



Memorandum

Office of Planning and Institutional Analysis
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TO: Senate

FROM: Dr. Pierre Moreau, Executive Director (Planning and Institutional Analysis) and Senior Advisor (Policy Development)

SUBJECT: Key Performance Indicators at McGill

DATE: November 13, 2013

DOCUMENT #: D13-19

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: A scorecard illustrating McGill’s key performance indicators is provided to Senate for information.

BACKGROUND & RATIONALE: Key Performance Indicators (KPI) help McGill set targets and track progress towards realizing strategic priorities. The KPIs measure our performance related to students, academic excellence, research and international relations, administration and finance, and philanthropy and governance.

Senate will receive an update on the current state of KPIs for its information.

MOTION OR RESOLUTION FOR APPROVAL: N/A

PRIOR CONSULTATION: The KPI process began in 2009 with a series of discussions with members of the McGill Community, including Deans, Board Emeriti, Senior Administrators and others. In addition, the KPI process was linked to a similar exercise occurring with our colleagues at CREPUQ and ultimately informed the *Entente de partenariat* with the Government of Quebec.

NEXT STEPS: McGill is in the process of establishing a plan for disseminating this information to the McGill community.

- APPENDICES:**
- KPI Scorecard 2013
 - How KPIs Capture Planning 2013

RESEARCH & INTERNATIONAL RELATIONS
CFI MARKET SHARE (KPI 6)

- Market share of CFI rounds
- BASELINE: CFI ROUNDS 6 (AWARDED IN 2009) AND 7 (AWARDED IN 2012)
- Source: Internal McGill data

RESEARCH AWARDS AND CONTRACTS (KPI 7)

- Total research awards and contracts from all sources for McGill University and its affiliated hospitals
- BASELINE: 2009-10
- Sources: Canadian Association of University Business Offices (CAUBO) and Système d'information sur la recherche universitaire (SIRU)

INTERNATIONAL STUDENTS (KPI 9)

- Percentage of full-time international students
- BASELINE: 2011-12
- Source: Internal McGill data

MAJOR RESEARCH COLLABORATIONS (KPI 10)

- Number of major research projects that are part of national and international collaborations in clusters of excellence
- BASELINE: 2011-12
- Source: Internal McGill data

RESEARCH INTENSITY (KPI 21)

- Research intensity: Amount of research funding per full-time professorial ranked faculty
- BASELINE: 2009-10
- Source: CAUBO and Statistics Canada

ACADEMIC EXCELLENCE
TENURE-TRACK FACULTY (KPI 8)

- Number of new hires: Number of additional tenure-track faculty hired
- Number of existing professors: Total number of tenure-track faculty
- BASELINE: 2011-12
- Source: Internal McGill data

INNOVATION IN PEDAGOGY (KPI 19)

- Investments into pedagogical innovation (e.g., graduate skillsets program, undergraduate research internships, and unit review recommendations)
- BASELINE: 2011-12
- Source: Internal McGill data

FACULTY SATISFACTION & RETENTION (KPI 20)

- Overall satisfaction: Percentage of respondents who were somewhat satisfied and very satisfied
- BASELINE: SATISFACTION (2010); MAKING TENURE (4-YEAR AVERAGE FROM 2002 TO 2005); ANNUAL RETENTION (2011)
- Source: Satisfaction data from the Association of American Universities Data Exchange (AAUDE) Faculty Satisfaction survey

ADMINISTRATION & FINANCE
UNIVERSITY FINANCES (KPI 12)

- The accumulated deficit is based on Generally Accepted Accounting Principles (GAAP) principles
- BASELINE: 2011-12
- Source: Internal McGill data

SALARY POLICY AGREEMENTS (KPI 13)

- List of agreements regarding salary policy and merit for each McGill employee group
- BASELINE: N/A
- Source: Internal McGill data

DEFERRED MAINTENANCE (KPI 17)

- Facilities condition index (FCI) = (Maintenance, repair and replacement deficiencies of the facilities) / (Current replacement value of the facilities)
- BASELINE: 2011-12
- Source: Internal McGill data

PHILANTHROPY & GOVERNANCE
PHILANTHROPY (KPI 14)

- Revenues from donations and fundraising activities (excluding pledges)
- BASELINE: 5-YEAR AVERAGE (2008-2012)
- Source: Internal McGill data

UNIVERSITY GOVERNANCE (KPI 11)

- This MELS indicator is to ensure compliance with the principles of good governance (Bill 38) stating that members of the Board of Governors should sit on committees of strategic importance to the management of the University (governance and ethics, auditing and human resources).
- BASELINE: N/A
- Source: Internal McGill data

CONTRACTS OF AFFILIATION (KPI 22)

- Total number of affiliation agreements outlining the parameters of the partnership between the University and its health-affiliated organisations
- BASELINE: 2011-12
- Source: Internal McGill data

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INSTITUTIONAL ANALYSIS | WWW.MCGILL.CA/PIA/
MAY 2013

MCGILL UNIVERSITY SCORECARD 2013
DEFINITIONS AND NOTES

SCORECARD

The McGill Key Performance Indicator Scorecard describes the University's performance on its major strategic goals and sets targets for the coming years. Based on the 2012 *Entente de partenariat* with the Government of Quebec, the University has

adopted 22 KPIs that reflect its high-level objectives related to students, academic excellence, research and international relations, administration and finance, and philanthropy and governance.

STUDENTS
STUDENT-FACULTY RATIO (KPI 1)

- Undergraduate: Ratio of full-time students at the undergraduate level per tenure-track faculty
- Graduate: Ratio of full-time graduate students per tenure-track faculty (excluding medical residents)
- BASELINE: 2010-11
- Source: Internal McGill data (HR database, Banner)

RETENTION RATES (KPI 2)

- Undergraduate: Retention rate after 1 year of full-time undergraduate studies
- Master's: Retention rate after 1 year of full-time Master's studies (with thesis)
- PhD: Retention rate after 2 years of full-time PhD studies
- BASELINE: 3-YEAR AVERAGE OF THE MOST RECENT COHORT (UNDERGRADUATE: 2009 – 2011; MASTER'S: 2008-2010; PHD: 2007-2009)
- Source: Internal McGill data (Banner)

GRADUATION RATES (KPI 3)

- Undergraduate: Graduation rate after 6 years of full-time undergraduate studies
- Master's: Graduation rate after 6 years of full-time Master's studies (with thesis)
- PhD: Graduation rate after 9 years of full-time PhD studies
- BASELINE: 3-YEAR AVERAGE OF THE MOST RECENT COHORT (UNDERGRADUATE: 2004-2006; MASTER'S: 2004-2006; PHD: 2001-2003)
- Source: Internal McGill data (Banner)

SUPPORTING STUDENTS WITH SPECIAL NEEDS (KPI 4)

- Number of employees (managers and technicians) and investments that support students with special needs, such as students with learning disabilities, mental disorders or attention deficit disorders
- BASELINE: 2011-12
- Source: Internal McGill data

TEACHING & LEARNING RESOURCES (KPI 5)

- Equipment and related resource costs for infrastructure in support of teaching (e.g., library expenditures, classroom renovations and IT investments)
- BASELINE: 2011-12
- Source: Internal McGill data

DOCTORAL STUDENTS (KPI 15)

- Percentage of doctoral to total degree-seeking students (headcount)
- BASELINE: 2010-11
- Source: Internal McGill Data (EDW Production Enrolment Cube)

STUDENT FINANCIAL SUPPORT (KPI 16)

- Investments into graduate-student support (from operating funds) and McGill bursaries
- BASELINE: 2011-12
- Source: Internal McGill data

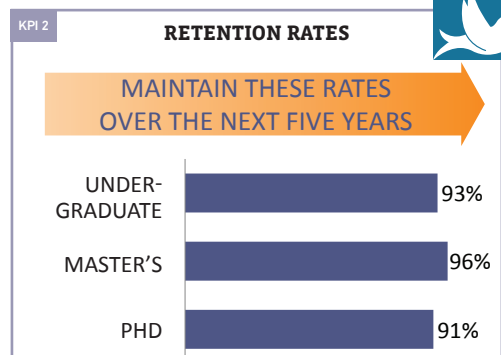
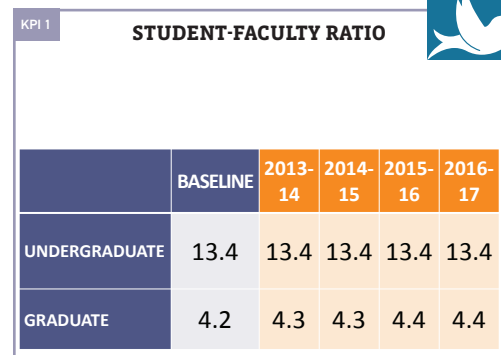
QUALITY OF SUPERVISION (KPI 18)

- First-year and senior-year undergrad: student evaluation of the quality of academic advising received by undergraduates
- Master's: Student evaluation of the supported dissertation advisor for Master's (with thesis only) students
- PhD: Student evaluation of the supported dissertation advisor for PhD students
- BASELINE: UNDERGRADUATE (2011); MASTER'S AND PHD (2010)
- Sources: Undergraduate data from National Survey of Student Engagement (NSSE); Graduate data from the Canadian Graduate and Professional Student Survey (CGPSS)

KEY PERFORMANCE INDICATORS 2013



STUDENTS



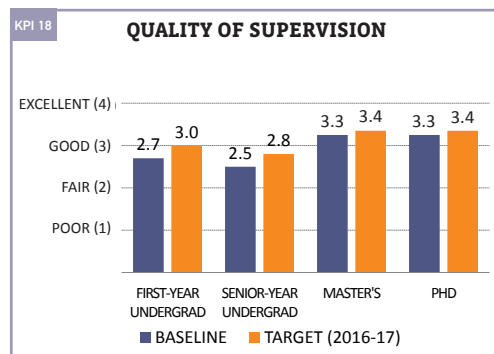
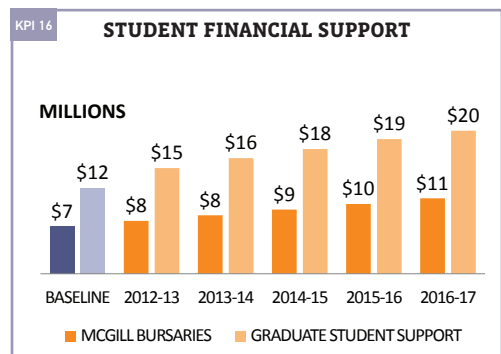
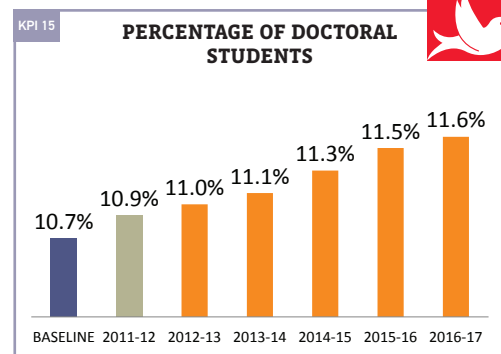
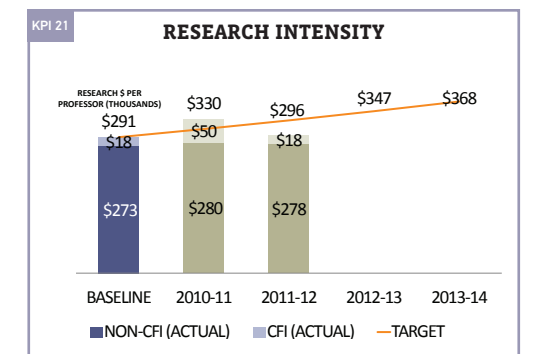
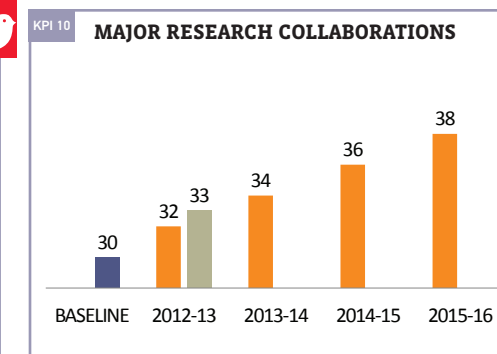
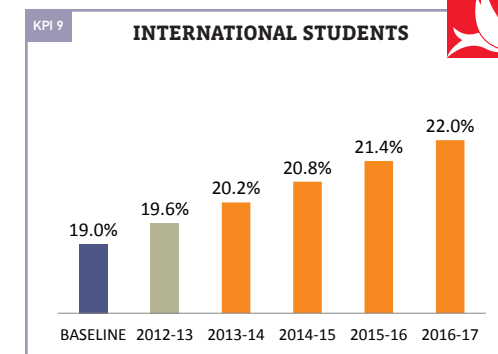
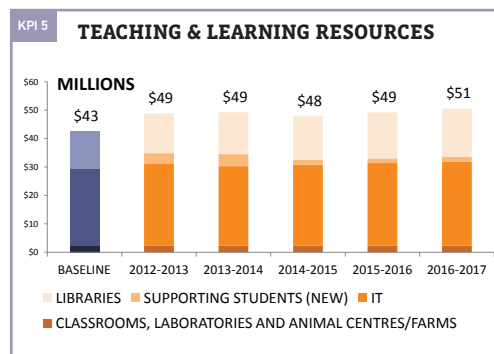
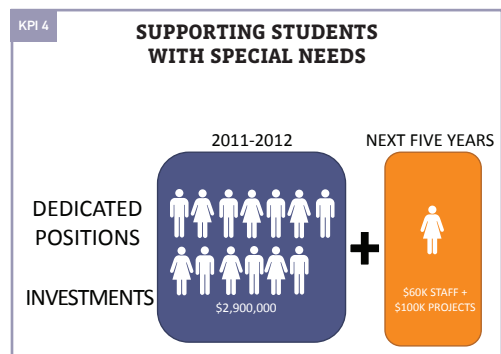
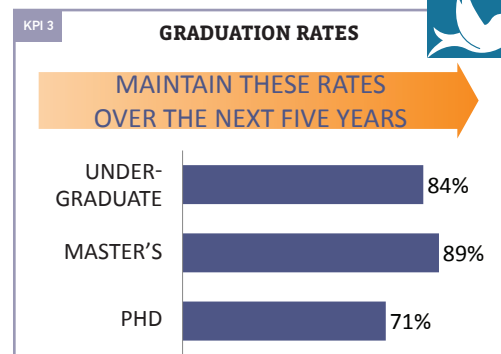
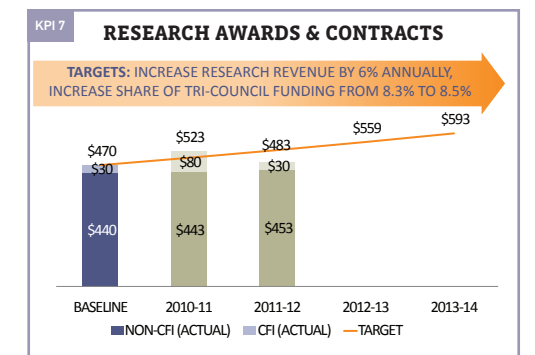
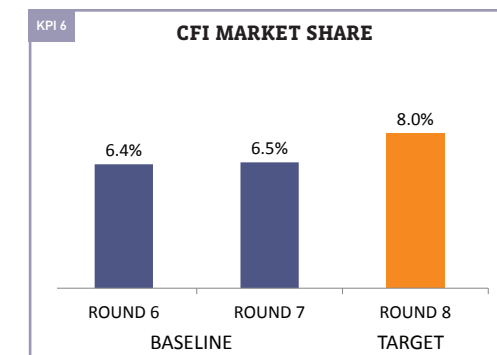
KEY TO CHARTS:

- TARGET** (Orange)
- BASELINE** (Blue)
- CURRENT PERFORMANCE** (Green)

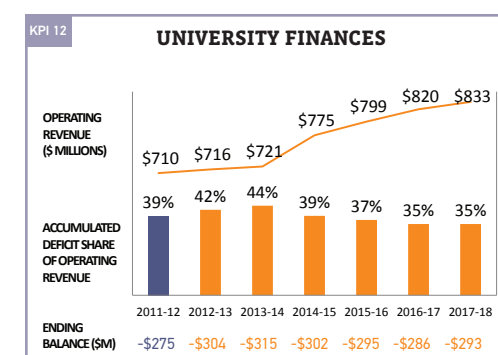
BEST IN CANADA
Ranked first among Canada's fifteen leading research universities (U15)

BEST IN QUEBEC
Ranked first among Quebec's universities

RESEARCH AND INTERNATIONAL RELATIONS



ADMINISTRATION AND FINANCE



KPI 13 SALARY POLICY / TOTAL COMPENSATION*

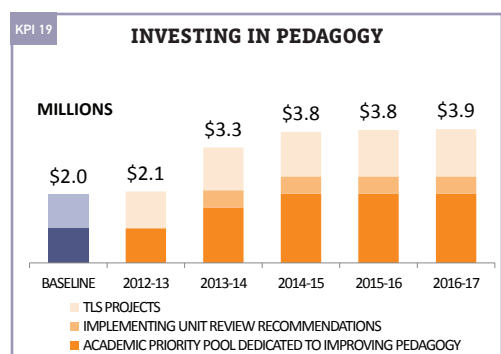
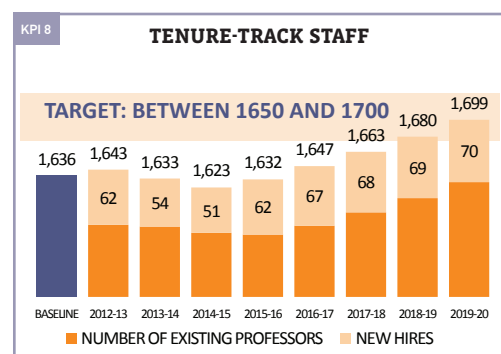
	2012-2013	2013-2014	2014-2015
ACADEMICS	✓	✓	TO BE DETERMINED
CASUALS	✓	✓	✓
MUNACA	✓	✓	✓
PROFESSIONALS & MANAGERS	✓	✓	✓
SEU (6 GROUPS)	✓	COLLECTIVE AGREEMENT TO BE NEGOTIATED	✓
TEACHING ASSISTANTS	✓	✓	✓
COURSE LECTURERS, INVIGILATORS, RESEARCH ASSISTANTS/ASSOCIATES	1 ST COLLECTIVE AGREEMENTS BEING NEGOTIATED		

*Some agreements/policies modified.

KPI 17 DEFERRED MAINTENANCE

The Facilities Condition Index (FCI) must be assessed. The final results will be available in 2014. The University will set targets once the baseline is established.

ACADEMIC EXCELLENCE

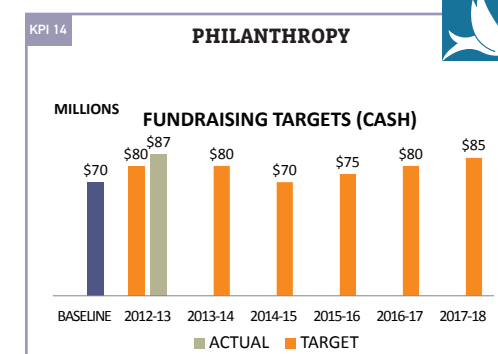


KPI 20 FACULTY SATISFACTION & RETENTION

McGill University plans to maintain its current satisfaction and retention levels:

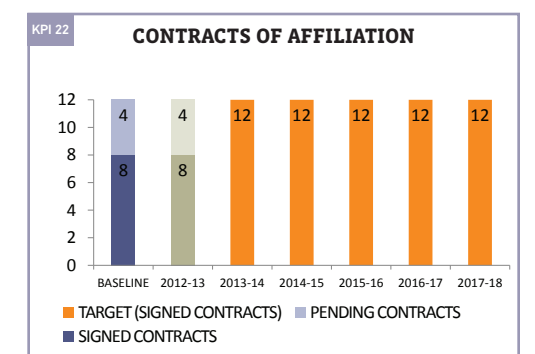
- 80% of tenure-track faculty are satisfied.
- 75% to 80% of assistant professors make tenure.
- 98% to 98.5% of professors are retained every year.

PHILANTHROPY AND GOVERNANCE





KPI 11 UNIVERSITY GOVERNANCE

Based on the 2003 Secretariat reform, there are 12 members of the Board of Governors (48%) who are also on committees of strategic importance to the management of the University. There are no plans to change this policy.



How Key Performance Indicators Capture McGill's Major Planning Documents

	#	ASAP	SEM	SRP	SRI	P7	Budget	FBI	KPI Title
Students	1							3/0	Full-time equivalent student to full-time professoriate ratio
	2							3/1	Retention rate
	3							5/1	Graduation rate
	4							1/0	Number of additional positions dedicated to supporting students with special needs
	5							6/0	Amount dedicated to teaching and learning resources
	15							10/1	Percentage of doctoral by total degree-seeking students
	16							9/1	Average funding: student financial support
	18							0/1	Quality of faculty supervision
Research	6							1/2	CFI market share
	7							12/2	Number and amount of research grants & contracts
	21							6/1	Research intensity: research revenue per full-time professorial ranked faculty
International	8							12/1	Number of world-class professors or researchers recruited
	9							2/0	Number/proportion of international students
	10							8/2	Number & importance of projects with national and international collaboration in areas of excellence
Faculty	19							7/1	Innovation in pedagogy
	20							3/0	Faculty satisfaction & retention
DAR	14							11/1	Annual targets for revenues from donations
Finance	12							0/1	Targets to maintain a balanced budget and eliminate fiscal and accumulated deficits
	13							0/2	Growth rate of total compensation compared to the government's salary policy
	17							0/1	Deferred maintenance: Facilities Conditions Index
Gov	11								Board members sitting on strategic committees for the institution's management
	22							0/2	Execution of teaching hospital contracts of affiliation

 MELS indicator
 McGill indicator

ASAP: Achieving Strategic Academic Priorities

SEM: Strategic Enrolment Management

SRP: Strategic Research Plan

SRI: Strategic Reframing Initiative

P7: Projects from the Senior Executive Team

Budget: McGill University Budget Book

FBI: Finance and Budget Integration - Agreements (# of Faculties/# of Admin. Units)