



UNIVERSITY OF VICTORIA EXECUTIVE COMPENSATION REPORT

COMPENSATION PHILOSOPHY

British Columbia's research universities are world-class institutions, with international reputations for excellence in advanced research, teaching and learning, offering innovative undergraduate, graduate and professional programs. British Columbia's research universities operate and compete on an international stage, vying with other top-ranked universities for the world's best and brightest academic and administrative leaders.

While salary is an integral part of the compensation package, all components of compensation are considered in developing a compensation plan for each member of the executive that is relevant to the individual. By maximizing the relevance of each element of the package to the individual we achieve overall cost-effectiveness of the total package.

COMPENSATION PRINCIPLES

The following compensation principles were integrated into the university's updated Executive Compensation Plan in January 2014 to ensure that the UVic can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve. These principles, as well as our stated commitment below to a differentiated, performance-based compensation plan, align with the core principles of the common public sector compensation philosophy (Performance, Differentiation, Accountability and Transparency).

- Labour Market:** Balance affordability with the ability to remain competitive in the relevant labour market (i.e., those organizations from which each university recruits and to which it loses people).
- Sustainability:** Balance affordability with the ability to remain competitive in the most efficient and effective way possible over the long-term, both from an employer and cross-sectoral system perspective.
- Accountability:** Strong Board governance model for executive compensation; continued commitment to work through UPSEA and PSEC during the development, costing, and renewal of executive contracts.
- Transparency:** The Act requires public sector employers to disclose publicly the terms and conditions of employment – including compensation – for public sector employees who have a base salary over \$125K. The Act also requires that employers make contracts of employment for

these employees available for inspection during regular office hours.
Executive compensation actually earned is publicly disclosed annually.

SALARY

The President's base salary is established at the outset of the contract and takes into consideration salaries paid at other comparable Canadian universities and any legislated total compensation maximums for Presidents established by the provincial government. These universities are intended to represent the market in which we are competing for university presidents. For Vice-Presidents, our salary philosophy is to develop a pay band that is also reflective of the market in which we are competing, particularly salaries paid at other comparable Canadian universities. To establish these salary ranges, the University conducts a national survey of the comparable Canadian universities, including comparable research universities that form part of the BC broader public sector.

Surveys are conducted on an "as required" basis, as determined by the Compensation and Review Committee of the Board for the President and as determined by the President for the Vice-Presidents. For cost-effectiveness these surveys are often done at the same time.

For Vice-Presidents, salary ranges are adjusted as a result of the above-noted market surveys and/or the amount of approved economic increases. Prior to the Public Sector Management and Executive Compensation Freeze Policy, introduced by the provincial government in October 2012, economic increases typically reflected the increases negotiated with unions representing professional and academic employees at the University of Victoria. The current salary ranges were last adjusted, approximately seven years ago, by an economic increase on July 1, 2009.

MERIT PAY

Annual objectives are put in place for all members of the Executive. In the case of the current President, the setting of objectives and how they will be measured is determined by the Board in discussions with the President. The detailed procedure for the annual review of the current President is found at Schedule A of the 2013-2018 contract of employment. The current, approved contract includes scheduled salary increases of a fixed percentage per year throughout the term. These increases will proceed unless the Board decides, in its sole discretion, to withhold some or all of the increase following an unsatisfactory performance review. No other salary increases (negotiated wage increases, merit increases) are contemplated.

While the specific objectives and results are between the Board and the President, the type of goals the Board approves for the President are consistent with best practice in annual evaluation of university presidents as described in publications of the Association of Governing Boards. UVic's Board typically approves a set of substantive, high-level, timely goals for the President each spring. In a given year, the goals and associated measures might include, for example:

- Achieve a balanced year-end budget and prepare the next budget that embodies the priorities identified in the strategic plan. In this regard, the Board would want to see a balanced budget consistent with strategic plan submitted to the Board and implemented.
- Increase external relations activities and fund raising activity. In assessing whether this goal had been met, the Board would consider, for example, whether fundraising goals for the year had been met and the President's contributions to these goals.

Some goals are specific to a particular time period. For example, one recent objective was to obtain ongoing matching funding for Ocean Networks Canada. The outcome achieved was operating funding support from federal sources from 2014 to 2017. Another example was the development of a position statement for the university, aligned with the strategic plan. This was completed in early 2015. Other goals, such as that with respect to a balanced budget, recur annually.

Vice-Presidents' objectives, and how they will be measured, are established by the President in discussions with each Vice-President. Measures may be qualitative or quantitative. Prior to the Public Sector Management and Executive Compensation Freeze Policy, introduced by the provincial government in October 2012, Vice-Presidents progressed through the salary range based on merit (performance). The amount of merit pay is determined through the annual performance review process referenced above. Merit Pay for the Vice-Presidents is based on four merit increments. A Vice President may earn up to four merit increments in a year depending on performance and subject to the salary range ceiling. Each merit is worth $\frac{1}{4}$ of 5% of the midpoint of the approved salary range. The last approved merit adjustment for Vice Presidents was applied on July 1, 2012.

MARKET ADJUSTMENTS

Market adjustments may be included in addition to base salary. Market adjustments are determined at the time of hire or on re-negotiation of contract. Adjustments are made based on all or some of the following factors:

- the candidates' existing salary
- salary survey data
- other issues which affect the financial viability of the offer such as housing prices, loss of spousal income, loss of consulting opportunities
- concrete evidence of competing offers.

Market adjustments must meet the requirements of the University's approved compensation plan.

HEALTH AND WELFARE BENEFITS, PENSION

The Executive receive the same benefits as those received by other professional/academic employee groups at the University of Victoria. Supplementary Pension Plan contributions are made when Revenue Canada maximums are reached. In May 2011, Combination Pension Plan contributions for all eligible plan members were adjusted following an actuarial valuation.

LEAVES

Vacation entitlements are consistent with those provided other professional/academic employees at the University of Victoria.

The University acknowledges that research leaves for academic administrators are the competitive standard in Canada and are typically provided at the end of the contract to facilitate a return of the executive to academic rank. They are reasonably adjudicated and fully costed as they are earned as part of overall compensation.

The accumulation of research leaves is limited to eighteen (18) months irrespective of the number of contract renewals and limited to no more than (12) months for the first (5) year appointment.

PERQUISITES/REIMBURSEMENTS

A determination as to whether a particular perquisite is required is based on: whether it is consistent with the overall compensation package, required to assist in the effective carrying out of the position's role, and whether the perquisite is offered by comparable and/or competing universities and consistent with the institution's role as a public institution. Perquisites must be cost effective for recruiting and retention purposes.

For the President, perquisites are negotiated by the Board as part of contract negotiations. For Vice-Presidents perquisites are negotiated with the President at the commencement of the Vice-President's contract. The President provides details of the Vice-Presidents' contracts to the Compensation and Review Committee of the Board for information purposes

Reimbursement for out-of-pocket expenses will be consistent with university policy for other professional/academic employee groups.

APPLICATION:

The current, approved Executive Compensation Plan applies to the President, Vice-Presidents and Associate Vice Presidents at the University of Victoria.

Summary Compensation Table 2015/2016

Name and Position (a)	Notes	Salary (b)	Holdback / Bonus / Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2015/16 Total	Previous Two Years Totals	
								2014/15	2013/14
Jamie Cassels, President & Vice Chancellor	1	\$ 355,250	\$ -	\$ 8,214	\$ 44,238	\$ -	\$ 407,702	\$ 401,901	\$ 352,328
Gayle Gorrill, VP Finance & Operations	2	\$ 252,332	\$ -	\$ 7,998	\$ 31,167	\$ 50	\$ 291,547	\$ 291,587	\$ 291,549
Carmen Charette, VP External Relations	3	\$ 240,000	\$ -	\$ 5,471	\$ 29,601	\$ 350	\$ 275,422	\$ 275,473	\$ 275,420
David Castle, VP Research	4	\$ 230,000	\$ -	\$ 5,833	\$ 28,331	\$ 10,775	\$ 274,939	\$ 203,707	\$ -
Valerie Kuehne, VP Academic & Provost	5	\$ 277,624	\$ -	\$ 8,117	\$ 32,922	\$ -	\$ 318,663	\$ 235,256	\$ -

Summary Other Compensation Table 2015/16

Name and Position (a)	Notes	All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
Jamie Cassels, President & Vice Chancellor		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gayle Gorrill, VP Finance & Operations	6	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
Carmen Charette, VP External Relations	7	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350
David Castle, VP Research	8	\$ 10,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,775
Valerie Kuehne, VP Academic & Provost		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

Jamie Cassels, President & Vice Chancellor	1	Term started July 1, 2013.
Gayle Gorrill, VP Finance & Operations	2	Salary Ceiling reached in 2011.
Carmen Charette, VP External Relations	3	Employment started August 1, 2012.
David Castle, VP Research	4	Term started July 1, 2014.
Valerie Kuehne, VP Academic & Provost	5	Term started July 1, 2015. 2014/15 data earned as Acting VP Academic and Provost.
Gayle Gorrill, VP Finance & Operations	6	Column "k" includes taxable benefit for interest free home relocation loan.
Carmen Charette, VP External Relations	7	Column "k" includes taxable benefit for interest free home relocation loan.
David Castle, VP Research	8	Column "k" includes taxable benefit for interest free home relocation loan and forgivable portion of home purchase loan.

Other:

Salaries have been frozen since September 2012. Salary range progression, if eligible, last occurred on July 1, 2012.

Salary ranges have been frozen since July 1, 2009.

The President is the only member of executive who is a member of the board.

The President receives no additional compensation for these duties.