

May 24, 2018

Christina Zacharuk
CEO & President
Public Sector Employer's Council Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Ms. Zacharuk,

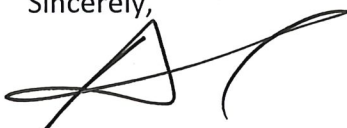
Further to the 2017-18 Public Sector Executive Compensation Reporting Guidelines, on behalf of the Board of Governors of Vancouver Island University (VIU), I am pleased to confirm the following:

- The VIU Board is aware of the executive compensation paid by VIU during the 2017/18 fiscal year;
- The compensation information being disclosed is accurate and includes all compensation paid by the University; and
- As Chair of the University's Board of Governors, I verify such compensation was within approved compensation plans, and complies with guidelines.

Within these required parameters, Vancouver Island University believes it has constructed the appropriate compensation to attract and retain the leadership required to reflect our core values and achieve the outcomes identified in our Academic Plan.

Please feel free to contact me should you have any questions with respect to the 2017/18 Executive Compensation Disclosure Report.

Sincerely,



Makenzie Leine
VIU Board of Governors Chair

Hay ch qa' sii'em siye'yu mukw mustimuxw.

Vancouver Island University students, staff, faculty and administration acknowledge and thank the Snuneymuxw First Nation, Tla'amin First Nation and Cowichan Tribes for welcoming students, staff, faculty and administration to teach, learn, live and share educational experiences on the traditional territories of these nations.

Vancouver Island University

Executive Compensation Discussion and Analysis

On behalf of the Vancouver Island University Board of Governors, I am pleased to present the full disclosure of all compensation paid to our top five senior officers.

We are reporting the full compensation of our "Senior Management Group". The "Senior Management Group" is the core group of five leaders that guides our University in the achievement of the goals outlined in Vancouver Island University's Academic Plan:

<https://www.viu.ca/integratedplanning/documents/VIUAcademicPlanFINALMARCH2011.pdf>

Compensation Decisions

The compensation for the President and Vice-Chancellor is determined by the Board of Governors. The compensation for the remaining members of the Senior Management Group, as with all excluded positions, is set by provincial government policy and approved at the discretion of the President and Vice-Chancellor.

Compensation Philosophy

Vancouver Island University's compensation philosophy is compliant with the core principles of the common public sector compensation philosophy, and provides detail as to how our compensation supports performance, differentiation, accountability and transparency. The full text of our approved Compensation Philosophy is attached.

As a result of restrictions placed on the University, the University has been unable to implement a compensation plan for our executive and excluded staff based on the November 2015 Compensation Philosophy. We can report that the elements of the approved compensation plans for executives do support Vancouver Island University achieving the goals of our Academic Plan. We have constructed our compensation plans to reflect our core values of Learning, Respect, Discovery, Engagement, Achievement, Diversity, Celebration, and Sustainability and Well-being.

While our executive compensation plans are comparable to other similar sized and purposed post-secondary institutions in British Columbia, our current executive compensation plan does lag behind our comparator group

from the rest of Canada (similar sized/mandated Universities that we have recruited staff from and lost staff to within the last five years, and institutions from which we have attracted qualified candidates, but our employment offers have been declined due to low compensation). This is evidenced by the recent PSEA-CoSEC project that benchmarked positions to the market. The Western Compensation and Benefits Consultants report demonstrates that Vancouver Island University's executive compensation plan significantly lags behind comparable institutions nationally. This work resulted in valid data that should be considered the current market comparison.

We anxiously await the ability to adjust our compensation plan to reflect the commitments contained in our approved compensation philosophy and the recent work completed as part of the PSEA-CoSEC project. While the PSEA CoSEC framework has received government approval, we await the approval of VIU's implementation plan. Additionally, the conditions placed upon the implementation of the framework will cause unnecessary and highly disruptive impacts on all involved post-secondary institutions. They will negatively impact VIU's ability to fulfill our goal of providing high-quality learning and supporting the well-being of the people of Vancouver Island and coastal British Columbia by promoting a high quality of life for their communities through commitment to student success, community engagement and associated scholarship.

When recruiting both of our Vice-Presidents, it was determined that our internally developed compensation system was lagging behind our external market, preventing us from attracting and retaining the calibre of candidates required to lead the institution into full University status. Therefore, modest labour market adjustments were added to the compensation of the Provost and Vice-President Academic and the Chief Financial Officer and Vice-President Administration, bringing their compensation closer to the compensation paid to comparable roles in comparable British Columbia public sector post-secondary institutions. The market adjustments were within the guidelines and approved by the Government of British Columbia. These market adjustments are paid annually. The labour market adjustments are fully disclosed in the summary table. Even with the modest labour market adjustment, the salaries for the Vice-Presidents lag behind market comparators.

Vancouver Island University has modeled our compensation to reflect compensation models in the post-secondary sector, including five-year renewable term contracts for the President and Vice-Presidents. Vancouver Island University has adapted the post-secondary compensation practices by granting a one-year administrative leave to the President for each five-year term, and a one-year administrative leave for the Vice-Presidents, regardless of the number of terms served. Term contracts allow the Board of Governors and/or the President to continually assess and celebrate the successes of these senior leaders. Administrative leaves support the University's commitment to learning, discovery and engagement.

The compensation statement discloses the compensation associated with the administrative leaves granted to the President and Vice-Chancellor, the Provost and Vice-President Academic, and the Chief Financial Officer and Vice-President Administration. The University has adapted the Public Sector Accounting Board of Canada (PSAB) accounting standards and principles to fully disclose the compensation associated with the administrative leaves.

Our senior executives participate in the College Pension Plan, a legislative based, defined benefit plan that serves the public sector colleges and institutes in British Columbia. The full cost of the pension contributions is included in the summary compensation table.

Senior executives participate in the same benefit plan as all other administrative staff. For those senior executives over the age of 65, who are no longer eligible for insured benefits, VIU has created a health spending account with the premiums that would have been paid for insured benefits. Senior executives (with exception of the President and Vice-Chancellor) are eligible for six weeks' vacation, as are all other administrative staff. The President and Vice

Chancellor is granted eight weeks of vacation. Again, the benefit, pension and vacation periods mirror post-secondary standards, thus supporting our approved Compensation Philosophy.

Performance Plan

Annually, the President and Vice-Chancellor presents a performance plan (rooted in the Academic Plan) to the Board. Once approved, the Board of Governors receives periodic progress reports, and performs a full review of outcomes relative to the performance plan. Results of this annual planning and review process shape the direction for the upcoming year.

Conclusions

As part of the British Columbia public sector, the University is guided by, and complies with direction provided by the Government of British Columbia.

Vancouver Island University has worked hard to live the values and achieve the goals identified in our Academic Plan. We are a maturing University, intent on implementing best practices with regards to accountability. A key element of accountability is transparency.

Vancouver Island University Compensation Philosophy

Overall Objectives

Our total compensation program is a tool to help us attract and retain highly qualified staff to support Vancouver Island University to be a leader in providing high-quality learning, and to help the University support the well-being of the people of Vancouver Island University and coastal British Columbia by our commitment to student success, community engagement and associated scholarship. Our total compensation program will support the following core values of the University:

Learning: we support student success, access to education, appropriate development and use of technologies, collaboration and engagement with communities, development of literacies, communication and exchange of ideas across disciplines and locations, exploration and application of new thought and pursuit of lifelong learning.

Respect: we promote respectful engagement and support for internal and external relationships, and are committed to promoting respectful, informed discourse about reciprocity and reconciliation as identified by the Truth and Reconciliation Commission of Canada Calls to Action.

Discovery: we promote respectful, ethical, transformative learning and research, scholarship and creative activity by fostering open inquiry that engages learners and supports contributions to knowledge.

Engagement: we value respectful on-going cooperation and collaboration that builds relationships with our partners in education, with communities in our region and with colleagues throughout the world.

Achievement: we believe in the potential of our community of learners and are committed to promoting the excellence and success of our students, faculty, staff and alumni.

Diversity: we value human diversity in all its dimensions and are committed to achieving and ensuring learning and working environments that are equitable, diverse and inclusive.

Celebration: we recognise and actively celebrate the achievements of all our students, faculty, staff, alumni and communities we serve.

Sustainability and Well-being: we foster sustainability in our institution through progressive sustainable operational practices, promotion of environmental awareness, delivery of supporting pedagogy, and provision for wellness in our employees and students.

Guiding Principles:

Achievement of Goals of the University: Our total compensation program supports and rewards staff who are engaged in supporting the University to achieve its mission, visionary purpose and broad goals and objectives set at the department/business unit level and supporting our objectives of continuous improvement. All excluded staff must effectively contribute to their department/business unit meeting required expectations to receive an increment.

Respect, transparency, and accountability: Our total compensation program respects the contribution of all staff, is fully transparent, and supports differentiation of the roles, responsibilities and accountabilities of our staff.

Information about the compensation program is fully disclosed and appropriate accountabilities are in place to ensure the best use of scarce financial resources.

Role of Total Compensation Elements:

Learning, Discovery and Achievement: Core to our values is support for life-long learning, support for skill development, support for career development, and supporting the excellence and success of our staff.

Benefits: Constructed sustainably to support a healthy and well University community. Keeping our community healthy, well and engaged is our priority. We encourage sustainable work practices, and connectivity to our families and our communities. We will provide reasonable insurance for most contingencies of life should our proactive health and wellness initiatives fail.

Base Salary: Constructed to attract and retain staff who will deliver on accessible, high quality learning.

Total compensation is also constructed to support internal equity, crucial to support working collaboratively across the institution. Therefore, core to our success will be recognition of the collaborative contributions of individuals and groups to achieving the goals set annually by the University.

Comparator Groups:

For academic leadership positions and select senior administrative positions (senior leadership roles that require previous experience in a post-secondary environment), our comparator group includes similar post-secondary organizations in British Columbia and similar size/mandate universities across Canada. The comparator group includes institutions that we have recruited staff from and lost staff to within the last five years, as well as institutions from which we have attracted qualified candidates, but our employment offers have been declined due to low compensation.

For leadership positions and excluded positions that are not unique to the post-secondary environment and do not require sector-specific experience, the primary comparator group will be the BC Public Sector, with emphasis on the BC Public Service.

A listing of the organizations in our comparator groups is contained in Appendix A. The comparator group includes institutions surveyed by Western Compensation and Benefits Consultants as part of the 2016 PSEA- CoSEC project.

Target Pay Positioning:

The mid-point of our total compensation program is targeted at the 55th percentile of our comparator group. We note that our locations are small markets (Nanaimo, Duncan, Parksville, and Powell River) which creates recruiting issues related to the availability of employment for co-locating spouses. This is only somewhat mitigated by the positives of the island location and our reputation.

Internal Equity:

Once external market comparative information is assessed, this information will be a factor in determining an appropriate compensation plan that is both market appropriate and supports internal equity. We have a well maintained point factor job evaluation system that also supports internal equity. It is transparent and meets best practices. Internal equity should be benchmarked against the senior academic and select senior administrative leadership positions, as these positions are unique and fundamental to our success as a University.

Sustainability and Accountability:

Our compensation philosophy is based upon the principles of sustainability and accountability. Sustainability includes supporting the University both through the annual planning/budgeting and financial reporting processes, and through long term institutional wellbeing. The compensation plan is also compliant with legislative and policy directives from third parties, including our funding agencies.

Governance and Administration

The Board of Governors is responsible for approving our overall compensation philosophy. Senior administrators are responsible for the day-to-day oversight and administration of the program through dedicated program staff.

Appendix A

Comparator groups:

Academic and Senior Administrative Comparator Group

Athabasca University
Kwantlen Polytechnic University
Lakehead University
Mount Royal University
Ryerson University
St. Mary's University
Thompson River University
Trent University
University of Lethbridge
University of Northern British Columbia
University of Ontario Institute of Technology
University of Regina
University of Waterloo
University of Winnipeg
University of the Fraser Valley

Excluded Positions Not Unique to the Post-Secondary Environment

BC Public Sector, with emphasis on the BC Public Service

Summary Compensation Table at 2018

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2017/2018 Total Compensation	Previous Two Years Totals Total Compensation	
							2016/2017	2015/2016
Ralph Nilson, President & Vice-Chancellor	\$ 187,730	-	\$ 11,988	\$ 20,774	\$ 31,993	\$ 252,485	\$ 255,811	\$ 242,569
Marie Armstrong, University Secretary	\$ 140,047	-	\$ 10,564	\$ 14,220	\$ 14,585	\$ 179,416	\$ 173,455	\$ 161,660
Shelley Legin, Chief Financial Officer and VP Administration	\$ 162,704	-	\$ 12,386	\$ 17,578	\$ 13,826	\$ 206,494	\$ 204,555	\$ 197,113
William Litchfield, Associate Vice-President, University Relations	\$ 138,733	-	\$ 13,271	\$ 14,087	-	\$ 166,091	\$ 152,361	
David Witty, Provost and Vice-President Academic	\$ 162,704	-	\$ 3,393	-	\$ 13,118	\$ 179,215	\$ 176,331	\$ 183,507

Summary Other Compensation Table at 2018

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Ralph Nilson, President & Vice-Chancellor	\$ 31,993	-	\$ 6,023	-	\$ 2,647	-	\$ 23,323
Marie Armstrong, University Secretary	\$ 14,585	-	\$ 14,585	-	-	-	-
Shelley Legin, Chief Financial Officer and VP Administration	\$ 13,826	-	-	-	\$ 3,417	-	\$ 10,409
William Litchfield, Associate Vice-President, University Relations	-	-	-	-	-	-	-
David Witty, Provost and Vice-President Academic	\$ 13,118	-	-	-	\$ 2,709	-	\$ 10,409

Notes

Ralph Nilson, President & Vice-Chancellor	General Note: Administrative Leaves: Administrative leaves at VIU are not automatic. All leaves require the completion of full five year terms before individuals are eligible for the leaves. Even upon completion of the five year term, leave will only occur upon approval. Using PSAB accounting practices, we have elected to accrue the potential liability for leaves based upon probability estimates, but not attribute to the individuals until the individual has completed their full terms and the leaves have been approved. To support full transparent disclosure principles, three individuals (the President and Vic-Chancellor, and two Vice-Presidents) will be eligible to apply for/or have already accrued (but not paid)administrative leaves. Other Note: Other - Annual contractual benefits ceiling pay adjustment of \$16,865.85; mortgage interest of \$6,457.02
Marie Armstrong, University Secretary	
Shelley Legin, Chief Financial Officer and VP Administration	General Note: Administrative Leave (*please refer to note above). Eligible for one year administrative leave upon approval by the President and upon concluding the five year term contract (2019). Other Note: Labour Market Adjustment - \$10,409.00
William Litchfield, Associate Vice-President, University Relations	
David Witty, Provost and Vice-President Academic	General Note: Administrative Leave (*please refer to note above). Eligible for one year administrative leave upon approval by the President and upon concluding the five year term contract (2015). Pension contributions = \$0.00, no longer eligible to contribute to College Pension Plan. Other Note: Labour Market Adjustment - \$10,409