

THOMPSON RIVERS  UNIVERSITY

BOARD OF GOVERNORS

April 12, 2017

Christina Zacharuk
CEO & President
Public Sector Employers' Council Secretariat
2nd Floor, 880 Douglas Street
Victoria, B.C.
V8W 2B7

Dear Ms. Zacharuk,

I am writing in regard to the annual disclosure statement for Thompson Rivers University as required by the PSEC Executive Compensation Reporting Guidelines.

The appropriate committee of the Board of Governors (Governance and Human Resources Committee) is aware of the executive compensation paid by Thompson Rivers University in the 2016-2017 fiscal year.

I have reviewed the executive compensation reporting for the reporting period of April 1, 2016 to March 31, 2017 and can verify it is accurate and that the executive compensation provided was within the PSEC guidelines.

Sincerely,

THOMPSON RIVERS UNIVERSITY


Jim Thomson
Chair, Board of Governors



THOMPSON RIVERS UNIVERSITY

Total Compensation Philosophy for TRU's Executive Employees

The purpose of this document is to outline TRU's philosophy as it relates to executive employees' compensation. It is intended to guide the development, maintenance and administration of our total compensation programs based on a balance of best practices, fiscal responsibility, and the core principles as established by the Public Sector Employers Council (PSEC).

Executive Employees include the President and Vice-Chancellor, Provost and Vice-President Academic, Vice-Presidents, Associate Vice-Presidents, Executive Directors and senior Directors.

Part I

CORE PRINCIPLES

Total Compensation

Compensation is planned, developed, communicated and administered as a total rewards package as defined below:

- **Alignment** – to the University's goal of attracting, retaining, and engaging the best-qualified employees that align with the values and culture at TRU. In addition, to the degree possible, the University will recognize relevant total compensation plans afforded to employees governed by collective agreements.
- **Performance** – to support and promote a performance based organizational culture, compensation adjustments reflect individual and team based performance contributions to the overall institution's goals.
- **Competitive salary** – it is the objective of the University to pay its' employees' salaries that are sufficiently competitive in the job market to attract and retain high caliber talent.
- **Differentiation** – differentiation in salaries or overall compensation is reflective of differences in the scope of the position, and/or due to superior individual contributions.
- **Equity and Fairness** – the pay ranges and classification of positions within those pay ranges will ensure equal pay opportunity for work of equal value. Individual pay within the pay ranges is responsive to the need for external market competitiveness.
- **Affordability** – within the institution's financial planning framework and mandate.
- **Accountability** – compensation decisions are objective and based upon a clear and well-documented rationale that demonstrates the appropriate expenditure of public funds.
- **Transparency** – programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public.



THOMPSON RIVERS UNIVERSITY

Benchmarking

The salary structure is regularly reviewed against other universities of similar size and type. The University routinely conducts and participates in salary surveys within this reference group of employers and also subscribes to one large external consultant sponsored Canada wide salary survey each year. It is the University's overall aim to compensate executive at the 50th percentile of the benchmarked positions.

Depending on the nature and scope of work, jobs are benchmarked against the following reference group of employers:

- Other Canadian Universities of similar size and type
- Western Canadian Universities
- BC Universities and Colleges
- Large public sector employers (e.g. Provincial Crown Corporations, Health Authorities)
- Provincial Government
- Municipal Governments

Administration and Governance

The total compensation philosophy is developed, maintained, and administered by TRU's Human Resources function, and approved by the University's President and Board of Governors, upon recommendation by the President.

Elements of TRU's Total Compensation Plan

The TRU compensation plan includes the following:

Salary

- Base Pay
- Merit /Incentive Pay
- Benefits
- Leaves, including vacation, sick, and maternity/parental
- Health and welfare benefits, including medical, extended health, life and disability insurance, employee family assistance programs
- Relocation provisions
- Education and professional development
- Pension
- Other Perquisites such as car allowance, research funds, mortgage assistance



THOMPSON RIVERS UNIVERSITY

Part II

EXECUTIVE COMPENSATION POLICY

Policy

The guiding principles of the compensation program for executive officers of Thompson Rivers University are as follows:

General Principles

Responsibility for determining compensation for the President and Vice-Chancellor is determined by the Board of Governors within the guidelines approved by the Government of British Columbia. The President's base salary is established upon appointment. The employment contract takes into consideration salaries paid at other comparable Canadian Universities.

The compensation for the remaining senior executives is determined by the President and Vice-Chancellor and is within the approved salary structure. TRU total compensation plans for excluded executive employees require approval from the University's Board of Governors, University Public sector Employers' Council (PSEC) and the University Public Sector Employer's Association (UPSEA) prior to implementation.

- Compensation levels must achieve a balance between fair value for work and the University's ability to pay.
- Compensation levels reflect a measurement of job worth based on pay equity principles and a systematic evaluation based on a composite of the education, experience, responsibility for results, teamwork, stakeholder service and delivery, problem solving and decision making and leadership required to perform the work.
- Compensation levels must be competitive within the external market from which it recruits. The external market includes local, provincial and national public and private sector employers.

Relationship to Performance

Other than general salary increases, adjustments to compensation are based on clearly defined individual and organizational goals that are reviewed annually.

Compliance with Legal Obligations

Compensation policy and practices comply with the statutory obligations of the Employment Standards Act, the Human Rights Act, the Public Sector Employers Act and any other employment related legislation.



THOMPSON RIVERS UNIVERSITY

Compensation on Termination

There is no notice or pay in lieu of notice for termination from the University for cause. When an executive officer is required to discontinue his/her appointment for any reason other than cause and returns to his/her former position within the University, no notice or pay in lieu of notice is paid. Termination of employment from the University for reasons other than cause will be compensated consistent with the Public Sector Employers Act, the Employment Termination Standards Regulations and prevailing legal values for executive termination.

The maximum amount of notice upon termination without cause for executive officers (non-inclusive of vacation owed) is eighteen months as prescribed by the Employment Termination Standards regulation (B.C. Reg. 379/97).

Where there is an Employment Contract addressing termination arrangements with an executive officer, the contract provisions will apply.

Conflict of Interest

Consistent with Policy AM 04-2 Conflict of Interest, compensation decisions are made free of conflict of interest.

Full Disclosure

Thompson Rivers University makes regular and full public disclosure of the compensation of each executive officer including posting the Executive Compensation Disclosure Report.

Business Expenses

Business expenses are governed by the administrative policies for travel and business expenses (ADM 19-0 Expenses: Travel and, ADM 19-1: Expenses –Entertainment, Hosting, and Hospitality)

Part III

DEFINITIONS

Compensation includes all of the following:

- **Salary** - Pay bands have been established for all exempt positions, including the executive, but excluding the Deans and Associate Deans. (Appendix 1)
- **Stipends** - Deans and Associate Deans receive compensation that is a combination of their faculty salary and a stipend. Stipends for Deans are based on the market and individual qualifications. Associate Deans receive a set stipend varied by Faculty/School, in addition to their academic salary.
- **Sabbatical Leaves** - Administrators returning to academic ranks will be provided a leave at the conclusion of a five-year appointment. The typical leave will not exceed



THOMPSON RIVERS UNIVERSITY

six months for each completed five-year period. In no case will the leave earned as an administrator exceed 12 months.

- **Administrative Leave** - Administrative leave will not normally be granted. Any administrative leave granted will be reported as deferred compensation.
- **Professional Development Leave** – Non-academic administrators may be eligible for a professional development leave. The leave is for the purpose of professional renewal and maintenance of current relevant skills and knowledge. Professional development leaves will be limited to four months at the conclusion of five years employment.
- **Vacation Leave** - All executive receive a maximum of six weeks vacation per annum plus the days the University is closed over Christmas. No deferral of vacation is allowed.
- **Benefits** - The University makes available a combination of employer paid benefits and employee paid benefits. Employer paid benefits include Extended Health, Life Insurance and AD&D, Sick Leave, Maternity and Parental Leave, Bereavement Leave, and MSP, and EAP. Employee paid benefits include Short Term Disability, Long Term Disability and Voluntary Accident Insurance.
- **Car allowances** - A taxable allowance of \$6,000 will be made to the President and Vice-Presidents for the car or transportation costs.
- **Tuition waivers** - Tuition waiver will be available for immediate family members in some undergraduate programs subject to ensuring no fee paying student is displaced.
- **Professional Development Fund** - A limited professional development fund may be awarded and is intended to cover professional renewal and maintenance of expertise and any costs of maintaining professional designations.
- **Research Allowance** - Academic administrators may be granted a set research allowance if the administrator has an active research interest and intends to maintain that research.

Performance Reviews and Salary Advancement Executives

A performance review and salary advancement process provides a mechanism for accountability and career advancement.



THOMPSON RIVERS UNIVERSITY

Process

- Individual goals and objectives for each academic year will be submitted.
- The performance will be reviewed each year in July in relation to that year's goals and objectives.
- The President or the responsible Vice-President as appropriate, shall recommend merit awards expressed as a dollar value increase to base salary to take effect July 1st.
- The performance review shall result in one of the following assessments:
 - Outstanding performance
 - Satisfactory performance
 - Needs Improvement
- The amount of the merit award shall be commensurate with performance and will be awarded until the individual reaches the normal ceiling for the position. Compensation above the normal ceiling for the range will only be awarded on outstanding performance.
- Consideration of salary anomalies based on either internal and/or external comparisons may occur at any time, but no more than once in any five-year period.
- Compensation adjustments will be submitted annually to the Human Resources Committee of the Board of Governors for information.

Thompson Rivers University

Summary Compensation Table at 2017

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2016/2017 Total Compensation	Previous Two Years Totals Total Compensation	
							2015/2016	2014/2015
Alan Shaver, President and Vice-Chancellor	\$ 199,440	-	\$ 6,098	\$ 20,063	-	\$ 225,601	\$ 229,293	\$ 229,346
Christine Lisa Bovis-Crossen, Provost and Vice-President	\$ 192,504	-	\$ 7,961	\$ 19,361	\$ 6,000	\$ 225,826	\$ 135,646	
Baihua Chadwick, Associate Vice-President, International and CEO Global Operations	\$ 151,799	-	\$ 9,512	\$ 15,266	-	\$ 176,577		
Matthew Milovick, Vice-President, Administration and Finance	\$ 189,512	-	\$ 10,606	\$ 19,061	\$ 6,000	\$ 225,179	\$ 226,121	\$ 226,595
Christopher Seguin, Vice-President, Advancement	\$ 139,355	-	\$ 10,159	\$ 14,015	\$ 6,000	\$ 169,529	\$ 167,603	\$ 167,167

Summary Other Compensation Table at 2017

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Alan Shaver, President and Vice-Chancellor	-	-	-	-	-	-	-
Christine Lisa Bovis-Crossen, Provost and Vice-President	\$ 6,000	-	-	-	\$ 6,000	-	-
Baihua Chadwick, Associate Vice-President, International and CEO Global Operations	-	-	-	-	-	-	-
Matthew Milovick, Vice-President, Administration and Finance	\$ 6,000	-	-	-	\$ 6,000	-	-
Christopher Seguin, Vice-President, Advancement	\$ 6,000	-	-	-	\$ 6,000	-	-

Notes

<p>Alan Shaver, President and Vice-Chancellor</p>	<p>General Note: Administrative and Academic Leave Accrual: TRU Executives are eligible to accrue Administrative or Academic Leave. Administrative/Academic Leave is to be taken following the completion of contractual requirements as per the employment contract with the university. Leaves require the completion of set terms before individuals are eligible for the leaves. Approval for the purpose of the leave is required following completion of the eligibility requirements for taking leave. Leaves will be disclosed in the fiscal year in which they are taken by an individual and paid by the university. Note: Statutory and Health Benefits decrease in 2017 due to maximum age for benefit.</p>
<p>Christine Lisa Bovis-Crossen, Provost and Vice-President</p>	<p>General Note: Administrative and Academic Leave Accrual: TRU Executives are eligible to accrue Administrative or Academic Leave. Administrative/Academic Leave is to be taken following the completion of contractual requirements as per the employment contract with the university. Leaves require the completion of set terms before individuals are eligible for the leaves. Approval for the purpose of the leave is required following completion of the eligibility requirements for taking leave. Leaves will be disclosed in the fiscal year in which they are taken by an individual and paid by the university. As per Employment Contract, Item 29: The Provost and Vice President will be entitled to a travel allowance of \$500 per month. The travel allowance is a taxable benefit. Note: the difference in Statutory and Health Benefits contributions, 2016 to 2017, is due to the fact that a) extended health benefits in 2017 reports 12 months of contributions as compared to less than 12 months (60%) in 2016, and b) CPP and EI are lower in 2017 than in 2016 due to when contributions maxed out in the initial year of employment. Note from Finance: CPP and EI Premiums are \$2,460 and \$1,380 lower in fiscal 2017 than 2016. This is due to September 2015 start date. CPP and EI premiums were made September – November 2015 (until max for the 2015 calendar year) and then CPP and EI premiums started again in Jan 2016 to March 2016 (until the max for the year was reached). Both of these time periods fall in the 2016 fiscal year-end. In fiscal 2017 subject to CPP and EI premium in Jan – March 2017 as she had maxed out for calendar 2016 before the new fiscal year started.</p>
<p>Baihua Chadwick, Associate Vice-President, International and CEO Global Operations</p>	
<p>Matthew Milovick, Vice-President, Administration and Finance</p>	<p>General Note: Vehicle allowance as per Employment Contract, Item 3.4 Automobile and Travel Allowance: a) When Mr. Milovick assumes the duties of Vice-President, Administration & Finance, he will be entitled to a taxable automobile allowance of \$500 per month. Reimbursement of travel expenses will be in accordance with TRU Policy. Administrative and Academic Leave Accrual: TRU Executives are eligible to accrue Administrative or Academic Leave. Administrative/Academic Leave is to be taken following the completion of contractual requirements as per the employment contract with the university. Leaves require the completion of set terms before individuals are eligible for the leaves. Approval for the purpose of the leave is required following completion of the eligibility requirements for taking leave. Leaves will be disclosed in the fiscal year in which they are taken by an individual and paid by the university.</p>
<p>Christopher Seguin, Vice-President, Advancement</p>	<p>General Note: Administrative and Academic Leave Accrual: TRU Executives are eligible to accrue Administrative or Academic Leave. Administrative/Academic Leave is to be taken following the completion of contractual requirements as per the employment contract with the university. Leaves require the completion of set terms before individuals are eligible for the leaves. Approval for the purpose of the leave is required following completion of the eligibility requirements for taking leave. Leaves will be disclosed in the fiscal year in which they are taken by an individual and paid by the university. Employment Contract 3.7 Automobile and Travel Allowance a) The Vice-President will be entitled to an automobile allowance of \$500 per month. Reimbursement of travel expenses will be in accordance with TRU Policy.</p>