



May 9, 2016

Ms. Christina Zacharuk
CEO & President
Public Sector Employers' Council Secretariat
880 Douglas Street, Suite 210
Victoria, BC V8W 2B7

Dear Ms. Zacharuk,

Further to the 2015-2016 Public Sector Executive Compensation Reporting Guidelines, I am writing to confirm that, to the best of my knowledge:

- the appropriate committee of the Board of Governors, the Executive Committee, is aware of the executive compensation paid by The University of British Columbia in the 2015-2016 fiscal year;
- the compensation information being disclosed is accurate and includes all compensation paid by the University, foundations, subsidiaries, or any other organization related to or associated with the University. It also includes the value of any pre or post-employment payments made during the 12-month period before or after the term of employment; and,
- as Chair of the University's Board of Governors and Executive Committee, I verify such compensation was within approved compensation plans, and complies with guidelines.

If you have any questions or comments, please do not hesitate to forward them to me c/o Ms. Reny Kahlon, Managing Director, Board of Governors Secretariat.

Yours truly,

Stuart Belkin
Chair, UBC Board of Governors



Public Sector Executive Compensation Reporting – Fiscal Year 2015/16
Compensation Philosophy of The University of British Columbia

The University's compensation philosophy is outlined below. However, in fiscal year 2015/16 the government-imposed "salary freeze" for public sector management, including at universities, continued. This was effective September 13, 2012, and remains in place at the date of completing this report.

[1] Material principles and underlying policies and decisions for compensation provided to the President and senior administrators for the most recently completed fiscal year

- The overarching principle of compensation is to retain and attract outstanding employees who will contribute to and further UBC's excellence within British Columbia, Canada, and the world. Within that fundamental guiding principle, the compensation plan for senior administrators is based on the following foundational principles:
 - Performance** – Compensation programs support and promote a performance-based (merit) organizational culture.
 - Differentiation** – Differentiation of salary is supported where there are differences in the scope of the position within an organization, responsiveness to market conditions (some skills, competencies and professional designations are more costly), and/or due to superior individual team contributions.
 - Accountability** – Compensation decisions are objective, aligned with UBC's commitments to equity and improving the diversity of its workforce, and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.
 - 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.
- As one of the highest ranked universities in Canada, and one of the top 40 universities in the world, UBC seeks to retain and attract the best senior administrators it can by remaining competitive in its compensation practices with other large research-intensive universities represented by the U15 (i.e., leading research-intensive universities in Canada), and in particular the University of Toronto and the University of Alberta, and with the global market for senior administrator talent generally.

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- The compensation framework is designed to reward sustained performance.
- In recent years, UBC had to introduce an element of housing assistance into the compensation framework to attract senior administrator talent to Metro Vancouver, particularly UBC's location at the end of a peninsula surrounded by Vancouver's most expensive real estate.
- Higher compensation values are often provided to senior academic roles such as the President, Provost and VP Academic, Deputy Vice Chancellor & Principal at UBC Okanagan, and Vice President Research & International to recognize that they have augmented their core academic roles with very senior administrative responsibilities, and to provide incentives for faculty members to undertake these significant administrative roles.
- Compensation values for senior administrative roles reflect a weighting of public and private sector values, with a clear weighting in favour of the public sector, and more particularly UBC's university competitors in Canada and internationally.
- As approved by the Public Sector Employers' Council (PSEC), the President's arrangement represents the organization's maximum compensation, and all other senior administrators must not exceed 90% of that of the President.
- Pension and benefit arrangements should mirror those of the employee group that most closely approximates the nature of the role. For academic senior administrators, benefits mirror those received by faculty members. For non-academic senior administrators, benefits mirror those received by management staff.
- Annual performance reviews, as described below, are primarily driven by performance, and increases are typically provided as a recurring addition to base salary. This is intended to recognize the prior year's performance and the promise of future performance. In addition, there is a review of internal equity across senior administrator positions.



Responsibility for Senior Administrator Compensation

- The responsibility for senior administrator compensation rests with the Executive Committee of the UBC Board of Governors after receiving recommendations from the President for all senior administrators reporting to the President. The foundation of the process is each senior administrator's development of performance objectives at the outset of the performance period. These performance objectives align with the University's strategic priorities and operational imperatives. Actual performance is reviewed against objectives, together with the setting of the next year's objectives. The President is not reviewed for annual salary increases; rather, the salary is established in the employment agreement approved by PSEC and the responsible Minister.

[2] Changes Since Fiscal Year End

- No new policies, actions, or decisions were made after the end of the most recently completed fiscal year that would affect a fair understanding of the compensation of the President and senior administrators for the last fiscal year.

[3] Incentive Plan Performance Targets and Objective Identifiable Measures Related to the Pursuit of Performance Targets

- Martha Piper became UBC's interim President effective September 1, 2015. Her compensation package does not include a performance bonus. Her term ends on June 30, 2016.

[4] Leaves

- Vacation and academic leaves are provided to the President and senior administrators. These relate to UBC's compensation philosophy in that they comprise an important part of the total compensation package to attract and retain outstanding senior administrators. The maximum vacation permitted is six weeks. Academic leaves are provided as an incentive, common across universities, for faculty members to assume academic senior administrator roles. During these term positions they do not accrue service towards study or sabbatical leaves that they would normally receive as a faculty member under their collective agreement.



Footnote to Summary Compensation Table: UBC Supplemental Arrangement

- The total pension contributions made by the employee and the university in any one year cannot exceed the contribution limit, which is 18% of annual earnings, or \$25,370 for 2015, whichever is less. Salaries exceeding \$181,157 in 2015 would have reached this limit. Excess University contributions are directed to the non-registered supplemental arrangement (SRP).
- The SRP contribution amount is that which the employer would be required to contribute to the Faculty Pension Plan (FPP) if there wasn't a maximum limit imposed by the Income Tax Act.
- The employer is the sole legal and beneficial owner of all assets in the SRP. All assets held in the SRP will be available for general creditors of the employer.
- The employer invests the assets.
- Withdrawals from the SRP are available only at termination, retirement, or death.

Contact for media and other inquires:

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Summary Compensation Table at FISCAL, 2016

Name and Position (a)	Salary (b)	Holdback / Bonus / Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2015/16 Total	Previous Two Years Totals	
							2014/15	2013/14
Martha Piper, Interim President & Vice Chancellor	\$ 238,000	\$ -	\$ 3,089	\$ -	\$ -	\$ 241,089	\$ -	\$ -
Arvind Gupta, President & Vice Chancellor	\$ 446,750	\$ -	\$ 9,440	\$ 43,767	\$ 76,096	\$ 576,054	\$ 404,574	\$ -
David Farrar, Provost & VP Academic	\$ 340,000	\$ -	\$ 7,664	\$ 33,092	\$ 1,470	\$ 382,226	\$ 381,935	\$ 384,923
Angela Redish, Provost and Vice-President Academic pro tem	\$ 290,000	\$ -	\$ 7,590	\$ 28,092	\$ -	\$ 325,682	\$ -	\$ -
Andrew Simpson, VP, Finance	\$ 251,875	\$ -	\$ 9,611	\$ 24,468	\$ 13,075	\$ 299,029	\$ -	\$ -
John Hepburn, VP, Research & International	\$ 275,200	\$ -	\$ 7,830	\$ 26,612	\$ 1,774	\$ 311,415	\$ -	\$ -
Deborah Buszard, Deputy Vice Chancellor & Principal – UBC Okanagan	\$ 280,000	\$ -	\$ 7,522	\$ 27,092	\$ 5,584	\$ 320,199	\$ 319,017	\$ 320,586

Summary Other Compensation Table at FISCAL, 2016

Name and Position (a)	All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
Martha Piper, Interim President & Vice Chancellor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arvind Gupta, President & Vice Chancellor	\$ 76,096	\$ -	\$ -	\$ -	\$ -	\$ 11,696	\$ 64,400
David Farrar, Provost & VP Academic	\$ 1,470	\$ -	\$ -	\$ -	\$ -	\$ 1,470	\$ -
Angela Redish, Provost and Vice-President Academic pro tem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Andrew Simpson, VP, Finance	\$ 13,075	\$ -	\$ -	\$ -	\$ -	\$ 5,575	\$ 7,500
John Hepburn, VP, Research & International	\$ 1,774	\$ -	\$ -	\$ -	\$ -	\$ 1,774	\$ -
Deborah Buszard, Deputy Vice Chancellor & Principal – UBC Okanagan	\$ 5,584	\$ -	\$ -	\$ -	\$ -	\$ 5,584	\$ -

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Notes:

Martha Piper, Interim President & Vice Cha	(d) Statutory benefits only (WCB, EI)
Arvind Gupta, President & Vice Chancellor	(b) \$279,219 of this is attributable to the notice period of August 8, 2015 - January 31, 2016. This is followed by 12 months' academic leave. (j) Benefits and taxable benefits that are permitted annually under the executive's contract, such as health assessments and financial planning, which are used to varying degrees from year to year (k) Taxable benefit related to UBC's requirement that the President and his family live in the Norman Mackenzie House on the Vancouver campus
David Farrar, Provost & VP Academic	(b) \$85,000 of this is attributable to salary earned from April 1st - June 30th as Provost & VP Academic. The remainder is attributable to salary earned as Advisor to the President from September 1st - March 31st, after leave from July 1, 2015 - August 31, 2015. (j) Benefits and taxable benefits that are permitted annually under the executive's contract, such as health assessments and financial planning, which are used to varying degrees from year to year.
Angela Redish, Provost and Vice-President Academic pro tem	(b) \$225,000 of this is attributable to salary earned from July 1st - March 31st as Provost & VP Academic. The remainder is attributable to salary earned as Vice Provost & AVP Enrolment and Academic Faculties from April 1st - June 30th.
Andrew Simpson, VP, Finance	(j) Benefits and taxable benefits that are permitted annually under the executive's contract, such as health assessments and financial planning, which are used to varying degrees from year to year. (k) Director fees - UBC IMANT Board of Directors
John Hepburn, VP, Research & International	(j) Benefits and taxable benefits that are permitted annually under the executive's contract, such as health assessments and financial planning, which are used to varying degrees from year to year.
Deborah Buszard, Deputy Vice Chancellor & Principal – UBC Okanagan	(j) Benefits and taxable benefits that are permitted annually under the executive's contract, such as health assessments and financial planning, which are used to varying degrees from year to year.