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 are designed to ensure that the Province’s research universities can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve.

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 completing, particularly salaries paid at other comparable Canadian universities. To establish these salary ranges, the University conducts a national survey of the comparable Canadian Universities.

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 market surveys and/or the amount of certain economic increases. Economic increases typically reflect the increases applied to other professional/academic employees at the University of Victoria. The current salary ranges were last adjusted 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 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 President is found at Schedule A of the 2013-2018 contract of employment. 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.

Vice-Presidents progress through the salary range based on merit. 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. Each merit is worth ¼ of 5% of the midpoint of the approved salary range.

The previously approved re-earnable Merit Pay system for the President has been discontinued in the 2013 contract. 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.
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:**

This plan applies to the President, Vice-Presidents and Associate Vice Presidents at the University of Victoria.