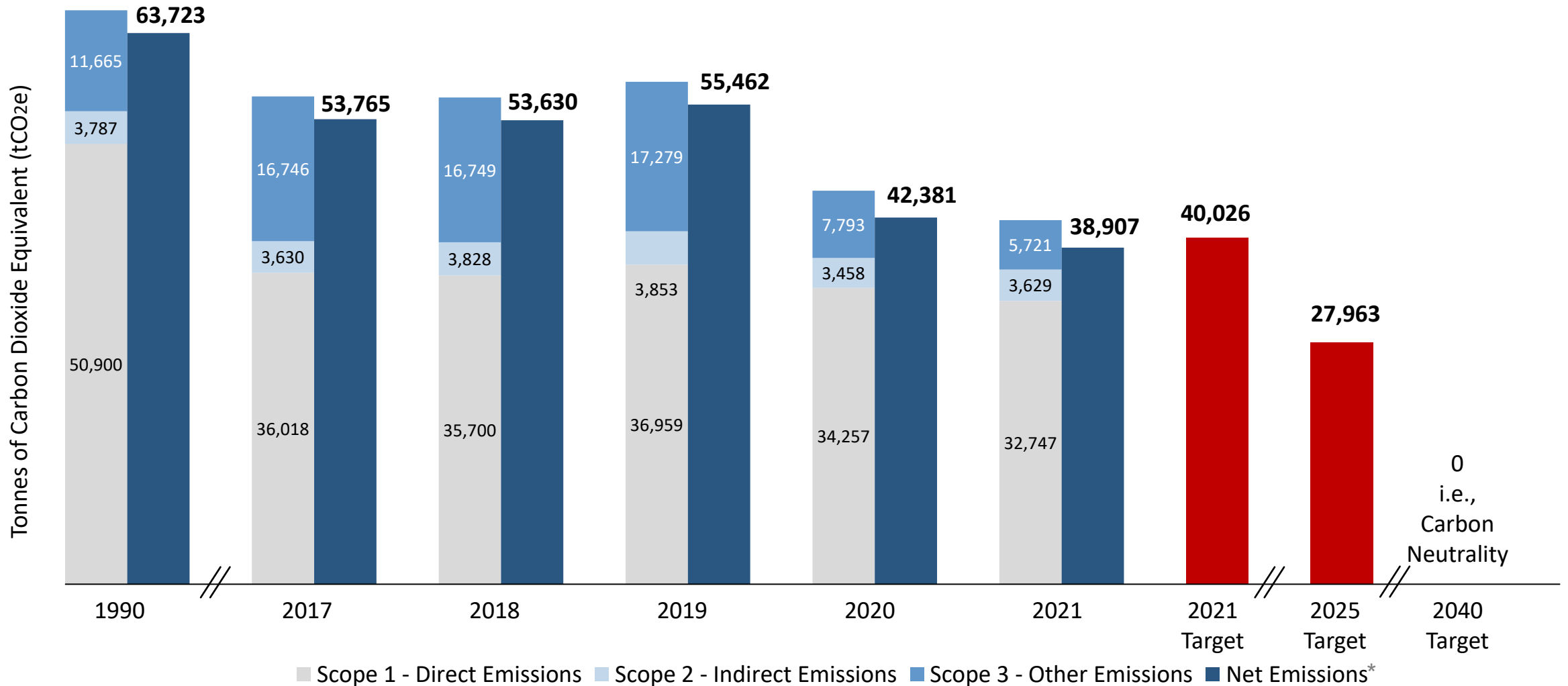
\$ Millions



* The FY2021-2022 results were materially impacted by the donation of two non-recurrent gifts-in-kind with a total fair market value of \$62.1M.

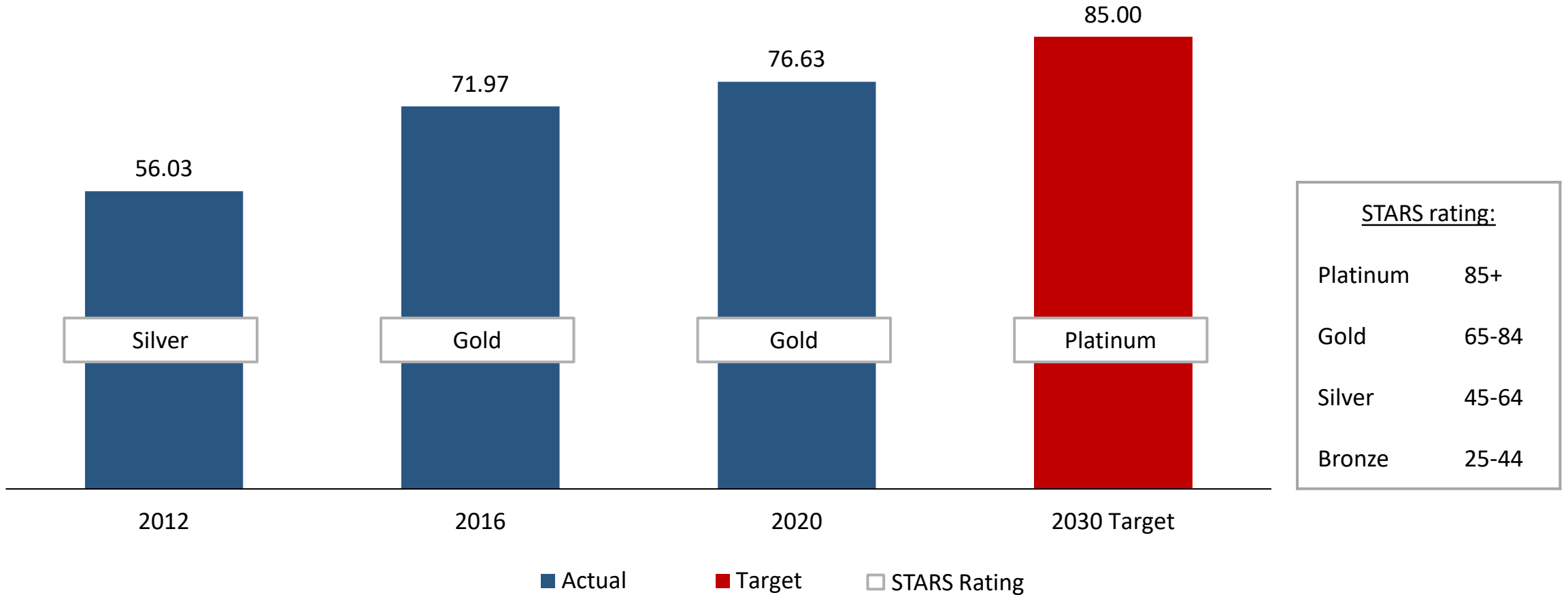
Sustainability Indicators

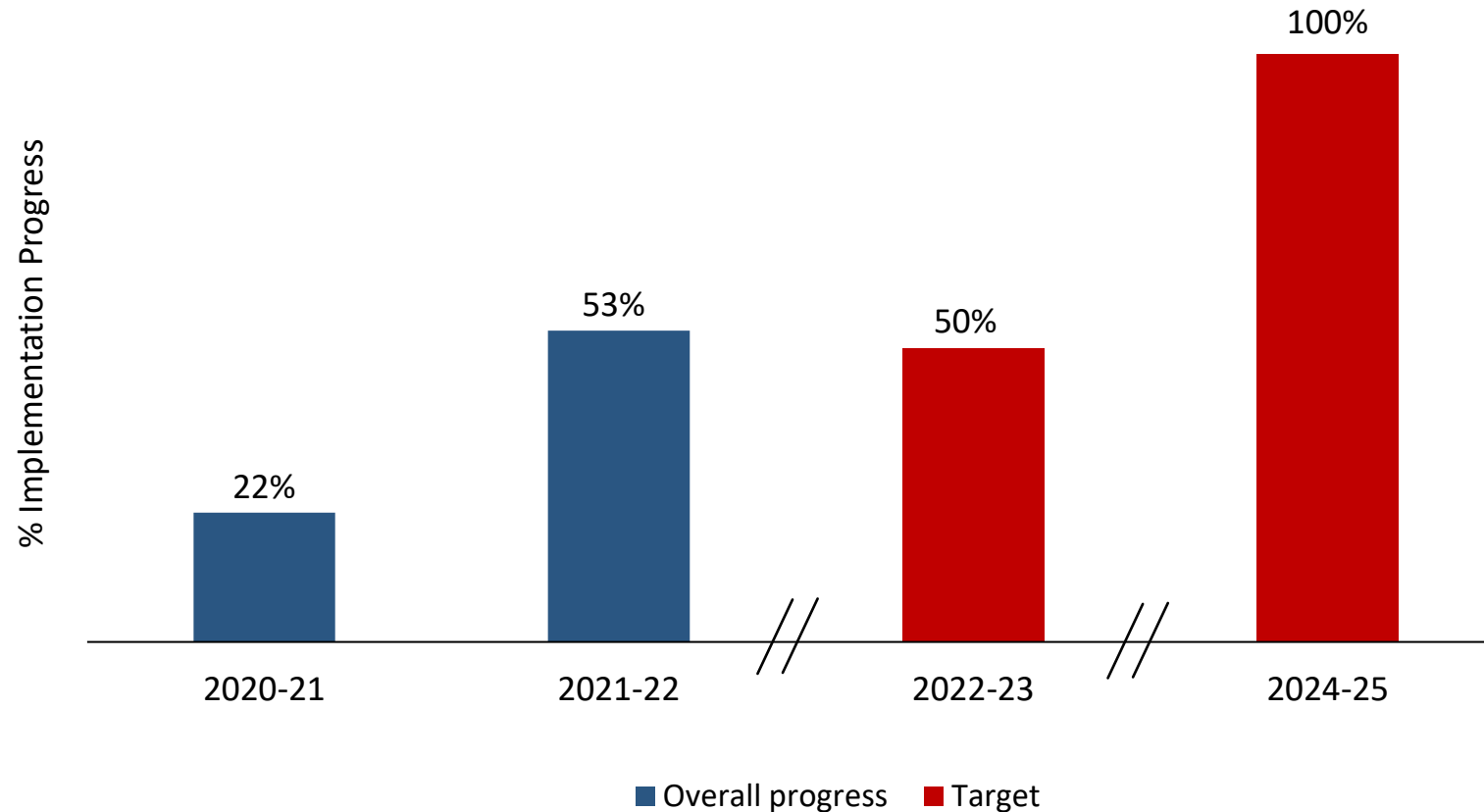
ANNUAL GROSS AND NET GREENHOUSE GAS EMISSIONS



* 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

