

May 27, 2021

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

Dear Mr. John Davison,

On behalf of the Royal Roads University Board of Governors, I am pleased to confirm that I have reviewed and approved the university's 2019/20 Executive Compensation Disclosure. The RRU Board of Governors is aware of the executive compensation paid in the 2020/21 fiscal year.

The compensation information being disclosed in this report is accurate and reflects all compensation paid by Royal Roads University, including actual salaries, performance-based incentive payments, and statutory and non-statutory benefits, in accordance with approved compensation plans during the year ended March 31, 2021, and in compliance with government executive compensation guidelines.

There has been no compensation paid by the RRU Foundation and there are no university subsidiaries, or any other organization related to or associated with Royal Roads University. There have been no pre- or post-employment payments made during the 12-month period before or after the term of employments.

Yours truly,

A handwritten signature in black ink, appearing to read 'Nelson Chan', written in a cursive style.

Nelson Chan,
Chancellor and Board Chair
Royal Roads University

cc. Ken Dawson, Executive Director, Labour Strategy and Coordination, Public Sector Employers' Council Secretariat
cc. Blair Littler, Vice President Research Universities' Council of British Columbia



Public Sector Executive Compensation Reporting – Fiscal Year 2020/21

Compensation Philosophy

Royal Roads University (RRU) has a unique mandate in the public post-secondary sector, focused on providing demand-driven, high-quality, effective education and research that contribute to economic prosperity, social advancements and environmental sustainability, and aligns with the labour market needs of British Columbia. RRU offers relevant applied and professional education, providing continuous opportunities to learn and transform lives and careers.

RRU is guided by a business model that ensures long-term financial sustainability. Consistent with this model the Board of Governors has set a financial framework that attempts to ensure that the university's cost structure does not exceed 95% of revenues in any given year.

The university's HR strategy is fully integrated with its business plans to ensure that RRU maintains an efficient, flexible and affordable workforce, taking a deliberate approach to organizational design so that it is structured, at both the managerial and business-unit levels, to achieve alignment and ensure outcomes and long-term objectives are met.

Through this strategy the university promotes an organizational culture of high-performance and customer focus, fosters an engaged and healthy workforce, and provides a transparent, equitable and affordable framework for its total rewards strategy.

Fundamental to both its business philosophy and its position on total rewards, RRU strives to maintain its competitiveness in relation to the appropriate benchmarks in the external labour market, and link compensation to performance-based outcomes. Compensation decisions are informed by and framed with Government policy and directives. Within this context RRU's compensation plans also consider financial performance and are evaluated on an annual basis ensuring that they are aligned with the university's long-term financial sustainability.

RRU's approach to compensation planning considers the composition of the university's entire workforce: excluded and exempt employees (who comprise more than 70% of the total workforce), the Canadian Union of Public Employees Local 3886 (CUPE), the Royal Roads University Faculty Association (RRUFA), numerous contracted associate faculty, and other contractors. Specific compensation plans for CUPE and RRUFA are articulated by their respective collective agreements.

RRU compensation plans require university Board of Governors approval, University Public Sector Employers' Association (UPSEA) approval, and Public Sector Employers' Council (PSEC) approval prior to implementation.

RRU provides the same group benefit package to all its employees. Participation in the College Pension Plan is mandatory at RRU for senior administration/management employees and all academic staff. Similarly, all other regular employees must participate in the Municipal Pension Plan.

The current [RRU compensation philosophy and plan](#) was refreshed and approved April 15, 2019.

Executive Compensation

RRU has not paid any other compensation to the President or any senior executive other than as fully disclosed in the attached annual executive compensation disclosure report.

- **President**

The President's total compensation package, as reflected in the PSEC approved contract was signed May 8, 2018 and came into effect January 1, 2019 and remains in effect through December 31, 2023 inclusive. Effective July 9, 2019, with PSEC support and following assessment of the President's performance for 2018-19, the RRU Board of Governors' Chair and Chancellor approved a 2% base salary increase for the President.

- **Executive**

Consistent with the terms and conditions set out in individual contracts, lump sum merit pay can be awarded to executives as re-earnable lump sum amounts based on the achievements of the university, combined with individual performance.

Since 2017, with PSEC approval, Royal Roads has addressed performance-based compensation for the Executive and Senior Management groups with a combination of a base salary adjustment and a portion of compensation paid in a lump sum merit payment.

Academic leaves (sabbatical) may be provided within the terms and conditions set out in individual contracts, as approved by PSEC, to executives responsible for the academic program. Such leaves are taken at the successful completion of the contracted term of employment sabbatical and are to be paid at the maximum salary level of a full professor in effect at that time.

Summary Compensation Table

Total Compensation						Previous Two Years Totals Total Compensation	
						2019/2020	2018/2019
	Salary (Excluding Holdback/Bonus/Incentive Plan Compensation)	Holdback/Bonus /Incentive Plan Compensation	Benefits	Pension	2020/2021 Total Compensation		
Philip Steenkamp, President & Vice Chancellor	290,538	-	11,644	30,042	332,223	328,066	83,235
Cheryl Eason, Vice President & Chief Financial Officer	210,285	20,632	11,999	21,744	264,659	247,226	232,854
Elizabeth Veronica, Thompson Vice President, Academic & Provost	50,769	-	5,482	5,250	66,966	-	-
Pedro Marquez-Perez, Vice President, Research and International	198,787	19,020	12,269	20,555	253,962	242,312	236,290
Susan Gee, Acting Vice President, Communications and Advancement	171,330	11,903	12,298	17,715	213,246	161,461	-
Katharine Harrold, Vice President, Communications and Advancement	-	12,945	3,922	-	16,867	198,947	222,755
William Holmes, Acting Vice President, Academic & Provost	190,554	-	3,898	16,691	211,143	-	-
Other Allowances	Leave Payout - Sabbatical Leave Accrual	Relocation Allowance	Total Other Allowances	Compensation Notes			
Philip Steenkamp, President & Vice Chancellor	18,026	-	18,026				
Cheryl Eason, Vice President & Chief Financial Officer	-	-	-	Bonus relates to performance in 2019/20 fiscal			
Elizabeth Veronica Thompson, Vice President, Academic & Provost	14,201	2,419	16,620	Start date Jan 04/21			
Pedro Marquez-Perez, Vice President, Research and International	23,668	-	23,668	Bonus relates to performance in 2019/20 fiscal			
Susan Gee, Acting Vice President, Communications and Advancement	-	-	-	Bonus relates to performance in 2019/20 fiscal			
Katharine Harrold, Vice President, Communications and Advancement	-	-	-	On Leave EFF Feb 4/20; Bonus relates to performance in 2019/20 fiscal			
William Holmes, Acting Vice President, Academic & Provost	-	-	-	Compensation relates to April 1 - Dec 31/20 acting position			