



May 29, 2023

Mr. John Davison
President & CEO PSEC Secretariat
PO BOX 9400 STN PROV GOVT
Victoria, BC
V8W 9V1
CANADA

Sent via email: John.Davison@gov.bc.ca

Dear Mr. Davison:

I confirm that the information included in the attached report accurately states the executive compensation paid by ECU in fiscal 2022/2023 to the President + Vice-Chancellor and the four highest ranking executives in receipt of salaries over \$125,000.

Further, I confirm that the compensation was paid in compliance with the University's Excluded Compensation Plan, as approved by PSEC.

Yours truly,

A handwritten signature in black ink, appearing to read 'Don Avison', with a long horizontal flourish extending to the right.

Don Avison KC
Chair, Board of Governors
Emily Carr University of Art + Design



COMPENSATION PHILOSOPHY OBJECTIVES

At Emily Carr University of Art + Design, we strive to foster an environment of creativity built upon a culture of critique. We achieve this by challenging current socio-political boundaries through contemporary art and design, and through the exploration of research opportunities in the areas of art, design, and digital media. In doing so, we aim to deliver high-quality programs and educational opportunities to students on an international scale.

As such, we believe in providing our administrators with support and rewards in recognition of their tireless dedication to the advancement of the university. In return, the university expects staff to embrace the values of the organization and deliver excellence in their area of expertise.

Our total compensation program is thus an instrument to attract and retain the best talent and provides a mechanism to reward excellence in administrative staff performance. Furthermore, the philosophy has been designed in a manner that promotes the responsible use of public and private funds, in accordance with the *Taxpayer Accountability Principles*, for the provision of academia, research and community engagement.

GUIDING PRINCIPLES

The university has adopted the following principles, which in turn shall form the foundation for the refreshed philosophy:

- **Performance**

To support and promote a performance-based (merit) organizational culture.

- **Differentiation**

Allow for differentiation of salary where there are differences in the scope of the position within an organization, and/or due to superior individual team contributions.

- **Accountability**

To ensure that compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

- **Transparency**

To enable a program that is designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

Based upon the core principles outlined above, the following refreshed compensation philosophy endeavors to outline a framework that meets the needs of government, while upholding the values and culture of the university.

OUR TOTAL COMPENSATION

The university compensates the excluded administration through the following key elements:

1. Direct Compensation

The university offers direct compensation in the form of a base salary. The base salary is internally equitable in relation to the value of each role; and externally competitive compared to the advanced education sector and as it relates to art and design, on a national and international scale, and other relevant comparators.

2. Monetary Benefits

The university provides benefits for the security and protection of the employee and their families.

3. Career Development

The university provides a variety of avenues for career and professional development, and believes in the value of investing in the advancement of staff within the university, art and culture communities.

4. Work Life Balance

The university recognizes the need to promote wellness among staff and invests in a number of programs to help staff achieve a healthy balance between work and personal demands.

5. Target Pay Positioning

The universities' total compensation program is targeted at the 50th percentile of our comparator groups.

6. Sustainability

Our total compensation programs are designed and administered in a fiscally responsible manner that ensures costs are affordable and sustainable over time.

7. Governance and Administration

The Board of Governors is responsible for approving our overall compensation philosophy and programs. The executive team is responsible for the day-to-day oversight and administration of the programs.

Emily Carr University of Art and Design

Summary Compensation Table at 2023

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2022/2023 Total Compensation	Previous Two Years Totals Total Compensation	
							2021/2022	2020/2021
Gillian Siddall, President + Vice-Chancellor	\$ 262,750	-	\$ 12,006	\$ 27,168	\$ 3,167	\$ 305,091	\$ 301,224	\$ 301,121
Michael Clifford, VP Finance and Administration	\$ 128,345	-	\$ 1,721	-	\$ 6,954	\$ 137,020	\$ 249,817	\$ 210,694
Patricia Kelly, Vice-President Academic + Provost	\$ 203,490	-	\$ 11,782	\$ 21,041	\$ 29,739	\$ 266,052	\$ 252,513	\$ 243,808
Sandeep Kaur-Grewal Sidhu, Chief Information Officer	\$ 160,425	-	\$ 12,061	\$ 16,588	\$ 10,148	\$ 199,222	\$ 178,563	
Viktor Sokha, Vice-President Finance and Administration	\$ 181,854	-	\$ 15,009	\$ 18,804	\$ 746	\$ 216,413		
Adrian Tees, Associate Vice-President Human Resources	\$ 161,484	-	\$ 11,353	\$ 16,697	\$ 1,378	\$ 190,912	\$ 182,574	\$ 187,405

Summary Other Compensation Table at 2023

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Gillian Siddall, President + Vice-Chancellor	\$ 3,167	-	-	-	-	-	\$ 3,167
Michael Clifford, VP Finance and Administration	\$ 6,954	-	-	-	\$ 4,909	-	\$ 2,045
Patricia Kelly, Vice-President Academic + Provost	\$ 29,739	-	\$ 29,739	-	-	-	-
Sandeep Kaur-Grewal Sidhu, Chief Information Officer	\$ 10,148	-	\$ 8,770	-	-	-	\$ 1,378
Viktor Sokha, Vice-President Finance and Administration	\$ 746	-	-	-	-	-	\$ 746
Adrian Tees, Associate Vice-President Human Resources	\$ 1,378	-	-	-	-	-	\$ 1,378

Notes

Gillian Siddall, President + Vice-Chancellor	Other Note: \$3167 is the value of an annual parking pass provided to the President.
Michael Clifford, VP Finance and Administration	General Note: Former Vice President Finance + Administration: per settlement agreement, salary continuance effective 2021-06-07 to 2022 - 12-06, and per settlement agreement, benefit allowance, vehicle allowance and payment in lieu of sabbatical allowance paid out in the 2022/2023 fiscal year. Extended Health and Dental coverage continued for the salary continuance period. Other Note: \$4909 vehicle allowance and \$2045 payment in lieu of benefits paid out in the 2022/23 fiscal year, per settlement agreement.
Patricia Kelly, Vice-President Academic + Provost	General Note: This executive employee was eligible for and received a 2% performance based increase for the 2022/23 fiscal year. Per the unused vacation policy applicable to the Administrator employee group, vacation payout of \$29 739.
Sandeep Kaur-Grewal Sidhu, Chief Information Officer	General Note: This employee was eligible for and received a 3.5% performance-based increase for the 2022/23 fiscal period. Per the unused vacation policy applicable to the Administrator employee group, vacation payout of \$8770. Employee hired as permanent CIO 2021-06-14 and was previously the Interim CIO. This is the first reporting period reflecting a full 12 months under the permanent contract. Other Note: \$1378 is the value of the ECU staff discount on an annual parking pass.
Viktor Sokha, Vice-President Finance and Administration	General Note: Joined ECU in the Vice President Finance + Administration role in 2022-05-09 and disclosure reflects a partial year. Because of the date of hire, this employee was ineligible for a performance-based increase in the 2022/23 fiscal year. Other Note: \$746 is the value of the ECU staff discount for a partial year, on an annual parking pass.
Adrian Tees, Associate Vice-President Human Resources	General Note: This employee was eligible for and received a 3.5% performance-based increase in salary for the 2022/23 fiscal year. Other Note: \$1378 is the value of the ECU staff discount on an annual parking pass.