May 21, 2025

John Davison
President & CEO
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7

Dear John Davison:

On behalf of the Board of Governors of the University of the Fraser Valley, I confirm that the UFV Board is aware of the executive compensation paid during the 2024/2025 fiscal year and that the compensation provided was within the approved compensation plans.

Please feel free to contact me should you have any questions in respect to the 2024/2025 Executive Compensation Disclosure Report.

Sincerely,

John Pankratz, Chair
UFV Board of Governors

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UFV Compensation Framework

This document provides the framework for UFV's compensation program, including the overall philosophy for compensation and relevant processes and factors for determining compensation for exempt employees.

Governance and Administration

UFV's Board of Governors is responsible for reviewing and approving the university's compensation philosophy and program. The Board may amend the university's compensation program from time to time.

UFV's Executive Administration team is responsible for the day-to-day administration of the program.

Compensation Philosophy

UFV's employees enable the university to achieve its strategic goals of providing the best undergraduate education in Canada; being a leader of social, cultural, economic, and environmentally-responsible development in the Fraser Valley; and ensuring innovative, entrepreneurial, and accountable achievement of the university's goals.

UFV's compensation philosophy is to design a fiscally responsible and sustainable compensation program which attracts, engages and retains diverse employees with the necessary qualifications and commitment to achieve the university's strategic goals. A key component of UFV's compensation philosophy is the need to maintain a meaningful degree of competitiveness with the relevant external labour market.

Exempt Compensation Program

The university's compensation program is based on setting total compensation levels equal to the 50th percentile of the total compensation provided to comparable positions by appropriate comparison organizations. Total compensation includes base salary, perquisites, group benefits, retirement benefits and all forms of paid time off.

The design and administration of UFV's Exempt Compensation Program is guided by the following six principles:

- **Performance** – the program promotes and reinforces a high performance (merit-based) organizational culture so as to attract, develop, motivate and retain the talent needed for the university's success;

- **Equity** - the program balances external market data with internal equity across the University. Internal equity takes into consideration job factors such as knowledge required, scope of responsibilities, and job impact;

- **Differentiation** – the program provides appropriate differentiation of salary, taking into account differences in the scope of responsibilities of the position within the university, and/or where there are superior individual and team contributions;

- **Sustainability** – the compensation program is developed with consideration of the current level of affordability and the sustainability of future costs.

- **Accountability** – the program supports decisions which are clear, objective and based upon a well-documented business rationale that demonstrates an appropriate expenditure of public funds; and

- **Transparency** – the program is designed, managed and communicated in a manner which reflects the highest standards for transparency and compliance with legal requirements, while protecting individual personal information.

Benchmarking and Determining Compensation Levels

UFV benchmarks exempt compensation through a well-defined, professional, and repeatable process that yields an objective analysis of employee compensation levels reflective of appropriate market competitiveness. The identification of appropriate comparator groups and determination of UFV compensation levels is a fiscally responsible and sustainable process which responds to the university's strategic direction requiring accountable achievement of the university's goals. This process is outlined below.

Selection of Comparison Organizations

UFV is a complex and geographically diverse teaching university. The university's bicameral governance structure includes the Board of Governors and the University Senate. UFV has multiple campuses, each of which reflects diverse geographic, community, and cultural needs within the university region. All factors are relevant to the identification of appropriate comparison organizations for UFV.

Analysis of recruitment to and departures from UFV strategic and/or senior positions indicates, as well, that UFV competes for employees with teaching and research universities located both in BC and in other provinces in Canada. Identification and Inclusion of these universities for comparable compensation benchmarking purposes is fundamental to enabling UFV to compete effectively in the market.

To qualify as a relevant comparison organization for UFV compensation benchmarking purposes, the entity must be a public sector organization of similar size and/or complexity to UFV, have positions comparable to those at UFV, and meet at least one of the following additional criteria:

- is a BC publicly-funded teaching university or institute;
- is a Canadian publicly-funded university or institute similar in complexity and/or size, located outside of BC; or
- is a BC municipality within close geographic proximity to UFV.

Appendix A provides an overview of the comparison organizations UFV currently uses for compensation benchmarking purposes.

Survey of Comparison Organizations

A comprehensive survey is conducted of the comparison organizations by external compensation consultants, including the collection and comparison of the content of positions and the collection of detailed information on the following components of total compensation:

- salaries
- incentive/salary holdback plans
- perquisites
- group benefits
- retirement/savings benefit
- paid time off

The components of compensation are financially valued to permit comparison of the total compensation paid by UFV to that paid by the organizations used for benchmarking purposes.

Application of Market Comparison Information

UFV's compensation program sets its total compensation levels equal to the 50th percentile of the total compensation provided to comparable positions by the comparison organizations. Accordingly, the external compensation consultants calculate for each benchmark position the salary which UFV would have to pay in order to provide total compensation equal to the 50th percentile total compensation of the comparison group. This salary is then used by UFV as the maximum of the salary range for the position.

Components of Total Compensation

Total compensation packages for UFV employees include base salary, perquisites, group benefits, retirement benefits and all forms of paid time off.

Appendix B provides details of the elements of UFV's total compensation for exempt employees. Individual elements are discussed below.

Base Salary Ranges

External equity or market competitiveness is achieved by using benchmarking results to develop salary ranges covering all of UFV's exempt positions. Internal equity is maintained by ensuring that the salary ranges are consistent with the relative internal value of each UFV position. Internal values are determined by an ongoing analysis of the responsibilities and accountabilities of positions using UFV's Exempt Job Evaluation Plan, which is administered by the Exempt Staff Job Evaluation Committee.

Employee Benefits

All UFV exempt employees participate in the same employee benefits program. The benefit package is consistent with that provided for other UFV employees, and consists of standard BC public sector entitlements, including life and accident insurance, sick leave, long-term disability insurance, medical, extended health, dental, an employee and family assistance program, and a health spending account.

Professional Development

UFV recognizes that providing opportunities for the on-going development of critical skills and competencies is part of engaging employees in the pursuit of excellence in service to the university's mission and goals.

Retirement Plans

UFV offers exempt employees subscription to the College Pension Plan as per the prevailing regulations of the *College Pension Act*.

APPENDIX A
UFV Exempt Compensation Benchmarking Comparison Organizations

	BC Publicly-Funded Teaching University or Institute	Canadian Publicly-Funded University or Institute	BC Municipality within UFV Geographic Region	Similar Size/Complexity Relative To UFV
Primary Comparators				
Kwantlen Polytechnic University	✓			✓
BCIT	✓			✓
Vancouver Island University	✓			✓
City of Abbotsford			✓	✓
City of Chilliwack			✓	✓
District of Mission			✓	✓
Secondary Comparators	To be determined			
		✓		✓
		✓		✓
		✓		✓
		✓		✓
		✓		✓
		✓		✓

APPENDIX B
ELEMENTS OF TOTAL COMPENSATION

(Exempt Employees)

Base Salary

Monetary Benefits

- Employment Insurance
- Workers' Compensation
- Canada Pension Plan
- Vacation
- Statutory Holidays
- Maternity & Parental Leave
- Life Insurance
- Accidental Death & Dismemberment Insurance
- Sick Leave
- Long Term Disability Insurance
- Medical Services Plan
- Extended Health Benefits
- Dental
- Employee & Family Assistance Program
- Health Spending Account
- College Pension Plan

University of the Fraser Valley

Summary Compensation Table at 2025

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	Previous Two Years Totals Total Compensation	
							2023/2024	2022/2023
Joanne MacLean, President and Vice-Chancellor	$ 286,623	-	$ 12,876	$ 25,488	$ 11,403	$ 336,390	$ 191,213	$ 300,430
Adams Nicole, Chief Financial Officer	$ 211,530	-	$ 12,607	$ 22,552	$ 7,188	$ 253,877		
Jackie Hogan, Vice-President, Administration	$ 231,183	-	$ 11,947	$ 23,263	$ 11,359	$ 277,752	$ 285,004	$ 245,962
James Mandigo, Provost and Vice President, Academic	$ 245,371	-	$ 12,993	$ 23,609	$ 8,781	$ 290,754	$ 339,644	$ 272,100
Susan Mide Kiss, Vice-President, Community Engagement	$ 206,561	-	$ 12,473	$ 22,078	$ 6,960	$ 248,072	$ 224,321	$ 120,628
Alisa Webb, Vice-President, Students	$ 221,179	-	$ 12,500	$ 23,645	$ 7,600	$ 264,924	$ 259,752	$ 226,220

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Joanne MacLean, President and Vice-Chancellor	$ 11,403	-	-	-	-	$ 11,403	-
Adams Nicole, Chief Financial Officer	$ 7,188	-	-	-	$ 7,188	-	-
Jackie Hogan, Vice-President, Administration	$ 11,359	-	-	-	$ 7,200	-	$ 4,159
James Mandigo, Provost and Vice President, Academic	$ 8,781	-	$ 2,981	-	$ 5,800	-	-
Susan Mide Kiss, Vice-President, Community Engagement	$ 6,960	-	-	-	$ 6,960	-	-
Alisa Webb, Vice-President, Students	$ 7,600	-	-	-	$ 7,500	-	$ 100

Notes

Joanne MacLean, President and Vice-Chancellor	**General Note:** Dr. Joanne MacLean received a 5% performance-based salary increase effective July 1, 2024 **Perquisite/Other Allowance Note:** Perquisite/Other Allowance Note: Housing Allowance: $11,403
Adams Nicole, Chief Financial Officer	**General Note:** Nicole Adams, CPA,CGA was the Director, Finance until April 15, 2024. She was promoted to Chief Financial Officer on April 16, 2024.
Jackie Hogan, Vice-President, Administration	**General Note:** Jackie Hogan received a 5% performance-based salary increase effective July 1, 2024. **Other Note:** Jackie Hogan received Additional duties acting pay from April 1, 2024 to April 15, 2024 10% additional duty pay ($4,159) for assuming additional duties/responsibilities from the provost portfolio until the CFO was hired.
James Mandigo, Provost and Vice President, Academic	**General Note:** Dr. James Mandigo received a 5% performance-based salary increase effective July 1, 2024
Susan Mide Kiss, Vice-President, Community Engagement	**General Note:** Susan Mide Kiss Received a 10% performance-based salary increase effective July 1, 2024
Alisa Webb, Vice-President, Students	**General Note:** Dr. Alisa Webb received a 6.1% performance-based salary increase effective July 1, 2024. **Other Note:** Dr. Alisa Webb received a $100.00 signing bonus when she was reappointed to a new term as VP, Students beginning April 01, 2024