

Memorandum

Office of the Vice-Principal (Administration and Finance)

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TO: Board of Governors
FROM: Professor Isabelle Bajoux-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 Bajoux-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 Bajoux-Besnainou, *Poets&Quants*

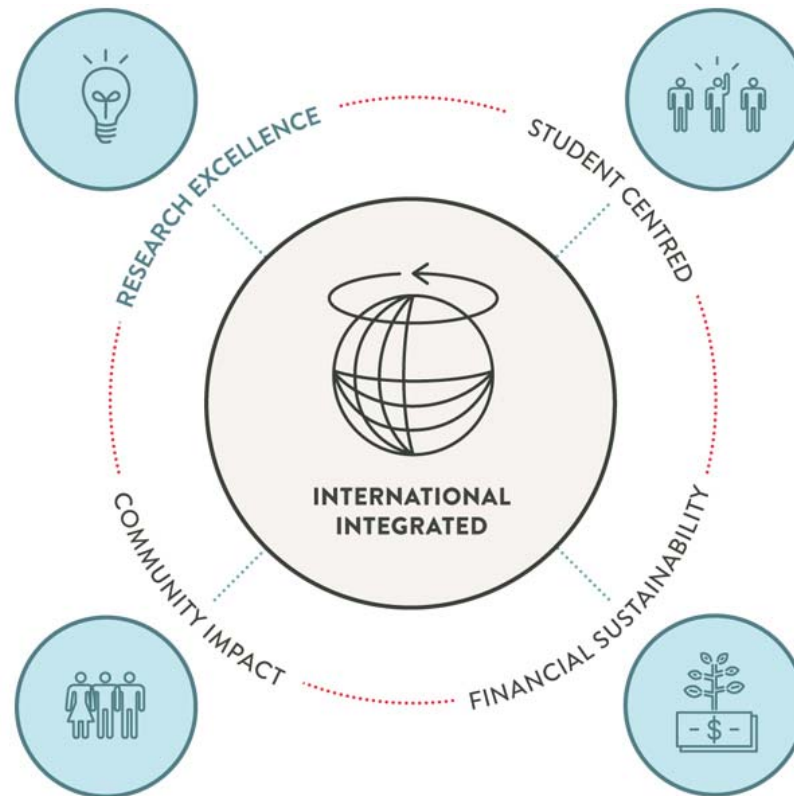
Our Strategic Plan 2016-2021

Research Excellence

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

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.



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.

Financial Sustainability

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

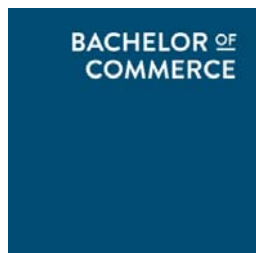
Student-Centred

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?

Undergraduate



Masters



MBA



Doctorate



Executive Education



Student Breakdown by Program

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

Fall 2017 - Nov. 3, 2017

How do we compare: Canada

FT Ranking	Corporate Knights 2017 Better World MBA Ranking	QS – 2017 Business and Management	University	Tuition (including fees) / 1 year	Number of students Undergraduate + Graduate
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

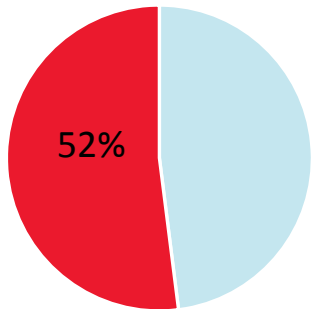
How do we compare: Internationally

FT Ranking	Corporate Knights 2017 Better World MBA Ranking	QS – 2017 Business and Management	University	Tuition (including fees) / 1 year (in USD unless specified)	Number of students: Undergraduate + Graduate
1	14	3	INSEAD	MBA – 1 year program €82,000	Graduate 1000
13	39	10	Haas School of Business, University of California Berkeley	Undergraduate State: \$14,068 Out of state: \$28,014 MBA – 2 year program State: \$58,722 / Total: \$117,444 Out of State: \$59,812 / Total: \$119,624	Undergraduate 700 Graduate MBA: 500 PT: 750 Masters of Financial engineering: 74
23	35	25	Ross School of Business, University of Michigan	Undergraduate State: \$19,498 Out of state: \$53,696 MBA – 2 year program State: \$62,300 / Total: \$124,600 Out of State: \$67,300 / Total: \$134,600	Undergraduate 2,500 Graduate MBA: 415
35	NA	101-150	McIntire School of Commerce and Darden School of Business, University of Virginia	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	Undergraduate 1,400 Graduate MBA: 326
52	NA	51-100	Robert H. Smith School of Business, University of Maryland	Undergraduate State: \$10,180 Out of State: \$32,044 MBA – 2 year program State: \$47,208 / Total: \$94,416 Out of State: \$56,398 / Total: \$112,796	Undergraduate 2,950 Graduate Full Time MBA: 230 Part-time MBA: 820 Online MBA students: 220 Specialty masters students: 785

Diversity: Women in Finance

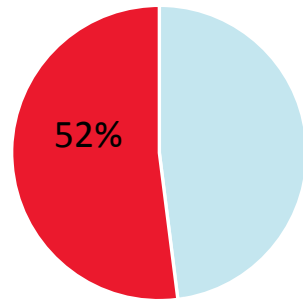
Fall 2017

BCom Program



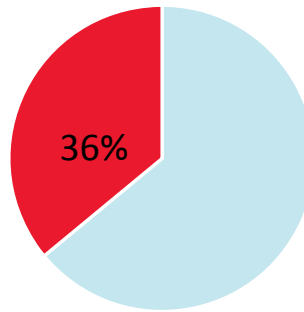
Male Female

BCom Finance Concentration



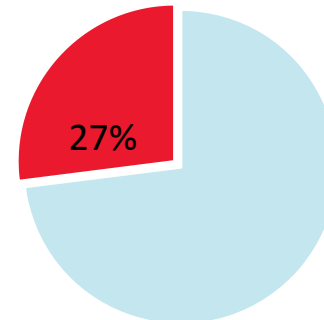
Male Female

BCom Finance Major



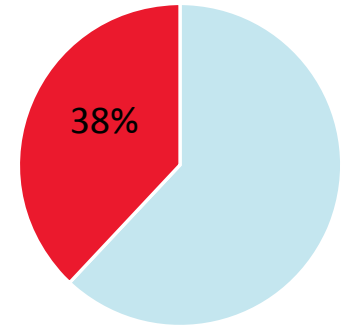
Male Female

BCom Honours in Investment Management

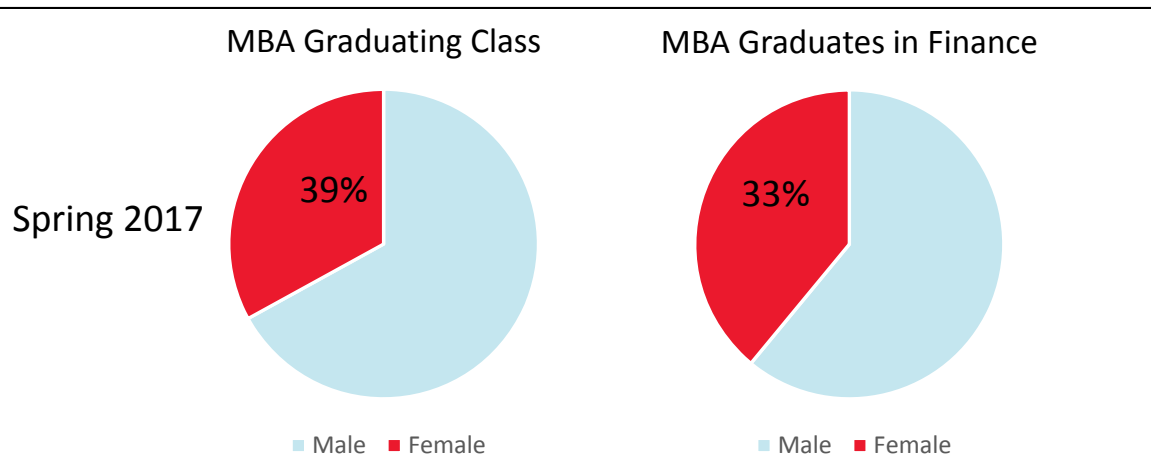


Male Female

MMF Program



Male Female



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

AGENCY PROGRAMS	SSHRC Insight Grants	SSHRC Insight Development Grants	FRQSC New Researchers	SSHRC Partnership Development Grants
Desautels				
Applications #	9	5	3	1
Awards #	4	2	3	0
Success rate (%)	44.4%	40.0%	100.0%	0.0%
Requested amount \$	\$ 1,734,452	\$ 290,055	\$ 135,000	\$ 199,926
Awarded amount \$	\$ 468,615	\$ 115,026	\$ 135,000	\$ 0.00
Funding rate (%)	27.0%	39.7%	100.0%	0.0%
McGill				
Applications #	69	55	23	6
Awards #	29	23	16	2
Success rate (%)	42.0%	41.8%	69.6%	33.3%
Requested amount \$	\$ 16,447,627	\$ 1,457,044	\$ 1,015,838	\$ 1,199,427
Awarded amount \$	\$ 4,882,956	\$ 560,962	\$ 708,229	\$ 399,645
Funding rate (%)	29.7%	38.5%	69.7%	33.3%
National				
Applications #	1,514	1,236	225	143
Awards #	605	397	100	53
Success rate (%)	40.0%	32.1%	44.4%	37.1%
Requested amount \$	\$ 294,935,519	\$ 74,525,491	\$ 8,341,042	\$ 26,594,482
Awarded amount \$	\$ 92,786,355	\$ 21,835,969	\$ 4,370,706	\$ 10,013,695
Funding rate (%)	31.5%	29.3%	52.4%	37.7%
Notes:				
<ul style="list-style-type: none"> Sources: OSR & Agency Reports SSHRC: Multi-year funding 	<p><i>Awarded:</i> Augustin, Patrick Barras, Laurent Mishra, Saurabh Mukherjee, Ashesh</p>	<p><i>Awarded:</i> Bassellier, Genevieve Doerhing, Laura</p>	<p><i>Awarded:</i> Khern-am-nuai, Warut Serpa, Juan Zhang, Jingjing</p>	

Desautels - Research Grants Competition Results - 2017

How do we compare?

UTD Ranking (2012-2016)	University
7	Ross School of Business, University of Michigan
9	INSEAD
12	Rotman School of Management, University of Toronto
16	Robert H. Smith School of Business, University of Maryland
32	Haas School of Business, University of California at Berkeley
34	Sauder School of Business, University of British Columbia
49	Desautels Faculty of Management, McGill University
84	Darden School of Business, University of Virginia
100	HEC Montréal

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?



McGill | DESAUTELS

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.

McGill | DESAUTELS

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



Professor
Donald E. Armstrong



**ON TIME &
UNDER
BUDGET**

BUDGET
\$17.6m

100% SELF-FUNDED

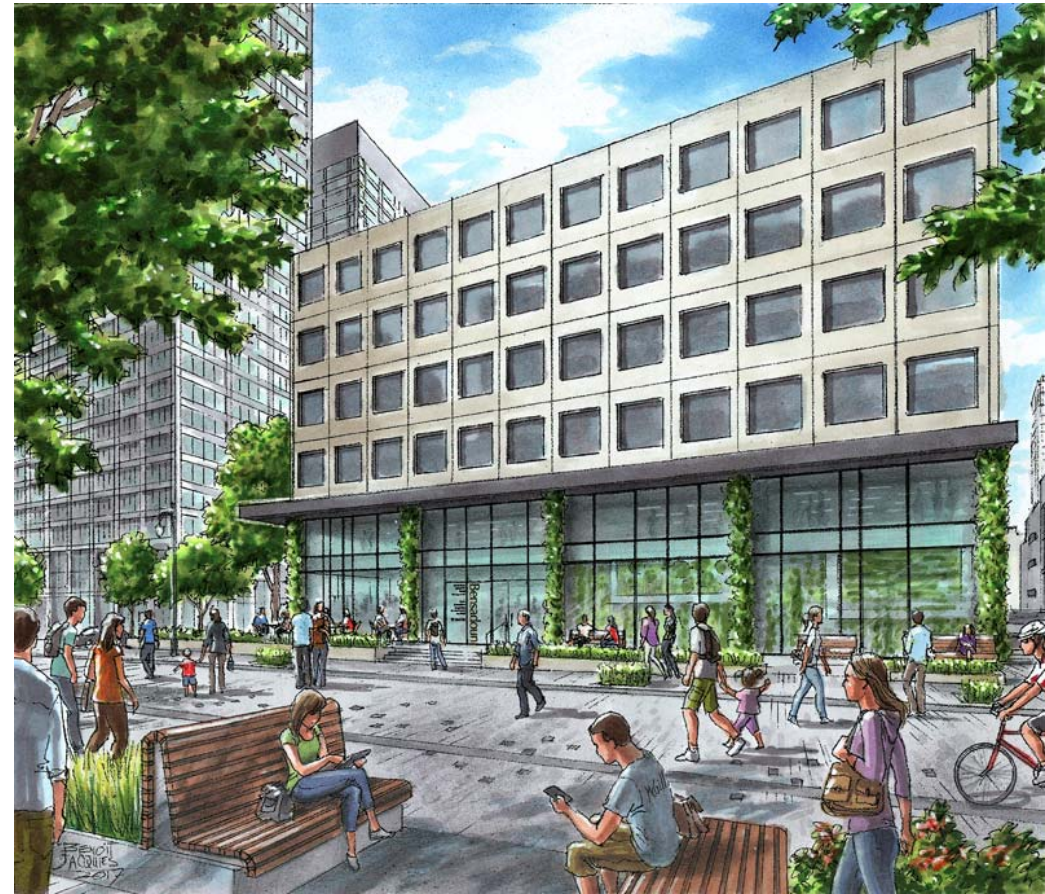
DONATIONS
\$14.586m

26 named Spaces + 117 Lockers

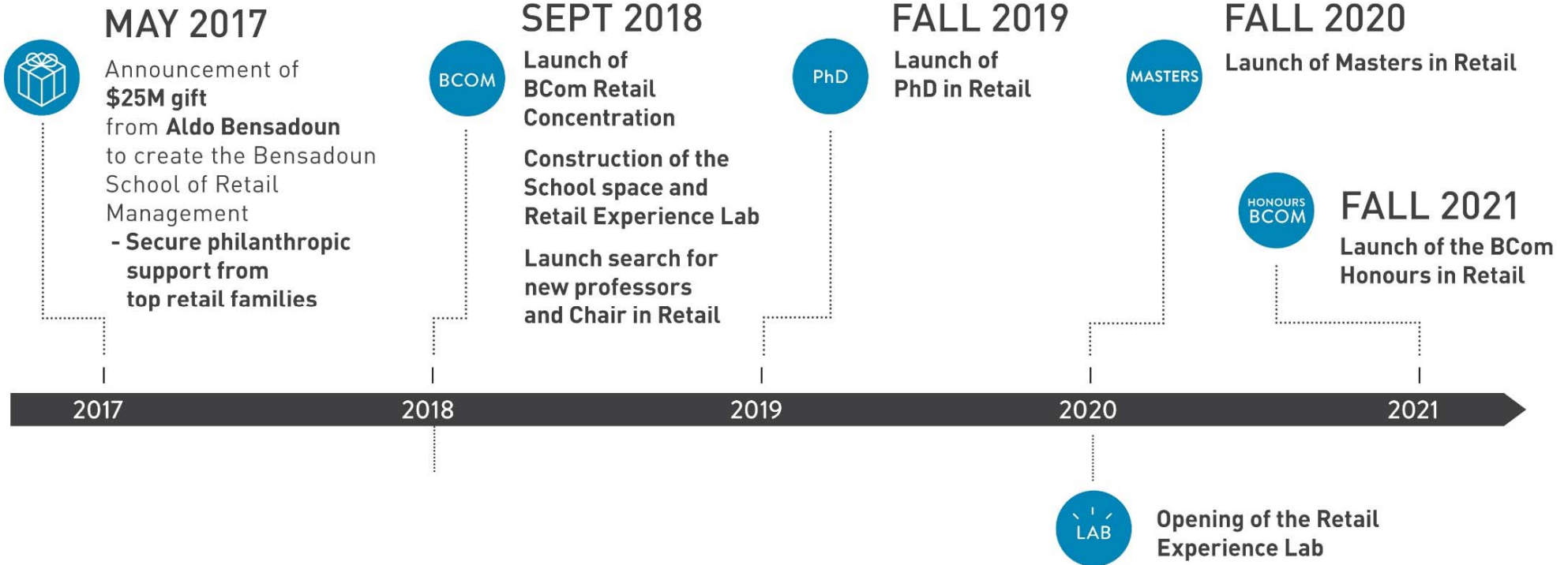
December 2017

Bensadoun School of Retail Management

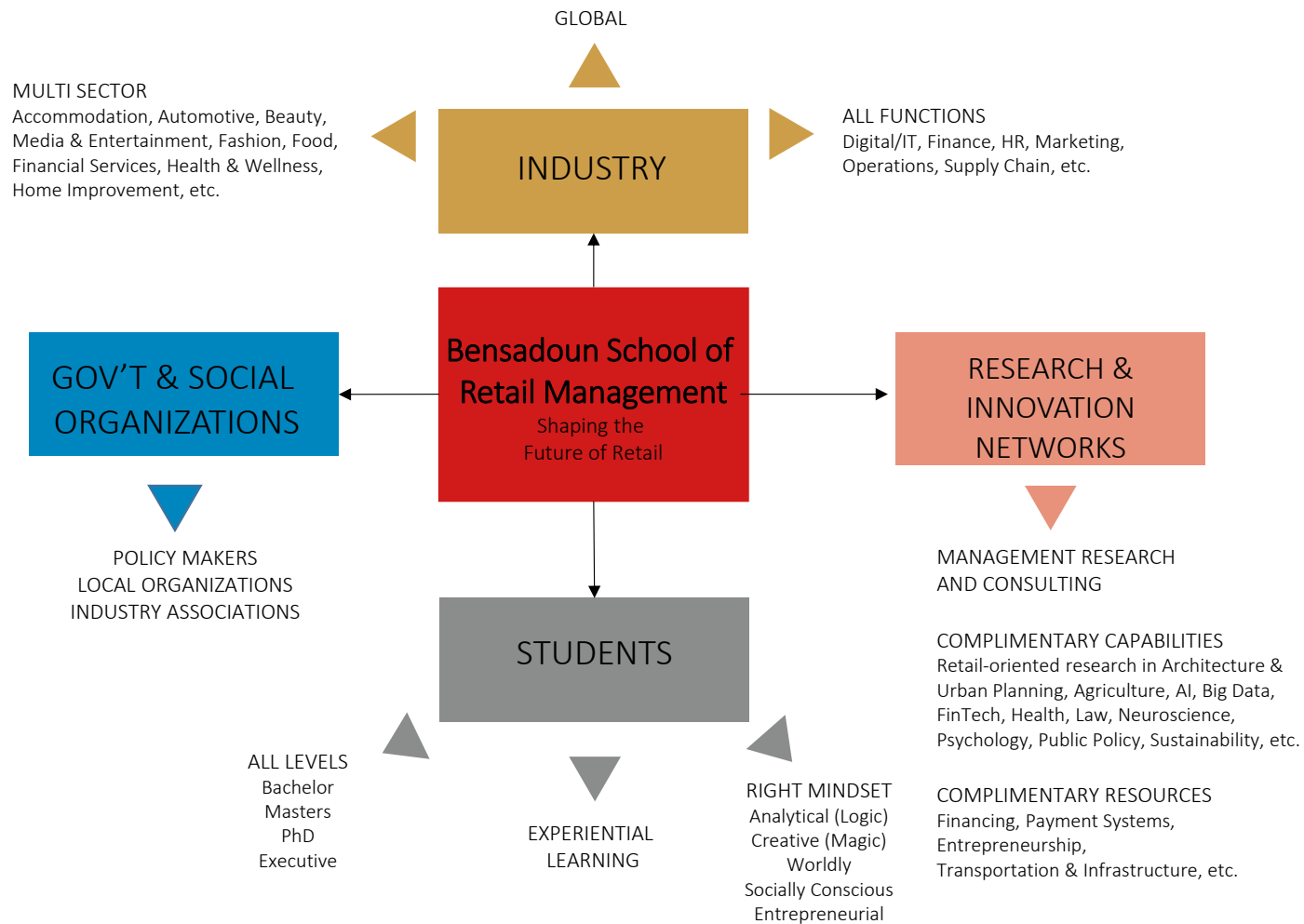
- \$25M donation from the Bensadoun Family Foundation to establish the Bensadoun School of Retail Management
- Future students aspiring to impactful retail careers, need an in-depth curriculum that focuses on the fundamental, integrated aspects of retail management: Technology, Business and Human-Cultural.



Official Launch of the
**Bensadoun School
of Retail Management**



The Bensadoun School: Serving a Variety of Stakeholders



Evolving our Program Offering

September 2016

Launch of Data Analytics MBA Concentration

July 2016

Launch of the Masters of Management in Finance

March 2017

Approval of the Masters of Management in Analytics by McGill

September 2017

Launch of the Data Analytics BCom Concentration



IN PROCESS

Quebec Government approval of the Masters of Management in Analytics

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