



DRAFT

Executive Compensation Program

Effective – September 1, 2017

A. Compensation Philosophy

Provide information on the designated employer's compensation philosophy including details on how the executive compensation program supports the employer's strategic objectives and what the program, including its approach to performance-related pay, is designed to reward.

Nipissing University is a progressive, primarily undergraduate university known for providing a supportive, individualized learning environment. It has an excellent reputation for its teacher education, arts, science, business and nursing programs and is developing a dynamic research culture.

Nipissing University must be competitive to attract high quality candidates and retain high quality employees to all positions at the University, including the three designated executive positions: President & Vice-Chancellor; Provost & Vice-President, Academic & Research; and Vice-President, Finance & Administration.

Recognizing that Nipissing University is a publically funded institution, it is imperative that the University operate in a fiscally responsible manner. At the same time, ensuring that Nipissing University can provide fair and equitable compensation will assist in its ability to be competitive in attracting employees, as well as retaining current employees. This will assist Nipissing University in supporting and achieving its operating goals and strategic objectives.

B. Designated Executive Positions

List all designated executives at the designated employer. If applicable, indicate the class or category of each designated executive position as it relates to the salary and performance-related pay structure in the executive compensation program.

1. President and Vice-Chancellor
2. Provost & Vice-President, Academic and Research
3. Vice-President, Finance and Administration

C. Salary and Performance-related Pay Caps

Comparator Selection

Provide information on the comparators used to benchmark salary and performance-related pay at the designated employer for each designated executive position or class of positions. Provide a rationale for the chosen comparators.

Nipissing University selected the same eight comparators for each of the designated executive positions.

University	Designated Executive Position Title	Designated Executive Position Title	Designated Executive Position Title
Nipissing University	President & Vice-Chancellor	Provost & Vice-President, Academic & Research	Vice-President, Finance & Administration
Algoma University	President & Vice-Chancellor	Vice-President, Academic & Research	Vice-President, Finance & Administration
OCAD University	President & Vice-Chancellor	Vice-President, Academic & Provost	Vice-President, Administration & Finance
Trent University	President & Vice-Chancellor	Provost & Vice-President, Academic	Vice-President, Finance & Administration
Lakehead University	President & Vice-Chancellor	Provost & Vice-President, Academic	Vice-President, Administration & Finance
Laurentian University	President & Vice-Chancellor	Vice-President, Academic & Provost	Vice-President, Administration
Mount Allison University	President & Vice-Chancellor	Vice-President, Academic & Research	Vice-President, Finance & Administration
Mount St. Vincent University	President & Vice-Chancellor	Vice-President, Academic & Provost	Vice-President, Administration
St. Mary's University	President & Vice-Chancellor	Vice-President, Academic & Research	Vice-President, Finance & Administration

The following factors were reviewed in selecting the eight comparator institutions and positions:

Scope of Responsibilities

All comparator positions identified have similar titles and roles that require have similar responsibilities and level of accountability. The positions require the same level of competencies, skills and experience.

Type of Operation the Organization Engages in

University Post-Secondary Education - University.

Industries within which the Organization Competes for Executives

Nipissing University has selected other Ontario and similar sized out-of-province universities as their comparators. When seeking to fill any of the three designated positions, the skills, knowledge, and

abilities related to the position are closely reviewed to those that would have prior post-secondary, and more specifically university experience.

Location of Organization

Most comparators are universities in Ontario, three of which are in Northern Ontario. We feel it is very important to use our northern counterparts as comparators. Other out-of-province comparators were selected because of their similar size.

Size of the Organization

Nipissing University reviewed the size of our comparators reviewing each of the comparators’ operating budgets and number of students enrolled. The comparators that Nipissing University selected have operating budgets, and a level of undergraduate and graduate student enrollment, that are the closest to Nipissing University among all Ontario universities. Further information is identified in the table below:

University	2016-2017 Operating Budget	Undergraduate & Graduate Student Enrollment (2016/2017)
Algoma University	\$ 28,944,000	1,310 (U/G only)
Mount Allison University	\$ 44,133,000	2,250
Mount Saint Vincent University	\$ 51,304,495	4,050
OCAD University	\$ 60,000,000	4,490
Nipissing University	\$ 71,279,170	5,081
Trent University	\$120,000,000	8,940
Saint Mary’s University	\$123,000,000	6,373
Lakehead University	\$124,023,000	8,284
Laurentian University	\$135,161,000	9,583

Ontario University comparator salary data was sourced from the Council of Ontario Universities Executive Compensation survey conducted by Gallagher McDowall Associates. Out-of-province salary data was provided by the comparator University.

Comparative Analysis Details

Provide information on the percentile used to benchmark the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the methodology used to determine salary and performance-related pay can provide useful context.

We have chosen the 50th percentile to use in this program. Ontario University salary data and position profiles were provided by a consultant, Gallagher McDowall & Associates. For Universities outside of Ontario, the information was provided by the comparator University. Comparators used for each of the designated positions are from the following Universities:

1. Algoma University
2. OCAD University
3. Mount Allison University
4. Mount Saint Vincent University

5. Trent University
6. Saint Mary's University
7. Lakehead University
8. Laurentian University

The descriptions for each position compared to, along with the 50th percentiles for salaries, is included below:

President & Vice-Chancellor

50th Percentile: \$300,000

Reports to: Board of Governors

Serve as the Chief Executive Officer of the University to provide institutional leadership and oversight. Develop and drive mission and strategy, and act as the principal ambassador of the University. Define the strategic vision, mandate, and direction. Lead the setting of University goals and the determination of priorities and allocation of resources. Lead the creation, implementation and compliance with University strategic and policy frameworks. Lead the executive leadership team in the operation of the University and the use of its resources. Direct fund development initiatives and cultivate University donors. Identify new revenue sources, opportunities for innovation, high-quality investments, and potential cost reductions to align with strategic priorities and meeting fiscal requirements. Develop strategies to enhance overall reputation of the University. Foster partnerships and connections between research, industry and the community at large. Establish and enhance provincial, national and international collaborations. Build and maintain relationships within the University community and its constituents, students, faculty, staff, administration, alumni, the Board of Governors, the Board of Trustees, the local community, industry, government, and other public, corporate and individual funders. Anticipate trends in post-secondary education, identify potential impact to the University and guide the University through issues and challenges.

Provost & Vice-President, Academic & Research

50th Percentile: \$222,000

Reports to: President & Vice-Chancellor

Serve as the academic leader/chief academic and budget officer of the University, and the principal advisor on academic matters. Works closely with the President, Vice-Presidents, Deans, and Faculty to develop academic programming and to advance the University's strategic plans. Create, develop, and promote the academic mission of the University. Lead curriculum and program development, including program quality assurance, faculty recruitment, retention, and development, and the design of enrollment strategies. Responsible for the allocation of the University's academic resources, and collaborates mostly with the Dean's and the other Vice-Presidents, on the development and implementation of the University's annual academic budget. Establish the strategic directions of the University's information technology resources, preparing and maintaining long-term information systems plans. Partner with leadership across the University to determine information needs and solutions. Plays a major role in faculty and academic staff relations, and in the planning process of all academic activity. The scope of the role typically includes responsibility for some or all of the following: Student Affairs, Graduate Studies, Human Resources, Registrar services/Enrollment Management, Library Services, and information systems and technology.

Vice-President, Finance & Administration

50th Percentile: \$204,000

Reports to: President & Vice-Chancellor

Responsible for the leadership, direction, development, and planning of the University's operational units which includes Finance and one or more of the following: Human Resources, Information Technology, Legal, Facilities Management, Ancillary Services. Provide strategic financial leadership and direction to the operation including financial planning, budget support, and reporting to management and the finance, audit, and the governance committees of the Board of Governors. Responsible for the strategic development, design, implementation, and leadership of human resource priorities, operations, and services encompassing all or some of the following; employee and labour relations; total compensation; HRIS; talent acquisition; performance management; equity and inclusion; workforce planning; learning and development; and occupational health and safety. Responsible for providing oversight for physical resources, operations, maintenance, capital projects and construction, planning and security. Review, assess and recommend campus real estate land development. Lead, direct, and assess the University's ancillary services including housing, residences, food services, campus beverage services, and parking services. Set operational strategy for other administrative functions, depending on the portfolio, and is responsible for policy development, interpretation and administration.

C. Pay Structure

Provide information on the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the salary ranges and performance-related pay structure can provide useful context.

Executive Position or Class of Positions	Salary Range Minimum (\$)	Job Rate (\$)	Salary Range Maximum (\$)	Target Annual Performance - related pay	Maximum Annual Performance - related Pay (% of salary)	Salary and Performance - related Pay Cap (\$)
President & Vice-Chancellor	250,000	250,000	300,000	0%	0%	300,000
Provost & Vice-President, Academic & Research	195,000	195,000	222,000	0%	0%	222,000
Vice-President, Finance & Administration	180,000	180,000	204,000	0%	0%	204,000

Nipissing University does not provide performance-related pay.

D. Salary and Performance-related Pay Envelope

Provide the sum of salary and performance-related pay paid to designated executives for the most recently completed pay year. In addition, provide the maximum rate of increase to the salary and performance-related pay envelope. Additional information on why changes are necessary and how they were determined can provide useful context.

Sum of Salary and Performance-related Pay for the Most Recently Completed Pay Year (\$)	Maximum Rate of Increase to Envelope (%)
Total: \$640,000.00	5%

Nipissing University does not provide performance-related pay. Any adjustments in salary for designated executives shall be approved by the Board of Governors and any adjustments to the salary pay envelope, by way of proration, shall also be determined by the Board of Governors.

Rationale regarding potential salary increases:

Financial and compensation priorities of the Ontario government:

The Ontario government has approved a balanced budget in 2017-2018 for the first time since 2008-2009.

In the 2017 Ontario Budget, it was outlined that the government would be enhancing 'its approach to ensure that employers are not only held accountable to specific requirements', and that employers also be consistent with responsible and transparent administration of executive compensation. The Budget also outlined that this enhanced approach would ensure that broader public-sector organizations are accountable for compensation decisions but also need to be able to attract and retain the necessary talent to deliver high-quality public services while managing public dollars responsibly.

Compensation trends:

According to the Ontario Ministry of Labour, the 11-year average from 2006-2016 of the annual wage base increase for the provincial public sector was 1.82%. Most of these employees also receive annual increases for 'progress through the ranks' up to the maximum of their salary ranges.

Proportion of the operating budget used for executive

Nipissing University's annual operating budget for the 2016-2017 academic year was \$71,279,179. The current annual pay envelope for the three designated positions (\$640,000.00) represents less than 1% of the University's operating budget. We have attached a chart to demonstrate that this is consistent with the eight comparator universities that have been used.

Expansion in operations:

Nipissing University is not expected to experience any significant expansion that is not the result of significant organizational restructuring. The designated executive positions have had similar responsibilities for several years.

Effect on the Ability to Attract and Retain Talent:

The rate of turnover of executives among Canadian universities is very high. This can be seen by the number of appointments reported by University Affairs on a regular basis. It is very important for Nipissing University to be able to provide compensation that will continue to attract qualified candidates.

Further, as the salaries of the positions in the management levels below the designated executives have continued to increase while the designated executives' salaries have remained frozen, the differential between the executives and the level below has continued to erode. Between 2011 and 2017, the average rate of increase (which includes both economic increases and 'progress-through the-ranks' increases) through the annual increase processes for non-designated managers and bargaining unit employees and faculty has ranged from 3% and 5.8% per year. The proposed increase to the pay envelope is necessary to avoid further compression.

E. Other Elements of Compensation

Provide information on any proposed compensation elements, other than salary and performance-related pay, that would be provided to designated executive positions or classes of positions but that are not generally provided in the same manner and relative amount to non-executive managers.

Include rationale outlining the critical business reasons that justify the provision of each proposed element of compensation.

Automobile Allowance

Nipissing University provides an automobile allowance for the President & Vice-Chancellor position. The President and Vice-Chancellor is a designated executive position where a vehicle is required.

The role requires the incumbent to attend many external functions, meetings, etc. across the community and throughout the province which are critical for the operation of the University. Given the geographic location of Nipissing University, it is more cost effective to provide a vehicle allowance for travel than to provide rental vehicles or alternative travel arrangements.

Administrative Leave

Nipissing University provides Administrative Leave to academic administrators.

Administrative leaves are normally available to academic administrators across the university sector in both Ontario and across Canada. Administrative leaves are provided to those in senior academic positions in order to enable them to continue their academic research. This type of leave is similar to sabbatical leaves that are normally available to most faculty at universities across Ontario and Canada. Since administrative leave is commonly provided to academic administrators across the university sector, Nipissing University also provides administrative leave in order to be able to attract and retain experienced candidates to these positions.

Contact Information:

Nipissing University
Completed by - Executive Compensation Committee
Jenny Mackie, Director, Human Resources
Michelle Travers, Manager, Payroll Services
Christine Dowdall, University Secretary/Access & Privacy Officer
Gary Jodouin, Member, Board of Governors

100 College Drive, P.O. Box 5002
North Bay, ON P1B 8L7
Contact Telephone Number: 705-474-3450, extension 4668
Contact email address: jennym@nipissingu.ca

DESIGNATED EXECUTIVE SALARIES AND OPERATING BUDGET

	Operating Budget 2016-2017	President	President Salary as a % of operating budget	Provost & Vice President, Academic	Provost & VP Academic Salary as a % of operating budget	VP Finance & Administration	VP Finance and Admin Salary as a % of operating budget	Total Salaries	Total Salaries as % of Operating Budget
	28,944,000	236,000	0.82%	163,000	0.56%	166,000	0.57%	565,000	1.95%
	44,133,000	329,999	0.75%	204,000	0.46%	204,000	0.46%	737,999	1.67%
	51,304,495	289,909	0.57%	194,000	0.38%	196,705	0.38%	680,614	1.33%
	60,000,000	257,500	0.43%	222,000	0.37%	220,000	0.37%	699,500	1.17%
	71,279,170	250,000	0.35%	210,000	0.29%	180,000	0.25%	640,000	0.90%
	120,000,000	305,000	0.25%	240,000	0.20%	240,000	0.20%	785,000	0.65%
	124,023,000	350,000	0.28%	245,000	0.20%	210,000	0.17%	805,000	0.65%
	135,161,000	301,156	0.22%	223,650	0.17%	202,561	0.15%	727,367	0.54%
	140,741,000	300,000	0.21%	240,000	0.17%	240,000	0.17%	780,000	0.55%
P50		300000		222000		204000			

Report

Nipissing University - Peer Group 1

Gallagher McDowall Associates
141 Adelaide Street W., Suite 905
Toronto, Ontario M5H 3L5
(416) 644-6584
compnetworx@ajg.com

Survey As Of Date: 01-Jan-2017



Selection Criteria

Peer Group

Nipissing University Peer Group 1

Show Data Comparison

Yes

Compare Market Data Stat Element

P50

Exclude Your Data

Yes

Apply Selection Criteria to your Organization's Data

No

Salary Survey Report

101 President or Executive Head/Vice Chancellor

Reports To: Board of Governors

Serve as the Chief Executive Officer of the University to provide institutional leadership and oversight, develop and drive mission and strategy, and act as the principal ambassador of the University. Define the strategic vision, mandate and direction. Lead the setting of University goals and the determination of priorities and allocation of resources. Lead the creation, implementation and compliance with University strategic and policy frameworks. Lead the executive leadership team in the operation of the University and the use of its resources. Direct fund development initiatives and cultivate University donors. Identify new revenue sources, opportunities for innovation, high-quality investments, and potential cost reductions to align with strategic priorities and meeting fiscal requirements. Develop strategies to enhance the overall reputation of the University. Foster partnerships and connections between research, industry and the community at large. Establish and enhance provincial, national, and international collaborations. Build and maintain relationships within the University community and its constituents: students, faculty, staff, administration, alumni, the Board of Governors, the Board of Trustees, the local community, industry, government, and other public, corporate, and individual funders. Anticipate trends in post-secondary education, identify potential impact to the University and guide the University through issues and challenges.

Quality of Match Lower 0% Match 100% Higher 0%

Compensation Element	----- Market Data -----										----- Your Organizations's Data -----		
	Org / Inc Weighted	No. Of Orgs	No. Of Incs	Eligible Percentage	Average	P10	P25	P50	P75	P90	No. Of Incs	Average	Difference %
Range Min/1st Step	ORG	1	1	-	-	-	-	-	-	-	0	-	-
Mid Point/Final Step	ORG	1	1	-	-	-	-	-	-	-	0	-	-
Range Max/Final Step	ORG	1	1	-	-	-	-	-	-	-	0	-	-
Actual Base Salary	ORG	8	8	-	\$292.8	-	\$251.5	\$295.9	\$333.2	-	1	\$250.0	-18.4%
Maximum Framework Salary	ORG	8	8	-	\$292.8	-	\$251.5	\$295.9	\$333.2	-	1	\$250.0	-18.4%
Elig Bonus	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Target Bonus Max Percent	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Max 304 STI %	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Actual Bonus Recvd	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Actual Total Cash	ORG	8	8	-	\$298.8	-	\$251.5	\$303.1	\$342.5	-	1	\$250.0	-21.2%
Framework Total Cash	ORG	8	8	-	\$298.8	-	\$251.5	\$303.1	\$342.5	-	1	\$250.0	-21.2%

"-" Indicates not applicable or insufficient data.

All dollars reported in \$000's.

Salary Survey Report

101 President or Executive Head/Vice Chancellor

Reports To: Board of Governors

Serve as the Chief Executive Officer of the University to provide institutional leadership and oversight, develop and drive mission and strategy, and act as the principal ambassador of the University. Define the strategic vision, mandate and direction. Lead the setting of University goals and the determination of priorities and allocation of resources. Lead the creation, implementation and compliance with University strategic and policy frameworks. Lead the executive leadership team in the operation of the University and the use of its resources. Direct fund development initiatives and cultivate University donors. Identify new revenue sources, opportunities for innovation, high-quality investments, and potential cost reductions to align with strategic priorities and meeting fiscal requirements. Develop strategies to enhance the overall reputation of the University. Foster partnerships and connections between research, industry and the community at large. Establish and enhance provincial, national, and international collaborations. Build and maintain relationships within the University community and its constituents: students, faculty, staff, administration, alumni, the Board of Governors, the Board of Trustees, the local community, industry, government, and other public, corporate, and individual funders. Anticipate trends in post-secondary education, identify potential impact to the University and guide the University through issues and challenges.

Quality of Match Lower 0% Match 100% Higher 0%

Compensation Element	----- Market Data -----										----- Your Organizations's Data -----		
	Org / Inc Weighted	No. Of Orgs	No. Of Incs	Eligible Percentage	Average	P10	P25	P50	P75	P90	No. Of Incs	Average	Difference %
Range Min/1st Step	INC	1	1	-	-	-	-	-	-	-	0	-	-
Mid Point/Final Step	INC	1	1	-	-	-	-	-	-	-	0	-	-
Range Max/Final Step	INC	1	1	-	-	-	-	-	-	-	0	-	-
Actual Base Salary	INC	8	8	-	\$292.8	-	\$251.5	\$295.9	\$333.2	-	1	\$250.0	-18.4%
Maximum Framework Salary	INC	8	8	-	\$292.8	-	\$251.5	\$295.9	\$333.2	-	1	\$250.0	-18.4%
Elig Bonus	INC	2	2	25.0%	-	-	-	-	-	-	0	-	-
Target Bonus Max Percent	INC	2	2	-	-	-	-	-	-	-	0	-	-
Max 304 STI %	INC	2	2	-	-	-	-	-	-	-	0	-	-
Actual Bonus Recvd	INC	2	2	-	-	-	-	-	-	-	0	-	-
Actual Total Cash	INC	8	8	-	\$298.8	-	\$251.5	\$303.1	\$342.5	-	1	\$250.0	-21.2%
Framework Total Cash	INC	8	8	-	\$298.8	-	\$251.5	\$303.1	\$342.5	-	1	\$250.0	-21.2%

"-" Indicates not applicable or insufficient data.

All dollars reported in \$000's.

Salary Survey Report

102a Vice President, Academic and Provost

Reports To: President and Vice Chancellor

Serve as the academic leader/chief academic and budget officer of the university, and the principal advisor on academic matters. Works closely with the president, vice-presidents, deans and faculty to develop academic programming and to advance the university's strategic plans. Create, develop, and promote the academic mission of the University. Lead curriculum and program development, including program quality assurance, faculty recruitment, retention, and development, and the design of enrolment strategies. Responsible for the allocation of the University's academic resources, and collaborates closely with the Deans and the other Vice Presidents on the development and implementation of the University's annual academic budget. Establish the strategic direction of the University's information technology resources, preparing and maintaining long term information systems plans. Partner with leadership across the University to determine information needs and solutions. Plays a major role in faculty and academic staff relations, and in the planning process of all academic activity. The scope of the role typically includes responsibility for some or all of the following: Student Affairs, Graduate Studies, Human Resources, Registrar Services/ Enrolment Management, Library Services, and Information Systems and Technology.

Quality of Match Lower 12% Match 88% Higher 0%

Compensation Element	----- Market Data -----										----- Your Organizations's Data -----		
	Org / Inc Weighted	No. Of Orgs	No. Of Incs	Eligible Percentage	Average	P10	P25	P50	P75	P90	No. Of Incs	Average	Difference %
Range Min/1st Step	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Mid Point/Final Step	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Range Max/Final Step	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Actual Base Salary	ORG	7	7	-	\$240.3	-	\$222.0	\$240.0	\$270.0	-	1	\$210.0	-14.3%
Maximum Framework Salary	ORG	8	8	-	\$234.4	-	\$215.3	\$232.0	\$266.9	-	1	\$210.0	-10.5%
Elig Bonus	ORG	3	3	-	-	-	-	-	-	-	0	-	-
Target Bonus Max Percent	ORG	3	3	-	5.7%	-	-	-	-	-	0	-	-
Max 304 STI %	ORG	3	3	-	5.7%	-	-	-	-	-	0	-	-
Actual Bonus Recvd	ORG	3	3	-	\$14.2	-	-	-	-	-	0	-	-
Actual Total Cash	ORG	7	7	-	\$246.4	-	\$223.7	\$240.0	\$273.0	-	1	\$210.0	-14.3%
Framework Total Cash	ORG	8	8	-	\$239.7	-	\$222.4	\$232.0	\$270.5	-	1	\$210.0	-10.5%

"-" Indicates not applicable or insufficient data.

All dollars reported in \$000's.

Salary Survey Report

102a Vice President, Academic and Provost

Reports To: President and Vice Chancellor

Serve as the academic leader/chief academic and budget officer of the university, and the principal advisor on academic matters. Works closely with the president, vice-presidents, deans and faculty to develop academic programming and to advance the university's strategic plans. Create, develop, and promote the academic mission of the University. Lead curriculum and program development, including program quality assurance, faculty recruitment, retention, and development, and the design of enrolment strategies. Responsible for the allocation of the University's academic resources, and collaborates closely with the Deans and the other Vice Presidents on the development and implementation of the University's annual academic budget. Establish the strategic direction of the University's information technology resources, preparing and maintaining long term information systems plans. Partner with leadership across the University to determine information needs and solutions. Plays a major role in faculty and academic staff relations, and in the planning process of all academic activity. The scope of the role typically includes responsibility for some or all of the following: Student Affairs, Graduate Studies, Human Resources, Registrar Services/ Enrolment Management, Library Services, and Information Systems and Technology.

Quality of Match Lower 12% Match 88% Higher 0%

Compensation Element	----- Market Data -----										----- Your Organizations's Data -----		
	Org / Inc Weighted	No. Of Orgs	No. Of Incs	Eligible Percentage	Average	P10	P25	P50	P75	P90	No. Of Incs	Average	Difference %
Range Min/1st Step	INC	2	2	-	-	-	-	-	-	-	0	-	-
Mid Point/Final Step	INC	2	2	-	-	-	-	-	-	-	0	-	-
Range Max/Final Step	INC	2	2	-	-	-	-	-	-	-	0	-	-
Actual Base Salary	INC	7	7	-	\$240.3	-	\$222.0	\$240.0	\$270.0	-	1	\$210.0	-14.3%
Maximum Framework Salary	INC	8	8	-	\$234.4	-	\$215.3	\$232.0	\$266.9	-	1	\$210.0	-10.5%
Elig Bonus	INC	3	3	37.5%	-	-	-	-	-	-	0	-	-
Target Bonus Max Percent	INC	3	3	-	5.7%	-	-	-	-	-	0	-	-
Max 304 STI %	INC	3	3	-	5.7%	-	-	-	-	-	0	-	-
Actual Bonus Recvd	INC	3	3	-	\$14.2	-	-	-	-	-	0	-	-
Actual Total Cash	INC	7	7	-	\$246.4	-	\$223.7	\$240.0	\$273.0	-	1	\$210.0	-14.3%
Framework Total Cash	INC	8	8	-	\$239.7	-	\$222.4	\$232.0	\$270.5	-	1	\$210.0	-10.5%

"-" Indicates not applicable or insufficient data.

All dollars reported in \$000's.

Salary Survey Report

107a Vice President, Finance and Administration

Reports to: President and Vice Chancellor

Responsible for the leadership, direction, development, and planning of the University's operational units which includes Finance and one or more of the following: human resources, information technology, legal, facilities management, ancillary services. Provide strategic financial leadership and direction to the organization including financial planning, budget support, and reporting to management and the Finance, Audit, and the Governance Committees of the Board of Governors. Responsible for the strategic development, design, implementation, and leadership of human resource priorities, operations and services encompassing all or some of the following: employee and labour relations; total compensation; HRIS; talent acquisition; performance management; equity and inclusion; workforce planning; learning and development; and occupational health and safety. Responsible for providing oversight for physical resources, operations, maintenance, capital projects and construction, planning and security. Review, assess and recommend campus real estate land development. Lead, direct, and assess the University's ancillary services including housing, residences, food services, campus beverage services, and parking services. Set operational strategy for other administrative functions, depending on the portfolio, and is responsible for policy development, interpretation and administration.

Quality of Match Lower 0% Match 100% Higher 0%

Compensation Element	----- Market Data -----										----- Your Organizations's Data -----		
	Org / Inc Weighted	No. Of Orgs	No. Of Incs	Eligible Percentage	Average	P10	P25	P50	P75	P90	No. Of Incs	Average	Difference %
Range Min/1st Step	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Mid Point/Final Step	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Range Max/Final Step	ORG	2	2	-	-	-	-	-	-	-	0	-	-
Actual Base Salary	ORG	7	7	-	\$206.5	-	\$181.5	\$205.0	\$240.0	-	1	\$180.0	-13.9%
Maximum Framework Salary	ORG	7	7	-	\$214.7	-	\$181.5	\$210.0	\$250.0	-	1	\$180.0	-16.7%
Elig Bonus	ORG	4	4	-	-	-	-	-	-	-	0	-	-
Target Bonus Max Percent	ORG	4	4	-	5.6%	-	-	4.9%	-	-	0	-	-
Max 304 STI %	ORG	4	4	-	5.6%	-	-	4.9%	-	-	0	-	-
Actual Bonus Recvd	ORG	4	4	-	\$6.2	-	-	\$7.3	-	-	0	-	-
Actual Total Cash	ORG	7	7	-	\$210.0	-	\$181.5	\$210.0	\$240.0	-	1	\$180.0	-16.7%
Framework Total Cash	ORG	7	7	-	\$221.9	-	\$181.5	\$220.0	\$259.3	-	1	\$180.0	-22.2%

"-" Indicates not applicable or insufficient data.

All dollars reported in \$000's.

Salary Survey Report

107a Vice President, Finance and Administration

Reports to: President and Vice Chancellor

Responsible for the leadership, direction, development, and planning of the University's operational units which includes Finance and one or more of the following: human resources, information technology, legal, facilities management, ancillary services. Provide strategic financial leadership and direction to the organization including financial planning, budget support, and reporting to management and the Finance, Audit, and the Governance Committees of the Board of Governors. Responsible for the strategic development, design, implementation, and leadership of human resource priorities, operations and services encompassing all or some of the following: employee and labour relations; total compensation; HRIS; talent acquisition; performance management; equity and inclusion; workforce planning; learning and development; and occupational health and safety. Responsible for providing oversight for physical resources, operations, maintenance, capital projects and construction, planning and security. Review, assess and recommend campus real estate land development. Lead, direct, and assess the University's ancillary services including housing, residences, food services, campus beverage services, and parking services. Set operational strategy for other administrative functions, depending on the portfolio, and is responsible for policy development, interpretation and administration.

Quality of Match Lower 0% Match 100% Higher 0%

Compensation Element	----- Market Data -----										----- Your Organizations's Data -----		
	Org / Inc Weighted	No. Of Orgs	No. Of Incs	Eligible Percentage	Average	P10	P25	P50	P75	P90	No. Of Incs	Average	Difference %
Range Min/1st Step	INC	2	2	-	-	-	-	-	-	-	0	-	-
Mid Point/Final Step	INC	2	2	-	-	-	-	-	-	-	0	-	-
Range Max/Final Step	INC	2	2	-	-	-	-	-	-	-	0	-	-
Actual Base Salary	INC	7	7	-	\$206.5	-	\$181.5	\$205.0	\$240.0	-	1	\$180.0	-13.9%
Maximum Framework Salary	INC	7	7	-	\$214.7	-	\$181.5	\$210.0	\$250.0	-	1	\$180.0	-16.7%
Elig Bonus	INC	4	4	57.1%	-	-	-	-	-	-	0	-	-
Target Bonus Max Percent	INC	4	4	-	5.6%	-	-	4.9%	-	-	0	-	-
Max 304 STI %	INC	4	4	-	5.6%	-	-	4.9%	-	-	0	-	-
Actual Bonus Recvd	INC	4	4	-	\$6.2	-	-	\$7.3	-	-	0	-	-
Actual Total Cash	INC	7	7	-	\$210.0	-	\$181.5	\$210.0	\$240.0	-	1	\$180.0	-16.7%
Framework Total Cash	INC	7	7	-	\$221.9	-	\$181.5	\$220.0	\$259.3	-	1	\$180.0	-22.2%

"-" Indicates not applicable or insufficient data.

All dollars reported in \$000's.