

# UNIVERSITY OF VICTORIA

2008

## **Compensation Philosophy**

The University of Victoria's executive compensation philosophy is to develop compensation packages that allow the University to attract, develop and retain the best possible candidates from a global market. Once hired, members of the executive participate in a rigorous performance development and review system.

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.

## **Salary**

The President's a base salary is established from the median salary paid at other comparable Canadian universities. These universities are intended to represent the market we are competing in for university presidents.

For Vice-Presidents, our salary philosophy is to develop a pay band with a mid point that reflects a median salary. To establish a median salary we conduct a national survey of the comparable Canadian Universities used for assessing the President's salary.

Surveys are conducted on an "as required" basis, as determined by the Compensation 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 any economic increases. Economic increases typically reflect the increases applied to other employees at the University of Victoria.

For the President, a base salary is established at the outset of the contract. The current six-year contract makes provision for one review of the President's salary (July 1, 2007). The review was based on the salaries paid at comparable Canadian universities. The amount of adjustment that results from this review is at the discretion of the Board and takes into account the quality of the President's performance.

## **Merit Pay**

Vice-Presidents progress through the salary range based on merit. The amount of merit pay is determined through the annual performance review process and includes the setting of annual objectives.

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. Vice-Presidents' objectives, and how they will be measured, are established by the President in discussions each Vice-President. Measures may be qualitative or quantitative.

Merit Pay for the Vice-Presidents is based on 4 merit increments. A Vice President may earn up to 4 merit increments in a year depending on performance.

Merit Pay for the President takes the form of a re-earnable bonus. The amount of the bonus can range from 0% to 15% of base salary. The amount of the bonus is based on a review of the President's performance by the Board using the degree of success the President has had in meeting the annual performance objectives.

### **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:

- (a) the candidates' existing salary
- (b) salary survey data
- (c) other issues which affect the financial viability of the offer such as housing prices, loss of spousal income, loss of consulting opportunities
- (d) 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 employee groups at the University of Victoria. Supplementary Pension Plan contributions are made when Revenue Canada maximums are reached.

### **Leaves**

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

For Academic executive appointments a research leave is typically provided at the end of the contract in order to facilitate a return of the executive to academic rank.

### **Perquisites**

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. 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 Committee of the Board for information purposes.

### Item 3.1 - Summary Compensation Table

Position	Name	Salary (\$) (b)	Bonus (\$ (c))	Incentive Plan Compensation Paid (\$) (d)	Pension (\$) (e)	All Other Compensation (\$) (f) <sup>1</sup>	Total (\$) (g)
President & Vice Chancellor	David Turpin	303,246.00		43,500.00	29,607.31	83,400.00 <sup>2</sup>	459,753.31
VP Academic & Provost	James Cassels	236,099.26		9,488.00	23,841.76	10,112.67	279,541.69
VP Finance & Operations	Gayle Gorrill	203,149.00		7,905.00 <sup>3</sup>	20,138.21	25,324.98 <sup>4</sup>	256,520.19
VP External Relations	Valerie Kuehne	178,563.00		8,950.00 <sup>3</sup>	17,784.24	7,388.34	212,688.58
VP Research (Sept-Mar)	J. Howard Brunt	109,666.62			10,546.24	14,432.38	134,645.24 <sup>5</sup>
Ex VP Research (Apr07-Aug07)	S. Martin Taylor	70,792.06		5,793.00	7,361.79	1,494.18	85,441.03 <sup>6</sup>

### 3.2

<sup>1</sup> includes taxable benefit for employer portion of health benefits and government benefits and pro-rated value of research leaves

<sup>2</sup> includes housing and car allowance

<sup>3</sup> Includes a one-time merit increment of \$2,500

<sup>4</sup> includes taxable benefit for interest free home relocation loan and forgivable portion of home purchase loan

<sup>5</sup> reflects compensation earned over the 7 month period employed as VP

<sup>6</sup> reflects compensation earned over the 5 month period employed as VP

**3.3** The President is the only member of executive who is a member of the board.  
The President receives no additional compensation for these duties.