



University
of Victoria

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June 13, 2014

Lee Doney, CEO and President of the PSEC Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Doney,

Re: University of Victoria Executive Compensation Disclosure Report

Please find attached the University of Victoria's 2013/14 Executive Compensation Disclosure Report.

This memo will confirm that the Board of Governors of the University of Victoria is aware of the compensation paid to its executives in the prior fiscal year and that the compensation information being disclosed is accurate and includes all compensation paid by the employer, foundations, subsidiaries, or any other organization related to or associated with the University.

Further, this report includes the value of any pre or post-employment payments made during the 12 month period before or after the term of employment and that the compensation provided was within approved compensation plans and complies with the May 2014 *Public Sector Executive Compensation Reporting Guidelines*.

Yours truly,

Erich Mohr, Ph.D., R.Psych.
Chair, Board of Governors
University of Victoria

Cc: K. Kilbey

Enclosures (1)
Executive Compensation Report



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.

- 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.

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. The Public Sector Management and Executive Compensation Freeze Policy, introduced by the provincial government in October 2012, continues to be in effect at the time of this report.

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.

The previously approved re-earnable Merit Pay system for the former President has been discontinued in the 2013 contract. In this earlier system, the setting of objectives and how they will be measured was determined by the Board in discussions with the President. The detailed procedure for the annual review of the President was found at Schedule 1 of the 2009-2015 contract of employment. 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 effective management of the federal/provincial Knowledge Infrastructure Program activity. The outcome, which was achieved, was completion of the infrastructure renewal on time and on budget. 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. 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 $\frac{1}{4}$ of 5% of the midpoint of the approved salary range.

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.

Summary Compensation Table at FISCAL, 2013/2014

Name and Position (a)		Salary (b)	Bonus and / or Incentive Plan Compensation (c)	Benefits (d)	Pension ¹ (e)	All Other Compensation (expanded below)	2013/14 Total	Previous Two Years Totals	
								2012 / 13 (s)	2011 / 12 (t)
David Turpin, President & Vice Chancellor	²	\$ 93,425	\$ 56,055	\$ 1,112	\$ 11,657	\$ -	\$ 162,249	\$ 484,488	\$ 483,497
Jamie Cassels, President & Vice Chancellor	³	\$ 262,500	\$ -	\$ 7,098	\$ 33,318	\$ 49,412	\$ 352,328	\$ -	\$ -
Reeta Tremblay, VP Academic & Provost	⁴	\$ 273,469	\$ -	\$ 7,451	\$ 33,892	\$ 21,567	\$ 336,379	\$ 333,868	\$ 324,470
Gayle Gorrill, VP Finance & Operations	⁵	\$ 252,332	\$ -	\$ 7,863	\$ 31,208	\$ 146	\$ 291,549	\$ 291,439	\$ 306,102
Carmen Charette, VP External Relations	⁶	\$ 240,000	\$ -	\$ 5,428	\$ 29,642	\$ 350	\$ 275,420	\$ 188,336	\$ -
J. Howard Brunt, VP Research		\$ 238,478	\$ -	\$ 7,339	\$ 29,448	\$ -	\$ 275,265	\$ 273,474	\$ 265,069

Summary Other Compensation Table at FISCAL, 2014

Name and Position ^(a)		All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other ¹² (k)
David Turpin, President & Vice Chancellor		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Jamie Cassels, President & Vice Chancellor	⁷⁺⁸	\$ 49,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,412
Reeta Tremblay, VP Academic & Provost	⁹	\$ 21,567	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,567
Gayle Gorrill, VP Finance & Operations	¹⁰	\$ 146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 146
Carmen Charette, VP External Relations	¹¹	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350
J. Howard Brunt, VP Research		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:	
Pension Contributions	¹ Both employer and employee contributions to the Combination Pension Plan increased in May 2011 in accordance with actuarial recommendations.
David Turpin, President & Vice Chancellor	² The potential liability to the University resulting from the interaction of recognition of past service and the approved 2009-2015 compensation framework was actuarially estimated. The potential impact of this is approximately \$71,700 in each year of the contract (prorated in year 1) and the University has accommodated this accordingly.
Jamie Cassels, President & Vice Chancellor	³ Term started July 1, 2013.
Reeta Tremblay, VP Academic & Provost	⁴ 2012/13 total compensation adjusted by \$1163 from June 2013 report to reflect the updated taxable benefit for home loan.
Gayle Gorrill, VP Finance & Operations	⁵ Salary ceiling reached in 2011.
Carmen Charette, VP External Relations	⁶ Term started August 1, 2012.
Jamie Cassels, President & Vice Chancellor	⁷ Other compensation includes retroactive payment to base academic position flowing from collective bargaining/arbitration (\$5812).
Jamie Cassels, President & Vice Chancellor	⁸ Leave payout includes contracted payout of accumulated faculty study leave (\$43,600).
Reeta Tremblay, VP Academic & Provost	⁹ Column (k) includes taxable benefit for interest free home relocation loan and forgivable portion of home purchase loan.
Gayle Gorrill, VP Finance & Operations	¹⁰ Column "k" includes taxable benefit for interest free home relocation loan.
Carmen Charette, VP External Relations	¹¹ Column "k" includes taxable benefit for interest free home relocation loan.
Other Compensation and Admin Leave Accrual	¹² Column "k" excludes earned but not paid administrative leave in conformity with the May 2014 Reporting Guidelines. 2011/12 and 2012/13 total compensation data has been updated to reflect the 2014 Reporting Guidelines for ease of comparability.
Other: Salaries have been frozen since September 2012. Salary range progression, if eligible, last occurred on July 1, 2012. The slight increase in benefit costs is due small increases in CPP, EI, and WSBC in 2014. The President is the only member of executive who is a member of the board. The President receives no additional compensation for these duties.	

