

University of Northern British Columbia  
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May 17, 2017

Christina Zacharuk CEO & President  
PSEC Secretariat  
2<sup>nd</sup> Floor, 880 Douglas Street  
Victoria, BC V8W 2B7

**Re: Executive Compensation Disclosure**

This letter will attest that the Board of Governors is aware of all information disclosed in the University of Northern British Columbia's Executive Compensation Disclosure and that the information is accurate and includes all compensation paid by the employer, foundations, subsidiaries, or any other organization related to or associated with the employer. The disclosed information includes the values of any pre-or-post-employment payments made during the 12 month period before and after employment and that the compensation was paid within approved compensation plans.

Thank you,

UNBC Board of Governors

*Tracey Welsey*  
Chair



## University of Northern British Columbia

### Compensation Philosophy

The Board's compensation decisions reflect the challenges associated with attracting and retaining exemplary administrative leaders to the north in a competitive national and international environment. Responsibility for determining compensation for the President and Senior Executives rests with the Human Resources Committee of the Board. For positions other than the President's, the Board will consider recommendations made by the President.

With Board of Governor and Executive oversight and approval, the Compensation Philosophy of the University of Northern British Columbia (UNBC) ensures alignment in a manner consistent with the province's Taxpayer Accountability Principles (TAP) in promoting accountability and cost control. UNBC's excluded compensation is controlled and mandated by the province, through the Public Sector Employers' Act.

The following, and attached *Terms and Conditions of Employment* outline the broad approach with respect to compensation policy at UNBC.

#### **Core Principles:**

For all management employees, the following Core Principles embodies UNBC's approach for compensation. These principles guide the design, implementation and administration of UNBC's Compensation Philosophy:

- **Differentiation:** Differentiation of salary is supported where there are differences in the scope of the position within an organization, and/or due to superior individual or team contributions.
- **Performance:** Compensation programs support and promote a performance based (merit) organizational culture.
- **Transparency:** Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.
- **Accountability:** Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

### **Benchmarking Methodology:**

In determining the relevant labour markets for obtaining compensation data for executive and management employees, UNBC considers the following questions:

- From where do universities similar in scope and scale to UNBC recruit employees?
- What is the destination sector or employers for employees that leave UNBC?

Primary benchmarking comparators for management employees include the following:

- Other comparable academic institutions of similar size and scope to UNBC;
- Other BC and Canadian Public sector organizations with key comparability elements to UNBC;
- The BC Public Service for corporate service roles within the organization;
- Private sector comparators in cases of high demand positions only.

When benchmarking for positions, appropriate weighting is established based on current human resource practise guidelines.

### **President and Executive Compensation Factors:**

The compensation package for the President has been capped as prescribed by the Public Sector Employers' Council (PSEC) and compensation levels for other Senior Executives will be frozen in compliance with 2012 PSEC Compensation Freeze mandate, until such time as the mandate has concluded.

When setting salary levels for Senior Executives, the Board of Governors considers the following factors; 1) compensation of current and/or recent senior staff, 2) recommended ranges provided by PSEC, 3) the designates' current compensation, 4) market survey information from other comparable universities and, 5) other factors that the Board deems to be relevant to the specific position.

Salary increases for the President and Senior Academic Executives were applied to the professional component of their salaries and in a manner consistent with the negotiated Faculty Association agreement. Salary increases for non-Academic Senior Executives shall only be applied where approved by PSEC and will generally be consistent with any economic increase provided to the Senior Management Group. At this time, no increases have been awarded as per the 2012 Compensation Freeze.

Benefit and pension plans are consistent with the employee group to which the Executive is most closely affiliated (i.e. Faculty Association or Senior Management Group). A non-registered supplemental pension arrangement is offered to the Senior Executives where total pension contributions exceed the contribution limit. The supplemental contribution amount is that which the employer would be required to contribute to the UNBC Pension Plan if there wasn't a maximum limit imposed by the Income Tax Act.

**New Policies, Actions or Decisions:**

The Executive Compensation Policy was last updated in June 2009. The purpose was to formalize a policy framework and process for the annual performance review of the Senior Executive Officers and for reporting changes in executive compensation consistent with the requirements of PSEC. The University is in compliance with the 2012 September PSEC directive regarding Executive and Management Compensation Freeze. The updates to this document seek to bring UNBC's policy in line with current PSEC and government direction.

**Leaves:**

Vacation leaves are set in each Executive's appointment letter, the starting point is five weeks, with the President's ability to recommend increases periodically. This partially acknowledges the time commitment beyond a normal work week of the President and Senior Executives, supports a balanced lifestyle, and is competitive in comparison to other academic organizations.

The President is provided a one year research leave following five years of service. The President's salary during the leave would be equal to the highest salary being paid to a full professor with tenure at the University at the time. For Senior Academic Executives, academic leaves are provided following five years of service. This leave is an acknowledgement that for the period they are in these roles, these academic leaders have forfeited their accrual toward sabbatical leaves that would have occurred as members of the Faculty Association. Senior Academic Executives leaves are at their professional salary level only.



Exempt Terms &  
Conditions.docx

Summary Compensation Table at 2017

| Name and Position  | Salary     | Holdback/Bonus/<br>Incentive Plan<br>Compensation | Benefits  | Pension   | All Other<br>Compensation<br>(expanded<br>below) | 2016/2017<br>Total<br>Compensation | Previous Two Years Totals<br>Total Compensation |            |
|--|------------|---|-----------|-----------|--|------------------------------------|---|------------|
|  |            |   |           |           |  |                                    | 2015/2016                                       | 2014/2015  |
| Barbara Irene Daigle, Associate Vice President, People, Organizational Design and Risk | \$ 169,143 | -   | \$ 8,792  | \$ 15,809 | \$ 4,384   | \$ 198,128                         | \$ 178,163                                      |            |
| Robert Knight, Vice President, Finance and Business Operations                         | \$ 186,057 | -   | \$ 11,968 | \$ 17,547 | \$ 5,769   | \$ 221,341                         |   |            |
| Geoff Payne, Interim Vice-President, Research  | \$ 171,300 | -   | \$ 8,432  | \$ 17,788 | \$ 23,650  | \$ 221,170                         | \$ 302,560                                      |            |
| Dan Ryan, Acting Vice-President Academic & Provost                                     | \$ 190,731 | -   | \$ 9,028  | \$ 21,838 | \$ 44,716  | \$ 266,313                         | \$ 211,993                                      |            |
| Tim Tribe, Vice President, University Advancement                                      | \$ 138,846 | -   | \$ 11,101 | \$ 13,079 | \$ 4,384   | \$ 167,410                         |   |            |
| Daniel Joseph Weeks, President and Vice-Chancellor                                     | \$ 263,509 | -   | \$ 9,007  | \$ 25,246 | \$ 15,144  | \$ 312,906                         | \$ 328,132                                      | \$ 234,734 |
| Paul John Winwood, Vice Provost Medicine   | \$ 220,846 | -   | \$ 8,978  | \$ 21,357 | -  | \$ 251,181                         | \$ 252,574                                      | \$ 252,118 |

**Summary Other Compensation Table at 2017**

| <b>Name And Position</b>   | <b>All Other Compensation</b> | <b>Severance</b> | <b>Vacation payout</b> | <b>Leave payout</b> | <b>Vehicle / Transportation Allowance</b> | <b>Perquisites / other Allowances</b> | <b>Other</b> |
|--|-------------------------------|------------------|------------------------|---------------------|---|---------------------------------------|--------------|
| Barbara Irene Daigle, Associate Vice President, People, Organizational Design and Risk | \$ 4,384                      | -                | -                      | -                   | \$ 4,384                                  | -                                     | -            |
| Robert Knight, Vice President, Finance and Business Operations                         | \$ 5,769                      | -                | -                      | -                   | \$ 5,769                                  | -                                     | -            |
| Geoff Payne, Interim Vice-President, Research  | \$ 23,650                     | -                | \$ 17,627              | -                   | \$ 6,023                                  | -                                     | -            |
| Dan Ryan, Acting Vice-President Academic & Provost                                     | \$ 44,716                     | -                | \$ 38,693              | -                   | \$ 6,023                                  | -                                     | -            |
| Tim Tribe, Vice President, University Advancement                                      | \$ 4,384                      | -                | -                      | -                   | \$ 4,384                                  | -                                     | -            |
| Daniel Joseph Weeks, President and Vice-Chancellor                                     | \$ 15,144                     | -                | \$ 15,144              | -                   | -   | -                                     | -            |
| Paul John Winwood, Vice Provost Medicine   | -                             | -                | -                      | -                   | -   | -                                     | -            |

**Notes**

|  |   |
|--|---|
| Barbara Irene Daigle, Associate Vice President, People, Organizational Design and Risk | <b>General Note:</b> Interim Vice President, Admin and Finance from July13/15 to April 17/16. Effective April 18/16 Director, Human Resources. Effective July 11/16 Associate Vice President, People, Organizational Design and Risk. |
| Robert Knight, Vice President, Finance and Business Operations                         | <b>General Note:</b> New to position effective April 18, 2016   |
| Geoff Payne, Interim Vice-President, Research  | <b>General Note:</b> Base Salary includes a market differential in the amount of \$20,076.  |
| Dan Ryan, Acting Vice-President Academic & Provost                                     | <b>General Note:</b> Base Salary includes a market differential in the amount of \$25,096.19.   |
| Tim Tribe, Vice President, University Advancement                                      | <b>General Note:</b> New to position effective July 11, 2016  |
| Daniel Joseph Weeks, President and Vice-Chancellor                                     |   |
| Paul John Winwood, Vice Provost Medicine   | <b>General Note:</b> Base Salary includes clinical buyout amount of \$88,000.   |