

A Culture of Entitlement:
An Overview of Administrative Compensation
at Eight Nova Scotia Universities
2011/12 – 2020/21

Report prepared by



October 2022

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ACKNOWLEDGEMENTS

ANSUT represents full-time faculty, librarians, and contract academic staff at eight of Nova Scotia's 10 universities. ANSUT's vision is to provide its member Associations with the strongest possible voice on post-secondary education issues in the province of Nova Scotia, and to advance its mission by engaging the active participation of its members, both individually and institutionally, to achieve that end.

The member faculty associations are:

- Acadia University Faculty Association (AUFA)
- Association des professeurs, professeures et bibliothécaires de l'Université Sainte-Anne (APPBUSA)
- Atlantic School of Theology Faculty Association (ASTFA)
- Cape Breton University Faculty Association (CBUFA)
- Faculty Union of Nova Scotia College of Art & Design (FUNSCAD)
- Mount Saint Vincent University Faculty Association (MSVUFA)
- Saint Mary's University Faculty Union (SMUFU)
- St. Francis Xavier University Association of University Teachers (StFXAUT).

Sincere thanks to the executive of APPBUSA, AUFA, ASTFA, CBUFA, FUNSCAD, MSVUFA, StFXAUT, SMUFU for their help on this project, and to researcher Ken Rubin.

EXECUTIVE SUMMARY

In Nova Scotia, provincial funding for post-secondary education hovers at approximately 47%. This funding, provided through the Department of Advanced Education to Nova Scotia universities under a multi-year Memorandum of Understanding (MOU), comes with little requirement for public accountability on how the funding is administered, especially regarding executive compensation. A 2012 report, *'A Culture of Entitlement: A report on rising administrative compensation at Nova Scotia Universities'*, found that compensation for presidents rose 45% over six years, in addition to bonuses and other incentives.

This report looks at the compensation and quantity of senior and upper-level administration for eight Nova Scotia universities. Using public disclosure reports, organization charts, online directories, contracts, FOIPOP data, and other publicly available resources, the report analyzes compensation and quantity of six levels of administration, and compares those numbers to increases in faculty compensation and quantity, student/faculty ratios, student enrolment, and tuition fees over the same time period. The results paint a clear picture of how, as executive compensation rockets skyward, faculty and students struggle to keep up.

The data show that spending on these positions rose 84% in ten years. Of this, the total spent on presidents' salaries rose 41% (not including bonuses), spending on vice-presidents' salaries increased 76%, spending on deans rose 86%, directors and managers rose 88% and 63% respectively, and other positions, such as executive secretaries, university librarians, university counsel, and registrars, rose 119% in the past decade.

This is not to say that individual salaries rose that sharply. While some of the increase may be due to lack of data from earlier years, much of the rise can be contributed to an increase in the number of positions. Each university has only one president, but in many cases former presidents are paid administrative leave for a year or two after they end their contract. The number of deans increased by 46%, director positions increased by 66%, managers and supervisors by 93% and other high-level positions by 88% over ten years.

The report also looks at trends in full-time faculty quantity and compensation as a basis for comparison. Over the period of study, faculty salaries across the province rose an average of 17.5% across ranks and increased by five per cent. At the same time, student enrolment grew by nine per cent, even as tuition fees for undergraduate students rose over 52%.

When viewed together, and through the lens of the academic mission of most universities - to provide education, conduct research and contribute to the betterment of society - this data clearly illustrates the unreasonable gains that university leaders and senior administrators have received, as students, staff, and faculty struggle to

keep up. The rise in executive compensation is not new, but the fact that it has continued unabated throughout a global pandemic is particularly egregious. Cuts made necessary by decreased tuition revenue during the pandemic have been borne largely by faculty and staff, some of whom were expected to waive cost-of living increases, accept wage rollbacks or freezes, and teach extra sessions for no compensation, while overall compensation paid to presidents and vice-presidents rose more than 22% over the same year.

Finally, the report concludes that while administrative structure and oversight are necessary and vital functions of our universities, the increases in compensation that administrators employed by Nova Scotia universities receive is blatantly excessive. Recommendations of the report include limiting the portion of university budgets that can be spent on administration, creating transparent and standard reporting structures, seeking inclusion of student and faculty input in development of future MOUs, working with Boards to implement best practices to reduce corporatization and foster collegial governance, and committing to pay living wages and remove precarious employment practices for all university employees.

INTRODUCTION

The original Culture of Entitlement Report was released in 2012. The report, an overview of university spending on executive compensation, was created from a concern that students, staff, and faculty felt in relation to the perceived lack of public accountability in how university funding is administered. The concern focused specifically on the remuneration and hiring practices of senior level administrators at post-secondary education (PSE) institutions in Nova Scotia. The results documented increases in compensation of up to 45% over six years for presidents, and an average increase of 27.5% for vice and assistant/associate vice presidents at eight Nova Scotian universities.¹ It also highlighted bonuses, allowances, and perks for categories like teaching, housing, vehicles, and recreation. Almost a decade later, it appears that little has changed in administrative spending on salaries and infrastructure that seem to be increasingly prioritized ahead of teaching and research expenses.

FUNDING SNAPSHOT

In Canada, most universities' operating funds continue to be provided from federal and provincial governments, with the remainder raised through tuition, donations, investments, private grants, and other minor revenue sources. Over the past thirty years, government funding has decreased at Canadian universities, from just over 70% in 1988 to approximately 47% in 2018², as indicated in Figure 1.

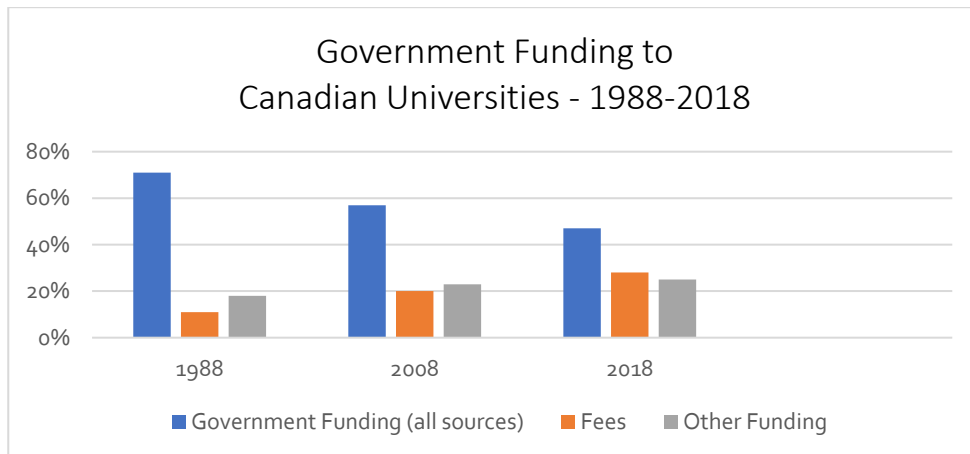


Figure 1: Government Funding to Canadian Universities – 1988-2018

In Nova Scotia, provincial funding to universities was decreased by 10% between 2011 and 2013, followed by modest increases of one per cent annually since 2014, as mandated in the MOU between the province and the universities. This has resulted in funding that is substantially beneath the level it would have been had those earlier

¹ ANSUT. (2012)

² CAUT Almanac. (2019)

increases continued uninterrupted. Universities across the province are struggling, creating a need for emergency funding at several institutions, including \$24.5 million to Acadia between 2012-17³, \$3.95 million to St. Francis Xavier University and \$2.2 million to the University of Kings College in 2018⁴.

Since 2005, funding to Nova Scotia's universities has been administered through Memoranda of Understanding (MOU), multi-year funding agreements between the Province of Nova Scotia and the Council of Nova Scotia Universities (CONSUP). The MOUs are high-level documents that outline broad categories to which university administrations must adhere, such as governance, priorities, transparency, and accountability. Despite repeated requests, faculty have not been included in the development of the MOUs. The three MOUs covered during the period of this report (2012-15, 2015-19, and 2019-24) have been similar in content, with each outlining permissible tuition and funding increases, but with concerning language in several areas, including accountability and tuition increases.

The 2012 and 2015 documents also addressed the current long-standing funding model, with the 2012-15 MOU including a section on a Change Mandate, outcomes of which included the development of a new formula to allocate the provincial grant among universities, collaborative innovation projects to reduce costs and strengthen quality, quality assurance, transparency, and public financial reporting.⁵ The task of creating a new formula was not completed by 2015, so the 2015-19 document stated the current funding formula would continue to apply for the first three years of the agreement, with a new formula to be developed in the final year and implemented in 2017. A 2015 report by the Nova Scotia Auditor General indicated that university administrations and the Department of Labour and Advanced Education executives fell short of achieving these goals, finding that the department does not regularly monitor the financial health of universities, that the funding allocation was not updated, and that not all the listed objectives in the MOU were being met.⁶

TRANSPARENCY AND ACCOUNTABILITY

The 2015-19 MOU advises that, as independent entities, universities are responsible for setting their own operations and strategic directions and that university administrators must only agree to "provide to the province annual financial reports and projections, using a standardized template".⁷ Further, the document permits each university's Board of Governors to "set the terms and conditions of executive compensation", essentially giving them free rein to ensure that such compensation is "fair and competitive with similar institutions in Canada" and to develop a "reasonable framework for administrative leave that reflects principles of accountability, fairness and fiscal responsibility".⁸ Executive contracts must be made public, but otherwise

³ Gorman, Michael. (2017)

⁴ Campbell, Francis. (December 19, 2018)

⁵ Province of Nova Scotia. (2015)

⁶ Report of the Auditor General. (November 2015)

⁷ Province of Nova Scotia. (2019)

⁸ Province of Nova Scotia. (2019)

there is very little enforced accountability to taxpayers to ensure post-secondary education (PSE) funds are being spent to further the key functions of universities: teaching and research.

The 2019 – 24 MOU makes no mention of executive compensation, enabling university administrators to spend the funds on post-secondary education as they see fit. Executive compensation has risen sharply over the last 10 years, with an 18% raise for one university president in just one year.⁹ Also concerning is the increase in the number of director and managerial positions at some universities. During the same period, tuition fees have increased, the number of full-time faculty has increased only marginally, there has been an increase in the use of contract academic staff, classes are larger, there are fewer course offerings, and faculty research has been increasingly commercialized, all of which are detrimental to Nova Scotia's universities.¹⁰

While executive compensation is not addressed specifically, the 2019-2024 MOU does refer to the *Universities Accountability and Sustainability Act*, a controversial bill enacted in 2015. ANSUT believes that the bill has the power to put universities at the whim of "large-scale industries, destroy collective bargaining and undermine bicameral university governance."¹¹ Further, it fails to provide financial accountability, including a lack of oversight measures to ensure that the core academic mission of universities is not short-changed in the name of short-term economic targets. Also known as Bill 100, the Act, which garnered a formal condemnation from the Canadian Association of University Teachers (CAUT), contains a significant operating deficiency clause that would allow university administrations to implement a revitalization plan, and is seen as a threat to full- and part-time faculty and staff.¹²

This lack of accountability was acknowledged in the Nova Scotia Auditor General's Review (2015), which concluded that the provincial government had "no regular processes to monitor and evaluate university financial performance and health", "no standard university financial reporting requirements", and that university funding is given largely without "any accountability back to the province". Recommendations included creation of goals to improve "efficiency and financial sustainability in the university system."¹³ While these issues are not directly related to executive compensation, they do highlight the lack of accountability and transparency that appears to be a growing trend in university administrations.

This report will document the increase in executive compensation at eight Nova Scotian universities, as well as the increase in the number of positions added to upper and middle administration.

⁹ Moore, Matthew. (November 5, 2021)

¹⁰ ANSUT. (Feb, 2019)

¹¹ Furlong, Matthew. (May 6, 2015)

¹² Furlong, Matthew. (May 6, 2015)

¹³ Nova Scotia Auditor General. (November, 2015)

METHODOLOGY

This report is focused on ANSUT member universities: Acadia, Atlantic School of Theology (AST), Cape Breton University (CBU), Mount Saint Vincent University (MSVU), Nova Scotia College of Art & Design (NSCAD), St. Francis Xavier University (StFX), Saint Mary's University (SMU) and Université Sainte-Anne (USA).

DATA COLLECTION

FOIPOP requests were sent to each of the eight universities, asking for:

- Staff/faculty organization charts from 2012 – 2021;
- Completion of an attached spreadsheet with name of employee and annual salary expense for each position listed, to include dates of staff changes and if more than one salary was paid for a position during a year, as would be the case for paid leaves, and the date that each position was created;
- Information on any administrative/management position not included on the spreadsheet;
- Information on any positions that were changed or replaced with new position titles;
- Bonus and allowance expense accounts (by yearly allocation & amount spent) for each position, including car, housing, travel, research, recreation and any other;
- Positions considered to be part of the university leadership team.

Contracts and compensation packages for university presidents are available on university websites. Those of past presidents, vice-presidents, and other senior administrators were requested through FOIPOP.

All administrations responded, with at least one requesting a 30-day extension to assemble the data requested. Data were received at no cost from CBU, SMU, and USA, although the data were not complete from USA. MSVU provided the data in a timely manner for a fee of \$270. Acadia provided a fee estimate of a minimum of \$7000, NSCAD \$5400, and AST \$2,100. Although StFX originally quoted a fee estimate of \$900, the actual cost was \$90.

ANALYSIS

With this data, a list of administration roles from each university was assembled. All relevant data were entered into a database and supplemented with data from public sector compensation disclosure lists. Online meetings were arranged with the president or executive of each Faculty Association to clarify the management roles that they were aware of, and, following the method used in the 2012 report, the database of information was expanded to include these positions. Consultant Ken

Rubin was retained to suggest alternate sources of information and possible changes to wording for future FOIPOP requests.

The database was updated as data were received. Organization charts, online staff directories, public disclosure lists, and university websites were cross-referenced to fill in gaps in data and to identify additional directorial and management positions. Dozens of additional positions were identified at most universities, and follow-up requests were made as necessary to clarify and gather data. Additional FOIPOP requests were sent to StFX, CBU, and MSVU to ask for salary and staff information for the positions listed on a spreadsheet sent via email for the years 2011/12, 2014/15, 2019/20 & 2020/21, as well as the numbers of full-time faculty and part-time faculty for the years 2012 – 2020.

Other resources, including information from CAUT Almanacs, Statistics Canada, the Canadian Bureau for International Education, the Maritime Provinces Higher Education Commission, the Association of Atlantic Universities, and Universities Canada were used to source supplementary data on tuition, enrolment, and faculty.

The data received are compiled in this report. Every effort has been made to accurately portray administrative salaries. This is difficult as the information received varied between fiscal and calendar year, and often focused on the employee and not the position. Gaps in the data received were supplemented by data from public disclosure lists, which can include salary as well as payments for overtime, severance, lump-sum, bonus, and vacation payouts.

This report follows trends in compensation for six levels of administration: presidents, vice-presidents, assistant or associate vice-presidents, deans (including assistant and associate deans), directors (including executive, senior, and assistant directors), managers and supervisors, and "other", which includes a variety of positions such as university secretaries, university librarians, counsel, chaplains, registrars, and comptrollers. For each category, this report assesses multiple factors, including number of positions, total salary, and number of salaries over \$100,000.

LIMITATIONS OF THE STUDY

The data collected here are only a small part of total administrative funding. It does not include support staff to help senior administrators, office expenses, travel, and other administrative resources. The data supplied varied from university to university, with some institutions supplying information by fiscal year, and others reporting by calendar year. Others supplied compensation information by date of hire for employee, rather than by position. One university provided only salary scales, so an average was used to estimate annual totals. Each university has different titles and positions. In some cases, this made it difficult to group and compare like positions.

Large increases and decreases in compensation amounts were not clarified. Practical explanations could be the result of a new employee beginning a position at a lower salary than the previous employee, receiving payout for an administrative leave or other bonus, or a change in position title and salary.

Correlations between administration costs, faculty compensation and quantity, student enrolment, and tuition, while coincidental, require further analysis.

ADMINISTRATORS' SALARIES

As reported in the 2012 Culture of Entitlement Report, university stakeholders include students, parents, faculty, and staff. As stakeholders, they have a vested interest in knowing how universities spend their money. The reporting processes used by universities largely disregard this interest, preparing succinct financial reports commonly containing a one-line budget item for salaries and employee benefits. While this grouping of salary costs meets the requirements set out in the MOU by the Province, it makes it difficult to separate costs for faculty and those for administration. None of the universities included in this report offer specific costs for administrator salaries, office expenses, fundraising, recruitment, or partnerships with private companies for provision of services, such as food services. Since 2013, universities must adhere to the financial reporting provisions of the Public Sector Compensation Disclosure Act (2010) by publicly disclosing the salaries for those who earn over \$100,000 per year. A few universities clarify whether these employees are faculty or administration, but most do not.

For comparison purposes, the data reviewed in this report are grouped into the following categories and will consider salaries as well as growth in the number of positions. It assumes that the jobs performed at the eight universities are close enough in similarity to be compared. For Directors and Managers, it should be noted that there are significant differences in compensation, and therefore likely differences in level of authority and job function.

- Presidents
- Vice-Presidents (including Assistant and Associate Vice-Presidents)
- Deans (including Assistant and Associate Deans when they are not members of a bargaining unit)
- Directors (including Senior, Executive, and Assistant Directors)
- Managers and Supervisors
- other (including University Secretaries, Counsel, Chaplains, University Librarians, Registrars, etc.)

Data received from the universities through FOIPOP were occasionally different than the figures reported in annual public disclosure documents. Where differences occurred, the higher figure was used. Data from public disclosure reports do not include pension benefits that senior administrators may also collect, but it can include salary as well as payments for overtime, severance, lump-sum, bonus, and vacation payouts.¹⁴

Compiling a complete set of data was difficult, as many of the Director, Manager and Supervisor positions were not identified by the universities as leadership positions and were therefore not included in datasets sent to fulfill the FOIPOP requests. There were also inconsistencies with some positions found on online directories or in

¹⁴ Grant Thornton, 2021

organizational charts, but not recognized by administration as a current position. Follow-up requests sent to the universities were often incomplete. As a result, the salary totals reported in Table 1 are arguably low and include the years with the most complete data sets - 2011/12, 2014/15, and 2020/21.

Amount Paid to University Senior Administration and Upper Management				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	\$2,640,290	\$4,133,249	\$4,703,106	78%
AST	131,918	209,548	822,253	523%
CBU	2,011,957	2,995,336	5,576,529	177%
MSVU	4,538,881	4,848,729	6,149,290	35%
NSCAD	1,658,211	2,042,329	2,481,633	50%
SMU	5,705,963	7,086,483	9,685,157	70%
StFX	5,682,132	8,404,311	10,563,511	108%
USA	1,620,264	1,802,888	2,754,671	70%
TOTAL	23,393,616	31,522,873	43,006,150	84%

Table 1: Amount Paid to University Senior Administration and Upper Management

The eight universities paid \$23.3 million on administrative salaries in 2011/12. In 2020/21, the total was \$43 million, an increase of 84%. This large increase can be attributed in part to an incomplete data set, and, although that may decrease the difference, it would also increase the total amount spent. More likely, the increased cost may be attributed to an increase in number of positions as well as upward progression and authority of positions, in addition to regular salary increases. Examples of these changes, often accompanied by an increase in salary, and presumably responsibility, include those listed in Table 2.

Sample of Changes to Management Positions at NS Universities				
Original Position	Changed To	University	Year	Change
Director of Development	VP of Development	CBU	2018	25%
Dean, Research and Graduate Studies	Associate VP Academic & Research	CBU	2018	13%
Director, Marketing and Communications	Associate VP, University Relations	CBU	2021	32%
Director, Finance and Administration	Chief Financial Officer	NSCAD	2018	No Data for Director Position
Manager, Treasury	Assistant Director, Financial Services	SMU	2015	8%
Director, Information Technology Systems & Support	Senior Director, Information Technology Systems & Support (ITSS); Chief Information Officer	SMU	2013, 2020	11.5% (2013) 7.3% (2021)

Table 2: Sample of Changes to Management Positions at NS Universities

The total number of positions increased by 73% over the ten years examined in this report (Table 3). In the case of Acadia and AST, the tally is estimated, as no data was provided by Acadia, and AST provided data for recent years only (2018-21). Other universities advised that some positions listed on their online directory or organization chart were not currently positions (15 Manager & eight Director positions at SMU for example), were not management, or were not funded by the university. The President, Verschuren Centre at CBU and the Director of Food Services at SMU are examples of those not funded by the university.

Number of Administration/Management Positions at NS Universities				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	22 (Incomplete Data)	18	93	323%
AST	4 (Incomplete Data)	2	15	275%
CBU	26	30	60	131%
MSVU	51	53	61	20%
NSCAD	21	26	30	43%
SMU	64	69	92	44%
StFX	73	90	105	44%
USA	27	29	35	30%
TOTAL	284	317	491	73%

Table 3: Number of Administration/Management Positions at NS Universities

LEADERSHIP TEAMS

Each university has leadership teams; these are senior executive staff who assist the president in setting and implementing strategic direction for the university. Each university differs in the number of people, but the president, vice-presidents, associate vice-presidents, and deans usually serve on this team. Each university has a different title for their leadership group, and they change frequently, as presidents come and go. Acadia, MSVU and USA have Leadership Teams, AST has Administration, CBU has an Executive Committee, StFX has a Leadership Team (✓) and an Academic Leadership (X) Team, NSCAD has a Senior Leadership Team and SMU (in 2021) had two groups – an Executive Management Group (✓), and Budget Advisory Committee (X) as indicated in the Table in Appendix A. There is also a Property Committee and a Senior Management Group. Universities with more than one team are indicated with a (✓) or (X) as indicated above.

PRESIDENTS' COMPENSATION

Presidents' salaries increased an average of 41% over 10 years, as shown in Table 4. As organizational leaders, presidents are the highest paid administrators at each university. Several also receive a varying array of benefits, including housing, car and recreational allowances, paid administration leaves, special pension plans, and performance and/or signing bonuses. Presidents who receive paid administrative leave are often paid the year following their departure from the university, increasing the salary cost for the position. An example of this is the 120% salary increase for MSVU shown in Table 4. As listed in the 2020/21 public sector disclosure report for MSVU, President Mary Bluechardt received over \$550,000 in salary and benefits after she abruptly left the university in 2021.¹⁵

These leaves are not always transparent. The 2021 salary for the president of StFX shows a decrease of two per cent, although this may be because the current president, Dr. Andrew Hakin, is fairly new to the role, while president Sean Riley had already served over 15 years by 2012. What is not noted in the public disclosure reports is a signing bonus of more than \$525,000 that President Riley received when he signed his last contract in 2011, followed by a retirement allowance of \$733,000 when he left the position in 2014.¹⁶ These sharp increases in president's salaries can be seen in Table 4, notably for Acadia (2018), CBU (2013, 2017, 2019 & 2021), MSVU (2018 & 2021), NSCAD (2020), SMU (2016), and StFX (2015, 2016 & 2018).

Presidents' Compensation 2012 - 2021											
University	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Inc/Dec over 2012
Acadia	250,000	274,000	280,166	281,820	300,494	293,807	550,462	342,923	347,410	341,305	37%
AST	131,918	133,251	134,583	107,375	107,339	137,012	135,892	135,892	137,770	145,873	11%
CBU	261,910	368,569	265,792	262,000	272,077	438,107	302,531	491,423	295,799	440,705	68%
MSVU	251,000	237,800	240,650	250,286	272,980	289,808	488,070	340,975	285,001	551,412	120%
NSCAD	210,000	174,562	205,013	210,000	225,320	231,488	233,755	236,044	426,942	292,987	40%
SMU	265,193	304,009	310,796	326,384	582,755	301,154	300,000	300,000	302,308	324,200	22%
StFX	284,985	287,518	247,977	665,527	812,052	463,266	552,481	359,328	268,819	280,082	-2%
USA	165,800	169,104	173,131	177,128	188,009	183,581	186,350	189,477	192,646	188,944	14%
TOTAL	1,820,806	1,948,813	1,858,108	2,280,520	2,761,026	2,338,223	2,749,541	2,396,062	2,256,695	2,565,508	41%

Table 4: Presidents' Compensation 2012 – 2021

Bonuses, Perks, and Other Incentives

In addition to salary, presidents and other senior executives often negotiate bonuses and incentives in their contracts. While signing bonuses appear to be a thing of the past, presidents at StFX, MSVU and SMU are awarded "performance incentives." For example, Dr. Sean Riley's 2010 – 2015 contract listed a 15-30% performance incentive,

¹⁵ KPMG. (June 28, 2021)

¹⁶ Smith, Sandy. (November 17, 2015)

while the 2010-15 contract for Dr. Ramona Lumpkin at MSVU provided for a performance bonus of 10%. These bonuses were in addition to annual salary increases and likely have resulted in annual payouts of approximately \$86,000 for Riley and \$22,000 for Lumpkin based on their salaries in 2012. The incentive also means an additional \$53,200 would be added to Riley's Supplemental Pension Retirement Plan (SERP), as the contract stipulates the university add 15% of annual salary and bonuses to the SERP, and \$15,750 for Lumpkin's SERP.

More recently, the current contract for Dr. Robert Summerby-Murray at SMU limits salary increases for the president to those negotiated by the faculty union (1.6% in 2020/21), but includes a "performance incentive program", the details of which are created by the President Performance and Compensation Committee of the Board of Governors to "reward exceptional performance".¹⁷ At CBU, president David C. Dingwall does not have a performance bonus written into his contract for 2018-2023, but he negotiated an 18% salary increase with the Board of Governors mid-contract, increasing his annual salary from \$295,799 to \$350,000 in 2020.¹⁸

In addition to salary, many president's contracts have clauses covering housing, auto, and other allowances, such as research stipends, relocation expenses, professional development reimbursement, professional fees, and other incentives. In 2021, Acadia, AST, MSVU and USA offered housing allowances from \$15,000 (MSVU) to \$28,553 (AST). USA allows their rector et vice-chancelier to live in la maison du rector and covers expenses to \$7800 per year. The president of StFX is provided with Smith House and \$2,000 per month for expenses. StFX and Acadia offer their presidents car allowances of \$14,400 (plus insurance and other expenses) and \$12,000 respectively. CBU provides mileage and an unspecified monthly car allowance for their president. All the universities offer laptops and cell phones. In 2021, StFX offered their president \$15,000 in relocation expenses. AST, STFX and SMU also offer tuition rebates for their presidents' children.

Other incentives are categorized as academic; this includes professional development funds, which vary from \$6000 (AST) to \$10,000 (CBU), and paid leaves. SMU and StFX both provide their president five weeks each year for professional development activities. In addition, StFX pays up to \$5,000 per year for professional fees. MSVU provided their last president with "reasonable" research expenses, while Acadia, SMU and StFX provided \$15,000, \$12,000, and \$16,000 respectively.

Administrative leave is common in most of the contracts, with leave earned throughout the contract commonly resulting in a one-year leave after five years worked. This leave is designed to be taken at the end of the contract, resulting in a continued salary, and often benefits, for the recipient. Over the course of this report, this has resulted in payouts at six universities, as seen in Table 5.

¹⁷ Saint Mary's University. (Jan 2020)

¹⁸ Moore, Matthew. (Nov 5, 2021)

Presidents' contracts also cover several possibilities for termination, including clauses for termination without cause. In this case, most terminated presidents would receive generous payouts, including one year's salary as well as outstanding administration leave. If terminated without cause, Acadia's president, for example, would receive his base salary of \$310,000, plus the annual housing, car, and research allowance, and his accumulated administrative leave – a sum that could fall between \$560,000 and \$1.1 million, as per his contract. Other contracts range from AST, which could result in a payout of \$177,000, to StFX, which allows for 18 months of salary, plus administrative leave. Recent examples of universities parting ways with their presidents include CBU, which released Dr. David Wheeler from his post in 2016, and NSCAD, which fired Dr. Aoife MacNamara in 2020. Wheeler negotiated a severance package, the details of which were not released, although the 2016/17 public disclosure report shows a final payment of \$356,761.¹⁹ It is not known what NSCAD's president, who had only been in the position for one year, received when she left in 2020.

Administrative Leave Payouts to Presidents			
University	Year	Amount Paid	President
Acadia	2017/18	248,552 (salary)	Dr. Peter Ricketts
		301,910 (leave)	Dr. Ray Ivany
CBU	2016/17	81,346 (salary)	Dr. Dale Keefe
		356,761 (leave)	Dr. David Wheeler
MSVU	2017/18	206,250 (salary)	Dr. Bluehardt
		281,820 (leave)	Dr. Ramona Lumpkin
NSCAD	2019/20	186,942 (salary)	Dr. Aoife MacNamara
		128,704 (leave)	Diane Taylor-Gearing
StFX	2017/18	352,481 (salary)	Dr. Kent MacDonald
		200,000 (leave)	Dr. Sean Riley
	2016/17	363,266 (salary)	Dr. Kent MacDonald
		100,000 (leave)	Dr. Sean Riley
	2015/16	370,000 (salary)	Dr. Kent MacDonald
		442,052 (leave)	Dr. Sean Riley
	2014/15	215,532 (salary)	Dr. Kent MacDonald
		449,995 (leave)	Dr. Sean Riley
SMU	2015/16	261,046 (salary)	Dr. Robert Summerby-Murray
		321,709 (leave)	Dr. Colin Dodds

Table 5: Administrative Leave Payout to Presidents

Pension and Supplemental Executive Retirement Pension (SERP) plans are another benefit contained in all but one of the presidents' contracts. SERPs are in addition to regular university pensions, with contributions of up to 15% of the annual salary at some institutions. Plans are referenced in several contracts, pointing to details on attached schedules; however, not one of the universities posts the schedules with the contracts, and none included the schedules in the FOIPOP request for information.

¹⁹ Bradley, Susan. (Dec 09, 2016)

Payment for some benefits have shifted from the employer to the employee over the years, such as life insurance premiums in the more recent StFX contracts. In Sean Riley’s final contract (2010-2014), the employer paid 100% of the premiums for almost \$3 million in life insurance. More recent contracts have shifted to cost-sharing the premium for basic coverage, with optional amounts the responsibility of the employee. Likewise, tuition credits at StFX, which in previous contracts could be used at other Canadian universities, must now be used only at StFX, which is similar in scope to benefits from other universities, although there is an allowance for two flights per year for his son to travel from his post-secondary education program to StFX.

Benefits and incentives added between \$7,800 to \$116,000 to presidents’ salaries in 2020/21, for an overall increase of 13%, as illustrated in Table 6. By quantifying benefits with numbers attached, such as supplementary pension contributions, housing and car allowances, etc., tabulations showed that increases ranged from four and six per cent at SMU and CBU, to increases of 36% at StFX and 41% at AST. Data on bonuses from MSVU and NSCAD were not available, as the universities searched for new presidents in 2021, although the payment of \$551,412 to the outgoing MSVU president likely included administrative leave. Tables 7 and 8 show similar increases of 12% for 2014/15 and 18% for 2011/12, with StFX consistently offering the highest percentages. It is important to note that data in the following tables reflect amounts delineated in presidents’ contracts and, in some cases, is higher than the data in Table 4, which shows the actual amount paid to each president. At StFX for example, the president was employed for 9 months in the fiscal year ending March 31, 2021, so earned \$280,082, a portion of his contracted salary of \$325,000 plus bonuses and incentives. In the tables below, the term bonus includes allowances, pension contributions, reimbursement of expenses and all other perks and incentives included in the contracts.

Salary and Bonuses in Presidents’ Contracts – 2020/21				
University	Base Salary	Bonus	Salary + Bonus	% Increase over salary
Acadia	310,000	45,000	355,000	15%
AST	109,217	44,580	153,797	41%
CBU	350,000	21,500	371,500	6%
MSVU	551,412	N/A	N/A	N/A
NSCAD	240,000	N/A	240,000	N/A
SMU	340,000	12,000	352,000	4%
StFX	325,000	116,650	441,650	36%
USA	188,648	7,800	196,448	4%
Total	1,862,865	247,530	2,110,395	13%

Table 6: Salary and Bonuses in Presidents’ Contracts – 2020/21

Salary and Bonuses in Presidents’ Contracts – 2014/15				
University	Salary	Bonus	Salary + Bonus	% Increase over salary
Acadia	281,820	30,000	311,820	11%

AST	N/A	N/A	N/A	N/A
CBU	262,000	N/A	262,000	N/A
MSVU	250,286	15,000	265,286	6%
NSCAD	210,000	4,800	214,800	2%
SMU	238,957	N/A	238,957	N/A
StFX	280,000	137,800	417,800	49%
USA	170,000	7,800	177,800	5%
Total	1,693,063	195,400	1,888,463	12%

Table 7: Salary and Bonuses in Presidents' Contracts – 2014/15

Salary and Bonuses in Presidents' Contracts – 2011/12				
University	Salary	Bonus	Salary + Bonus	% Increase over salary
Acadia	250,000	30,000	280,000	12%
AST	N/A	N/A	N/A	N/A
CBU	261,910	N/A	261,910	N/A
MSVU	220,457	61,000	281,457	28%
NSCAD	210,000	N/A	210,000	N/A
SMU	226,282	30,000	256,282	13%
StFX	272,825	157,447	430,272	58%
USA	158,000	9,800	167,800	6%
Total	1,599,474	288,247	1,887,721	18%

Table 8: Salary and Bonuses in Presidents' Contracts – 2011/12

VICE-PRESIDENTS & ASSISTANT/ASSOCIATE VICE-PRESIDENTS

All but one of the universities in this report have at least one position of vice-president, while several have more than one. Five also have vice-provost positions and many have the roles combined. These are grouped together for reporting purposes.

While each university has its own job descriptions, vice-presidents are often second in command to the president in their area of expertise, and they help to further the academic vision of the university. As a secondary role, they are organizational leaders of large bureaucracies.²⁰ When there is more than one vice-president, the roles are usually divided as indicated by the position title, e.g. vice-president of academic affairs, or vice-president of finance and administration.

Vice-provosts play more of an administrative/support role, helping to keep universities functioning on a practical level, with tasks like overseeing personnel matters, marketing functions, and balancing budgets.²¹ Occasionally the roles are combined, which can create conflicts between their duty to manage a large organization and their support of the mission of the academy.

²⁰ Maghroori, Ray and Powers, Charles. (August 2, 2007)

²¹ Maghroori, Ray and Powers, Charles. (August 2, 2007)

Acadia has five positions: three vice-presidents and two vice-provosts. A position of Vice-President, Enrolment and Student Services ended in 2016, becoming the Vice-Provost, Students, Recruitment & Enrolment Management.

The Atlantic School of Theology does not have a vice-president position, but rather a Director, Advancement and Administration, which appears to be second in command to the president.

Cape Breton University has two vice-president positions: those of Finance and Operations, and Development, as well as one combined role of Vice-President, Academic & Provost. CBU also has three associate vice-president positions: Indigenous affairs & Unama'ki College, Academic & Research, and the newly formed (in 2021) role of Associate Vice-President, University Relations (formerly Director, University Relations).

There are two vice-president roles at MSVU: those of Vice-President, Academic & Provost and Vice-President, Administration. There are also three Associate Vice-Presidents: University Relations, Research & Academics, and Student Experience. The Associate Vice-President, University Relations changed from Associate Vice-President Communications and Marketing in 2018.

NSCAD has a new position of Chief Financial Officer, which changed from Director, Finance & Administration in 2008, as well as a Vice-President, Finance & Administration since 2017. No prior information is available on the position's title. There is also the position of Vice-President, Academic Affairs, which was the Vice-President & Provost, Academic & Research prior to 2015. Associate Vice-President roles include those of Operations, Student Experience & Registrar, and University Relations.

USA has three vice-recteur positions: those of vice-recteur enseignement et recherche (education & research) (VRER), vice-recteur a l'administration (VRA) and vice-recteur au recrutement et aux partenariats/coordonnateur du CNFS/anciens et amis (recruitment & partnerships/coordinator of CFNS/alumni & friends). There was a position listed as VRAE which ended in 2015. There are no associate positions.

StFX has four current vice-president positions. The separate roles of Vice-President, Finance and Vice-President, Administration were combined into one role of Finance and Operations from 2012 – 17, and is currently titled Vice-President, Finance & Administration. Academic Vice-President & Provost is a combined role, which seems to have replaced the former role of Vice-President, Academic & Research prior to 2012. There is also a Vice-President, Advancement, and a Vice-President, Students, the latter of which was changed from Vice-President, Recruitment & Student experience in 2013. There is one associate Vice-President role, that of Research and Graduate Studies.

Although SMU is the largest university covered in this report, they have only three vice-president roles (Academic & Research, Finance & Administration, and Advancement) and four Associate Vice-Presidents (External Affairs, Academic & Enrolment Management, and Teaching & Learning). The Academic & Enrolment Management position was renamed in 2019 from Associate Vice-President, Enrolment Management & Registrar. The new role of Associate Vice-President, Student Affairs & Services, was added in 2020/21.

Changes in compensation for vice-president positions range from an apparent decrease of 17% (Vice-President, Finance, StFX) to an increase of 63% for the Vice-President, Advancement at Acadia. It is possible that the decrease is due to a senior employee leaving the position, and a new employee beginning at a lower salary. The increase for the Vice-President, Advancement at Acadia appears to be due to regular salary increases, including a 17.4% increase in 2015/16, followed by a slight reduction the following year. This increase could include overtime, bonuses, or other payments not specified in the annual public sector disclosure reports.

Overall, the eight universities spent more than \$6.9 million on salaries of vice-presidents in 2020/21 (Table 9). Total compensation has risen an average of 76% in the ten years between 2012 and 2021, with a large gain of over 13% from 2020 to 2021.

Vice-Presidents' Salaries 2012 - 2021				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	736,060	1,132,568	1,156,879	57%
AST	0	0	0	N/A
CBU	551,563	890,083	1,059,542	92%
MSVU	973,889	922,735	956,432	-2%
NSCAD	229,031	378,984	549,907	140%
SMU	818,925	1,096,833	1,620,336	98%
StFX	334,506	886,776	1,197,832	258%
USA	327,420	363,765	435,252	33%
TOTAL	3,971,394	5,671,910	6,976,180	76%

Table 9: Vice-Presidents' Salaries 2012 – 2021

Vice-president positions are offered under contract, many of which provide lucrative benefits. These include annual stipends in addition to salary (MSVU and NSCAD), or inclusion in the supplementary executive retirement plan (StFX). Several include annual research allowances (Acadia, NSCAD, SMU). Benefits common to many of the contracts include reimbursement for travel and entertainment expenses, tuition rebates, professional development opportunities, and the opportunity to remain as a full professor once the contract ends. Other incentives include payment of annual professional membership fees (Acadia), parking costs (NSCAD), or relocation costs (Acadia, SMU, StFX). The largest incentive in vice-president contracts is administration leaves ranging from 6 months to 14 months, dependent on length of term. Generous severance notice is also a key benefit included in most vice-president contracts, and ranges from 6 – 18 months.

DEANS

As senior administrators, deans are responsible for faculties or other academic areas, such as research, libraries, or graduate studies, and typically provide a link between administration, and students, and faculty. Each university varies in responsibility and pay structure for the position of dean, with some paying a full salary, and others providing a stipend in addition to the salary the dean is paid through the collective agreement with the faculty association.

Four of the universities also have assistant (StFX), associate (CBU & SMU) or vice (USA) deans that serve an administrative role. The role of assistant/associate dean at Acadia and SMU are part of the faculty bargaining unit and so are not included in this report.

The number of deans and assistant/associate/vice deans has risen 46% in the last decade, from 26 positions in 2011/12 to 38 positions in 2021. It should be noted that complete data was not available for all universities, so the increase may be inflated. Table 10 details the increase in positions, with Acadia, CBU and SMU having the largest increases in the number of positions.

Number of Deans and Assistant/Associate/Vice-Deans				
University	2012	2015	2021	% Increase over 2012
DEANS				
Acadia	3	N/A	5	66.7%
AST	1	1	1	--
CBU	4	6	6	50%
MSVU	3	3	3	--
NSCAD	1	1	1	--
SMU	3	4	4	33.3%
StFX	4	4	4	--
USA	2	2	2	--
Subtotal	21	21	26	24%
Assist/Assoc/Vice- Deans				
Acadia	0	0	0	--
AST	0	0	0	--
CBU	N/A	N/A	2	200%
MSVU	0	0	0	--
NSCAD	0	0	0	--
SMU	4	8	8	100%
StFX	0	0	1	100%
USA	1	1	1	--
Subtotal	5	9	12	140%
Total	26	30	38	46%

Table 10: Number of Deans and Assistant/Associate/Vice-Deans

The ratio of dean positions paid above \$100,000 also rose, from 18 out of 21 (85.7%) positions in 2011/12 to 25 out of 26 (96.2%) positions in 2020/21. Currently, three

assistant or associate dean positions earn over \$100,000, which is approximately 25% of the 12 total assistant/associate positions.

Total salaries paid to deans and associate/assistant/vice deans increased substantially in 10 years, rising from \$2.5 million to \$4.8 million: an increase of 86%. Increases for each university are detailed in Table 11, with Acadia, CBU and SMU having the largest increases. This is not surprising, given that these universities also had the highest increase in positions. Complete data from Acadia was unavailable, and so the data used is an estimate.

Total Salaries Paid for Dean/Associate/Assistant/Vice Deans				
University	2012	2015	2021	% Increase Over 2012
Acadia	374,500	560,984	744,508	99%
AST	N/A	102,173	117,748	16% (over 2015)
CBU	389,269	779,773	1,210,987	211%
MSVU	401,976	449,701	600,958	26%
NSCAD	93,930	104,168	123,208	31%
SMU	502,022	774,393	1,058,502	111%
StFX	595,948	594,598	747,874	27%
USA	212,320	225,132	266,467	26%
TOTAL	2,569,965	3,592,994	4,870,252	86%

Table 11: Total Salaries Paid for Dean/Associate/Assistant/Vice Deans

DIRECTORS

With responsibility for facilities and finance to admissions and a vast array of other tasks, directors are another level of university administration with a high degree of responsibility and supervisory capacity. Levels vary at each university, but may include executive or senior directors, directors, and assistant, or associate directors. This report does not look at the duties assigned to directors, but rather the increase in the number of positions and salary levels over the last 10 years.

As indicated in Table 12, the number of directors at all levels has risen sharply, growing from 95 in 2012 to 158 in 2021: an increase of 66%. Acadia had the largest increase, with the addition of 27 positions over 10 years. This data was tabulated using Acadia University's online directory, information provided by the Acadia University Faculty Association (AUFA), and public disclosure lists, as the estimated cost of accessing the data through the FOIPOP process was over \$7,000. Each of the other universities also had robust increases, apart from SMU and MSVU, which both increased by 40%, and NSCAD, which decreased the number of positions, from 12 in 2012 to seven in 2021. Although not detailed in this report, StFX, SMU, and NSCAD all had more directors in 2020 than in 2021. The reason for the reduction in 2020/21 is unknown, though it could be attributed to term contracts, or the COVID-19 pandemic.

Number of Directors (All Levels)				
University	2012	2015	2021	% Increase over 2012
Acadia	12	18	39	225%
Atlantic School of Theology	1	N/A	3	200%
Cape Breton University	7	8	17	143%
Mount Saint Vincent University	10	11	14	40%
Nova Scotia College of Art and Design	12	11	7	-42%
Saint Mary's University	24	30	34	42%
St. Francis Xavier University	15	24	26	73%
Université Sainte Anne	14	17	18	29%
TOTAL	95	119	158	66%

Table 12: Number of Directors (All Levels)

Another interesting trend is the change in director positions over the period studied. Of the 95 positions in 2012, 72 of them remained in 2021. An additional 24 positions changed in title (and presumably responsibility and salary) over the 10-year period, as highlighted in Table 13. The remaining positions are new.

Sample of Position Changes (Directors) at NS Universities				
University	From	To	Year	Salary Change
CBU	Director, Marketing & Communications	Director, Comm & PR; Director (to 2014); Director, Mkt & Comm (to 2021); Associate VP, University Relations	2014, 2021	32.5% Increase
CBU	Manager, Communications	Director, Strategic Communications	2021	N/A
MSVU	Executive Director, NS Centre on Aging	Associate Director, NS Centre on Aging	2012	N/A
MSVU	Manager, Communications	Director, Communications	2015	N/A
NSCAD	Director, Communications	Director, Marketing and Communications	2012	N/A
StFX	Director, Rankin School of Nursing	No Change		45.6% increase 2012 - 2021
StFX	Manager, International Ctr for Women's Leadership	Director, International Women's	2013	N/A

		Leadership Ctr (Coady)		
SMU	Senior Director, Information Technology, Systems & Support	Chief Information Officer	2020	8% increase
SMU	Director, Industry Liaison Office	Director, Innovation & Community Engagement	2016	16.4% increase (over 2 years, incl employee change)
SMU	Associate Registrar, Student Recruitment & Admissions	Director, Recruitment & Admissions; Director, Recruitment & Marketing	2015, 2019	8.1% in 2015; 4% in 2019
SMU	Director, Information Technology	Senior Director, Information Technology Systems & Support	2013	11.6%

Table 13: Sample of Position Changes (Directors) at NS Universities

Total Salary Paid – Directors (All Levels)				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	\$1,279,730	\$2,063,655	\$2,227,372	74%
AST	0	0	209,910	N/A
CBU	377,092	536,814	1,627,240	332%
MSVU	956,599	1,084,075	1,489,859	56%
NSCAD	833,113	792,568	701,808	-16%
SMU	2,102,230	2,546,840	3,612,612	72%
StFX	1,239,843	2,469,861	3,170,051	156%
USA	628,345	736,230	1,288,008	105%
TOTAL	\$7,416,952	\$10,230,043	\$14,326,860	93%

Table 14: Total Salary Paid – Directors (All Levels)

Total salaries for directors increased from \$7.5 million in 2012 to over \$14 million in 2021, an increase of 93%, as detailed in Table 14.

The highest increase was Cape Breton University at 332%. NSCAD was the only institution with a reduction (16%) in cost. The total paid for each university was tabulated using information gathered from FOIPOP requests, public disclosure lists, data provided by faculty associations, and salary scale/pay bands. Over 20 positions were identified using current online directories and organizational charts, but data on the salaries for these positions were not provided, therefore, this estimate may be lower than the actual amount paid.

In 2021, directors' pay ranged from a stipend of \$11,271 (Director, Diploma in Youth Ministry) at the Atlantic School of Theology, to \$166,536 (Director, Research, KC Irving Environmental Science Centre) at Acadia. Eighty positions were paid over \$100,000 per year, an increase of 208% since 2012. Although each university had substantial increases, StFX had the largest increase, with 20 director positions earning over \$100,000/year, resulting in an increase of 1900%, as illustrated in Table 15.

Number of Director Positions with Salaries Over \$100,000 (All Levels)				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	10	16	18	80%
AST	N/A	N/A	1	N/A
CBU	2	3	9	350%
MSVU	4	6	9	125%
NSCAD	N/A	0	5	N/A
SMU	8	8	15	88%
StFX	1	12	20	1900%
USA	1	1	3	200%
TOTAL	26	46	80	208%

Table 15: Number of Director Positions with Salaries Over \$100,000 (All Levels)

MANAGERS AND SUPERVISORS

Managers and supervisors are another level of administration at each of the universities. Although not top-level administrators, most managers and supervisors have staff that report to them, and they hold some level of responsibility and authority for the departments they serve. Managers and supervisors were not included in the original Culture of Entitlement Study (2012) but are included in this study because of the number of positions, as well as the responsibility of the positions, which range from managing international education to human resources, and maintenance and operations.

Number of Managers (All Levels)				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	N/A	N/A	38	N/A
AST	N/A	N/A	4	N/A
CBU	9	9	24	167%
MSVU	26	28	33	27%
NSCAD	1	5	10	900%
SMU	22	24	29	32%
StFX	47	52	62	32%
USA	1	1	5	400%
TOTAL	106	119	205	93%

Table 16: Number of Managers (All Levels)

The number of manager and supervisor positions increased by 93%: from 106 positions in 2012 to 205 positions in 2021. As detailed in Table 16, NSCAD, USA and CBU had the largest percentage increases, although StFX and MSVU had the greatest number of positions. Several of the universities had positions for which they provided no information, or indicated the position does not exist, but the position appears in online directories, or organization charts. Managers' and supervisors' compensation ranged between \$25,300 (Manager, Education, USA), and \$124,000 (Project Manager, FM3, StFX) in 2021. The total spent on this category totaled almost \$11 million in 2021, a 63% increase over 2012, as detailed in Table 17.

Total Salary Paid – Managers (All levels)				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	N/A	N/A	N/A	N/A
AST	N/A	N/A	175,717	N/A
CBU	\$432,123	\$526,666	\$990,286	129%
MSVU	1,580,669	1,717,115	2,337,576	48%
NSCAD	62,908	176,112	328,362	422%
SMU	1,555,377	1,821,932	2,233,236	44%
StFX	2,997,247	3,434,772	4,639,334	55%
USA	44,283	49,629	202,178	357%
TOTAL	\$6,672,607	\$7,726,226	\$10,906,689	63%

Table 17: Total Salary Paid – Managers (All Levels)

OTHER HIGH-LEVEL POSITIONS

Each university has additional positions that perform supervisory functions. These vary between institutions, but include high-level administrative positions (executive secretary, secretary to the board, chief of staff), registrar (including assistant & associate registrar), university librarians, counsel, and chaplains. They are grouped together in this section, not because of similarity in the duties or responsibility of the positions, but for brevity in reporting on roles which often employ only one or two people. Note that at AST, NSCAD, & USA the University Librarian is part of the faculty bargaining unit and, as such, those positions are not included in the tabulation.

Number of Other High-Level Positions				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	1	1	3	2
AST	N/A	N/A	6	N/A
CBU	0	0	4	400%
MSVU	5	5	5	--
NSCAD	4	6	7	75%
SMU	5	5	9	80%
StFX	4	5	6	50%
USA	5	5	5	--
Total	25	27	45	88%

Table 18: Number of Other High-Level Positions

In total, there were 45 positions in this category in 2021, up from 24 in 2012. Data on these positions, highlighted in Table 18, was difficult to obtain and so the total of 24 positions in 2012 may be under reported. Salaries for these positions ranged from a low of \$2,000 (possibly a stipend) at AST (Convenor), to \$139,675 at MSVU (University Librarian) in 2021. Of the 45 total positions, 27% earned over \$100,000 in 2021, an increase of 300% from 2012, as illustrated in Table 19.

Number of Other High-Level Positions with Salaries Over \$100,000				
University	2011/12	2014/15	2020/21	% Increase over 2012
Acadia	N/A	N/A	1	
AST	N/A	N/A	0	
CBU	N/A	N/A	2	
MSVU	1	2	2	
NSCAD	0	0	1	
SMU	1	2	3	
StFX	1	1	2	
USA	0	0	1	
Total	3	5	12	300%

Table 19: Number of Other High-Level Positions with Salaries Over \$100,000

Total salaries paid for these positions increased 119% over ten years, as indicated in Table 20. The most modest increase was at MSVU, with an increase of 29% per year, and no increase in the number of positions. StFX jumped by 130%, with an apparent increase of 2 positions (from 4 to 6) over the study period. Complete data on positions at Acadia, AST, and CBU were not received.

Total Salary Paid – Other High-Level Positions				
University	2011/12	2014/15	2020/21	% Inc over 2012
Acadia	110,799	94,222	233,042	N/A
AST	N/A	N/A	173,005	N/A
CBU	N/A	N/A	247,769	N/A
MSVU	374,748	423,344	483,053	29%
NSCAD	229,229	380,497	485,361	112%
SMU	462,216	519,502	836,271	81%
StFX	229,603	352,777	528,338	130%
USA	242,096	251,004	373,822	54%
Total	1,537,892	2,021,346	3,330,661	119%

Table 20: Total Salary Paid – Other High-Level Positions

UNIVERSITY FACULTY AND SUPPORT STAFF COMPENSATION

UNIVERSITY FACULTY SALARY INCREASES BY RANK

In Nova Scotia, most full- and part-time university faculty, as well as teaching assistants and other support staff, are members of faculty associations or unions that negotiate collective agreements between the members and their employers. In addition to compensation, collective agreements delineate the working conditions and compensation that association members can expect in the workplace. The collective agreement covers faculty appointments, academic freedom, grievances, sabbatical and other leaves, equity, general working environments, and other conditions of employment.

The use of collective agreements ensures transparency and allows university administrators to budget appropriately for salary and other increases. Since 2011/12, faculty compensation increases across the ranks have averaged between 13.7 % (CBUFA) and 19.1% (MSVUFA), which breaks down to a modest annual increase. It should be noted that ASTFA and APPBUSA are outliers, with increases of 22.2% and 33.9% respectively. These increases in their collective agreements brought faculty salaries closer to those of their peers at other universities. Figure 2 illustrates the average percentage increase of faculty compensation over 10 years.

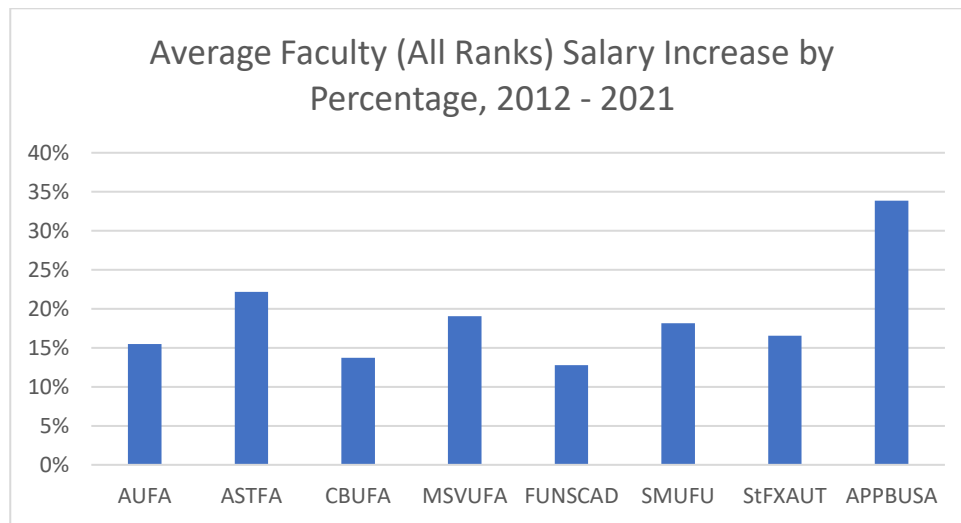


Figure 2: Average Faculty Salary Increase by Percentage 2012-2021 (All Ranks)

Bargaining for collective agreements is often a lengthy process, and administrators routinely cry poor when it is time to negotiate. Since 2019, NSCAD, Acadia, and USA faculty associations have each resorted to strike action when an agreement with their administrations could not be reached. In the case of the strike at Acadia in 2022, a university spokesperson advised that administration had "limited ability to increase

salaries during a global pandemic, especially when all other employee groups have endured salary freezes for two years”,²² although data show that the amount paid to senior administration and upper management at Acadia increased 78% during the past decade (Table 1, page 14).

Many staff who provide technical or clerical support at Nova Scotia’s universities are also represented by bargaining units who negotiate compensation on their members’ behalf. These include the Nova Scotia Government Employees Union (NSGEU), UNIFOR, CUPE 3912, the Public Service Alliance of Canada (PSAC), Acadia University Professional and Technical Staff (AUPAT), the International Union of Operation Engineers (IUOE), and Service Employees International Union (SEIU). These employees have also seen modest cost-of-living increases over the past decade, while presidents’ salaries over the same time period rose an average of 41 % (Table 4, page 16). Several of these unions were asked to consider lay-offs and accept wage freezes during the early days of the pandemic.

ADMINISTRATOR & FACULTY QUANTITIES

Without preamble, full-time faculty quantities rose by five per cent overall between 2012 and 2021, while senior administration and upper management positions increased 73% during the same time period (Table 3, page 15).

Number of Full-Time Teaching Staff at Nova Scotia Universities				
University	2011/12	2016/17	2020/21	% Change over 2012
Acadia	198	174	204	3%
AST	N/A	N/A	N/A	N/A
CBU	120	150	168	40%
MSVU	132	131	130	-2%
NSCAD	N/A	N/A	N/A	N/A
SMU	246	252	255	4%
StFX	249	228	237	-5%
USA	N/A	N/A	N/A	N/A
TOTAL	945	935	994	5%

Table 21: Number of Full-Time Teaching Staff at Nova Scotia Universities²³

The number of full-time teaching staff at Nova Scotia universities is illustrated in Table 21. The data, which did not contain information for AST, NSCAD, or USA, counts full time faculty only and does not include part-time or contract academic staff. CBU faculty numbers had the largest increase at 40%, which could be explained by the average increase in student enrolment shown in Table 25 (page 36). Acadia and SMU

²² CBC News. (Feb 9, 2022)

²³ Statistics Canada. (April 26, 2022)

had only modest increases, while MSVU and StFX had fewer full-time faculty in 2021 than they had in 2012.

The number of senior administrators, addressed earlier in this report in the section on Administrators' Salaries and illustrated by university in Table 3 (page 15), is worth noting again. In 2011, 284 senior administration and upper management positions were identified at eight Nova Scotian universities. By 2021, the number had jumped to 491: an increase of 73%. The original Culture of Entitlement report (2012) noted that although the salaries of administrators increased, the number of positions did not increase significantly.²⁴ Rather, the report identified "movement" of positions, with many of the responsibilities focusing on "elements outside of the core missions". This trend seems to have continued, and is expanded upon in the Administrators' Salaries section (Table 2, page 4) with positions changing from director to senior director, or director to vice-president, for example.

Another troubling trend, and one which deserves more thorough analysis, is the number of part-time and contract academic staff at Nova Scotia's universities. In a national survey of contract academic staff conducted in 2017, researchers found that 53% of those who teach are under contract, which can range from one course or semester, to multi-year, or even full-time teaching.²⁵ Yet these contracts lead to long-term insecurity for the recipients, as they rarely receive salary or benefits equivalent to full-time faculty. Although it is more economical for administrations to hire by contract, these faculty find themselves precariously employed, with lower wages, less time to prepare course work, little or no funding for research to stay on top of their subject area, and little time to devote to helping students. Data on part-time and contract academic staff were received from StFX and MSVU and support the results of the 2017 study. For example, StFX had 165 part-time and limited term faculty in 2016/17, in addition to 228 full-time faculty, indicating that 42% of the teaching staff were contract appointments. The numbers at MSVU were higher. In 2016/17, full-time faculty numbered 139, but part-time faculty was almost double that amount at 249. The data are included here to emphasize that while senior administration and upper management positions are growing in number, salary and security, faculty positions are not keeping pace. This is a disturbing trend in universities whose missions are to provide education, conduct research, and contribute to the betterment of society.

Student to Full-time Faculty Ratios at Nova Scotia Universities

With many relatively small universities in Nova Scotia, access to faculty is an important draw. *Maclean's* magazine prepares an annual ranking of Canadian universities using a variety of factors, including student to full-time faculty ratio. The ratio, as found in annual *Maclean's* reports, "measures the number of full-time equivalent students per full-time faculty member."²⁶ Universities are omitted from the ranking if they have less than 1,000 full-time students and/or religious missions, among other criteria. For this

²⁴ ANSUT. (October 2012)

²⁵ Pasma, Chandra & Shaker, Erika. (October 2018)

²⁶ Dywer, Mary. (Oct 7, 2021)

report, no data are available for NSCAD, AST, or USA. Data on student/faculty ratios were unavailable from *Maclean's* for 2022 and was compiled from individual university websites.

Student to Full-time Faculty Ratio – Primarily Undergraduate			
University	2011/12 ²⁷	2014/15 ²⁸	2021/22
Acadia	15.4	16.7	14 ²⁹
CBU	20.3	16.9	24.4
MSVU	18.5	18.3	20 ³⁰
SMU	25.4	23.5	24.3
StFX	17.8	19.7	17.3

Table 22: Student to Full-time Faculty Ratio – Primarily Undergraduate

While each of the universities listed in Table 22 are below the Canadian student-to-faculty average of 25:1, the average for Nova Scotian universities is traditionally much lower. In 2016/17, the average student/faculty ratio in Nova Scotia was 18:1.³¹ The ratios at Acadia, SMU and StFX have improved, while the gap has widened at CBU and MSVU.

²⁷ Student/Faculty Ratio. (2011)

²⁸ Dwyer, Mary. (Nov 6, 2014)

²⁹ Acadia University. (2022)

³⁰ Mount Saint Vincent University (2022)

³¹ CAUT Almanac. (2019)

TUITION AND STUDENT ENROLMENT

TUITION RATES

Students who attend Nova Scotia universities currently pay the highest tuition rates in Canada – and they continue to rise. At \$9,028 for 2021/22, tuition in Nova Scotia is well above the national average of \$6,693.³² The current Memorandum of Understanding (MOU) between the province and the Council of Nova Scotia University Presidents (CONSUP) empowers universities to apply a three-per-cent increase for undergraduate students each year, with a bursary provided to Nova Scotia students who remain in the province to study. The three-per-cent cap does not apply to international or out-of-province students, or to graduate or professional programs like dentistry, medicine, and law.³³ While this increase has remained at three per cent for many years, a clause in the 2015-19 MOU gave the provinces free rein to lift the cap and implement a “one-time market adjustment” to align tuition fees with other universities.³⁴ This resulted in an average increase of 7.1% across the province in 2016/17.³⁵ The most alarming increase was at NSCAD, where tuition rose 27% over three years for students taking five or more classes per semester.³⁶ In total, tuition for undergrad programs is 52.8% higher than it was in 2010/11, as indicated in Table 23.

Canadian and International Tuition Fees by Level of Study (Current Dollars)				
Level of study	2011/12	2016/17	2020/21	% Increase over 2012
Canadian undergraduate	5,722	7,322	8,746	52.8%
Canadian graduate	7,427	8,617	9,854	32.7%
International undergraduate	12,884	15,747	19,531	51.6%
International graduate	15,071	17,662	21,995	45.9%

Table 23: Canadian and International Tuition Fees by Level of Study (Current Dollars)³⁷

STUDENT ENROLMENT

Enrolment at Nova Scotia’s universities has seen steady growth of nine per cent overall between 2011/12 and 2020/21, although AST, NSCAD, and SMU have had their enrolments decline. CBU experienced the largest increase of 41%, possibly due to aggressive marketing to international students. Table 25 provides data from the Association of Atlantic Universities annual preliminary survey of enrolments and includes full- and part-time undergraduate and graduate students.³⁸

³² CFS-NS. (2022)

³³ Province of Nova Scotia. (2019)

³⁴ Province of Nova Scotia. (2015)

³⁵ Statistics Canada. (November 14, 2021)

³⁶ CBC News. (December 08, 2015)

³⁷ Statistics Canada. (November 14, 2021)

³⁸ Association of Atlantic Universities. (n.d.)

Enrolment at NS Universities – Full- and Part-time Undergraduate and Graduate Students				
University	2011/12	2016/17	2020/21	% Change over 2012
Acadia	3,956	4,573	4,542	15%
AST	147	123	104	-29%
CBU	3,168	2,948	4,478	41%
MSVU	3,857	2,624	4,130	7%
NSCAD	1,013	783	810	-20%
SMU	7,257	7,156	6,687	-8%
StFX	4,927	5,297	5,829	18%
USA	501	548	580	16%
Total	24,826	24,052	27,160	9%

Table 25: Enrolment at NS Universities – Full and Part-Time Undergraduate and Graduate Students

International students enrich Nova Scotian universities with cultural and intellectual diversity, but also provide an economic windfall for many universities. Even with tuition rates for international students at an average of 123% above that of domestic students, enrolment has grown steadily across the province.³⁹ EduNova, a provincial cooperative including all 10 universities, helps to coordinate marketing and student retention efforts to fulfil their goal of 15% growth in international student numbers in Nova Scotia each year between 2019 and 2024.⁴⁰ While the goal is ambitious, the Canadian Bureau for International Education reports that the number of international students across Canada increased by 135% between 2010 and 2020.⁴¹ While Nova Scotia has not experienced increases that large, the numbers have grown, from 13.5% of total enrolments in 2011/12 to 18.9% 2016/17.⁴² Table 26 offers a breakdown of the enrolment of international students by university.

Enrolment of International Students as a Percentage of Total Enrolments at NS Universities		
University	2011/12	2016/17
Acadia	10.7%	11.5%
AST	1.7%	4.0%
CBU	21.5%	24.5%
MSVU	11.8%	16.7%
NSCAD	9.1%	17.5%
SMU	23.7%	33.1%
StFX	5.5%	6.1%
USA	8.9%	30.3%

Table 26: Enrolment of International Students as a Percentage of Total Enrolments at NS Universities "Contains information provided by the Maritime Provinces Higher Education Commission and licensed under the Open Data License – MPHEC"

³⁹ Statistics Canada. (November 14, 2021)

⁴⁰ Ells, Gregg. (September 19, 2019)

⁴¹ Canadian Bureau for International Education (2022).

⁴² MPHEC. (December 20, 2017)

While robust recruitment and retention strategies are important, they can also place universities in vulnerable positions that are often out of administrators' control. For example, in 2015, changes to a Saudi Arabian scholarship program affected international students at CBU, MSVU, and SMU.⁴³ In 2018 the Saudi Arabian government withdrew over 15,000 students from across Canada in retaliation for human rights criticisms by Canada's Foreign Affairs Minister.⁴⁴ In 2020, impacts of the global pandemic resulted in a 28.1% decrease in international student enrolments over the previous year.⁴⁵

It is unclear how increased tuition and challenges with student enrolment affect staffing needs at the senior administration and upper management levels, but some level of administrative oversight would be necessary to accommodate the significant growth that international students bring to enrolment totals.

When student enrolment declined during the early days of the global pandemic, concessions appeared to fall mainly on faculty and other staff. At SMU, the president received an 8.6% raise – less than 13% negotiated prior to the pandemic – with the cost savings redirected to a financial relief fund. At the same time, faculty were asked to give up salary step and cost-of-living increases and waive their travel funds. At StFX, UNIFOR members were expected to waive a 1.5% cost-of living increase, and accept two weeks unpaid leave, while NSGEU members had step increases frozen and were asked to accept the 2019 salary scale and take a 5% wage rollback. At CBU, faculty members were asked to freeze salaries and step increases, accept a 10% wage roll back for those earning over \$110,000, forego a stipend for online class delivery, and teach extra sessions with no compensation. Administration agreed to do the same, although some senior administrators received salary increases prior to the pandemic. The president of CBU received 48.9% more in 2020/21 (\$440,705) than he did in 2019/20 (\$295,799). Compensation for CBU vice-presidents and associate vice-presidents increased 22.3% over the same year.⁴⁶ While this is in no way the fault of students (international or domestic), data on tuition and enrolment are included here to illustrate that university budgets are heavily dependent on revenue generated by tuition. When that income stream fails, the cost savings required are often at the expense of faculty and staff who are asked to give, while administrators continue to receive.

⁴³ CBC News. (December 23, 2015)

⁴⁴ Chase, Steven. (August 6, 2018)

⁴⁵ Global Affairs Canada. (October 29, 2021)

⁴⁶ Students, Staff and Faculty Association. (July 22, 2020)

CONCLUSION & RECOMMENDATIONS

Senior administrative structure and oversight are necessary and important functions of any large institution, including those funded by the public purse. As such, compensation should be fair and competitive, as it is an important tool to attract qualified leaders. But is competitive synonymous with fair? As publicly funded institutions, university administrations are accountable to their stakeholders to use the financial resources for which they are responsible in a transparent and fiscally responsible manner.

This report analysed data on compensation for several levels of administration, from presidents to managers, and compared it to data on faculty, tuition, and student enrolment. While the increases for all levels of administration appear large, when they are viewed in relation to student numbers and faculty complement – the very reason that academic institutions exist – they seem blatantly excessive. As spending on compensation for senior administrators and upper management positions skyrocketed 84% over ten years, faculty compensation increased by less than 2% per year. Faculty complement increased by 5%, although this does not account for part-time and academic staff. It is estimated that 53% of those teaching at the university level are not full-time permanent faculty. During the same period, enrolment grew by 9%.

Comparison of Increases in Administration and Faculty Quantities, Tuition, and Enrolment – 2012 – 2021		
Category	Increase in Total Compensation/Tuition Fees	Increase in Number of Positions /Enrolment
Administration	84%	73%
Faculty	17.5%	5%
Tuition	52.8%	
Enrolment		9%

Table 27: Comparison of Increases in Administration and Faculty Quantities, Tuition, and Enrolment – 2012 – 2021

As one of the main sources of funding for universities, the provincial government has a responsibility to ensure that administrators are spending tax dollars wisely. While the MOU outlining the funding agreement covers areas of transparency and accountability, it states only that universities must use the funding to advance educational quality, and achieve outcomes outlined in outcome agreements. A review by the Nova Scotia Auditor General in 2015 found that the province is not regularly monitoring the financial health of universities, and that universities are not meeting all objectives. Further, there was no common strategic direction for sustainability among the universities, no standard reporting requirements, and little accountability to the province.⁴⁷

⁴⁷ Report of the Auditor General. (November 2015)

Recommendation One: *University leaders are encouraged to engage faculty, students, and staff in creation of regulations on university spending, including regulations to limit the portion of university spending that can be used for administrative expenses. Administrators should work with these stakeholders to further the recommendations of the Nova Scotia Auditor General.*

Recommendation Two: *University leaders are encouraged to work together to establish transparent, standard reporting structures for all Nova Scotia universities, including breakdowns of operating and salary expenses, instruction, and research.*

Recommendation Three: *University leaders should include student and faculty input on development to regular MOUs between the province and the universities.*

As institutions of higher learning, universities are not businesses per se. They are run by a bicameral system, meaning that most Canadian universities divide their academic and financial duties through two chambers: a Board of Governors to look after the fiduciary duty and a Senate to oversee the academic side. Often, Board members are external to the university: lawyers, real estate developers, businesspeople, etc., while most members of Senate are from the faculty. They are supposed to work in concert to fulfill the mission of the university, which in most universities focuses on teaching and research, while also paying the bills and keeping the wolves from the door.

Increasingly though, it appears that administration and faculty (or Board and Senate) do not see eye to eye on how best to make that happen. Hiring practices for upper administrators lack transparency and result in increasingly huge contracts, while lower-level staff are paid less and less. This report illustrates alarming examples of emphasis placed on dollars and cents over the mission of the academy at the expense of the educational mandate of our universities. Administration has a responsibility to work with Boards of Governors to ensure that does not happen and that Board members are knowledgeable about and committed to implementing the educational mission of the university. The Department of Advanced Education is currently undertaking a governance review of university boards across the province. ANSUT recently completed *Board of Governors Structures at Nova Scotia Universities*, a report to inform, empower, and mobilize faculty and student governors to participate more effectively on Boards, and to compare structures and procedures of Boards to identify best practices.

Recommendation Four: *At completion of the provincial review of university governance, administrators should work with government, faculty, staff, students, and the community to implement best practices that foster collegial governance, include dedicated spaces for these stakeholders on university boards, and limit voting powers of senior administrative staff that sit on the board.*

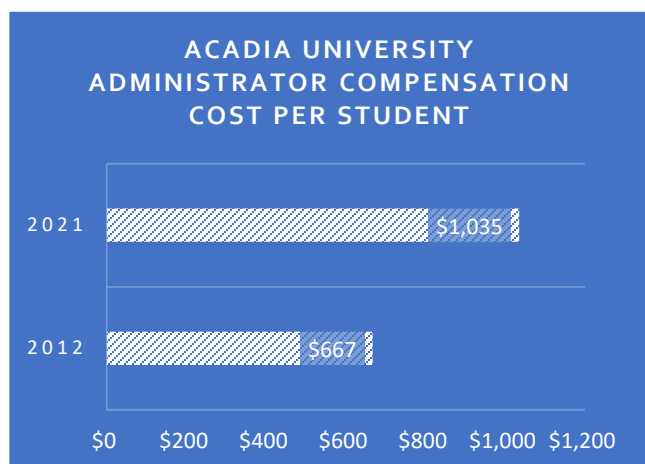
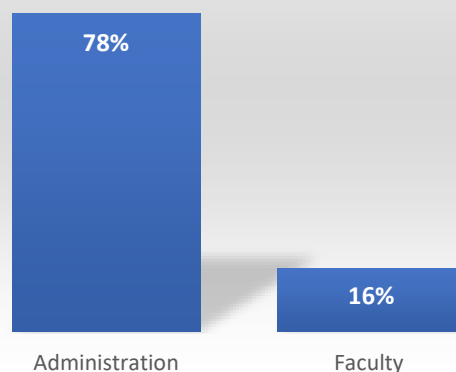
Finally, as institutions of higher learning, as well as employers to hundreds of employees, universities have a responsibility to implement and influence best practices in hiring and retention of all employees.

Recommendation Five: *Universities should commit to paying a living wage to all employees and service providers under third-party contract. University leaders should move to prevent precarious employment at their institutions.*

AT A GLANCE: ACADIA UNIVERSITY

Acadia University President Bonus, Perks and Other Incentives in 2017-2023 Contract	
President's Salary - 2021/22	\$348,687
Increase since 2012	39.4%
Housing Allowance	\$18,000
Vehicle Allowance	\$12,000
Research Allowance	\$15,000
Administrative Leave @ 2 months/year = 8 months	Currently \$206,400
Termination without Cause Agreement	Min Payout \$561,400 Max Payout \$1,122,800
Pension Plans - NS Superannuation Pension Plan (PSSP) + Supplemental Executive Retirement Plan (SERP)	No details available

ACADIA University Percentage Increase of Compensation of Administration and Faculty - 2012-2021



Acadia University
Number of Administrators, All Levels
2012-2021

Level	2011 /12	2020 /21	% Inc/Dec
President	1	1	0%
Vice-Presidents	5	7	40%
Deans	3	5	67%
Directors	12	39	225%
Managers	N/A	38	N/A
Others	1	3	200%
Total	22	93	323%

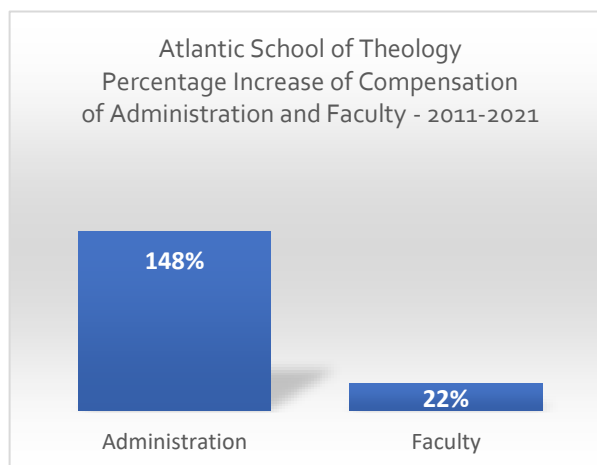
Acadia University
Senior Administration and Upper Management Compensation - 2012-2021

Administrator Level	2011/12	2020/21	% Increase/Decrease
President	\$250,000	\$341,305	37%
Vice-presidents	\$736,060	\$1,156,879	57%
Deans	\$374,500	\$744,508	99%
Directors	\$1,279,730	\$2,227,372	74%
Managers	N/A	N/A	N/A
Others	N/A	\$233,042	N/A
Total	\$2,640,290	\$4,703,106	78%

AT A GLANCE: ATLANTIC SCHOOL OF THEOLOGY

Atlantic School of Theology University Senior Administration and Upper Management Compensation - 2012-2021			
Administrator Level	2010/11	2020/21	% Increase/Decrease
President	\$100,024	\$145,873	46%
Vice-presidents	0	0	0
Deans	\$89,440	\$117,748	32%
Directors	\$61,740	\$209,910	240%
Managers	N/A	\$175,717	N/A
Others	\$80,715	\$173,005	114%
Total	\$331,919	\$822,253	148%

Atlantic School of Theology Number of Administrators, All Levels 2012-2021			
Level	2011/12	2020/21	% Inc/Dec
President	1	1	0%
Vice-presidents	0	0	N/A
Deans	1	1	0%
Directors	1	3	200%
Managers	N/A	4	
Others	1	6	500%
Total	4	15	275%

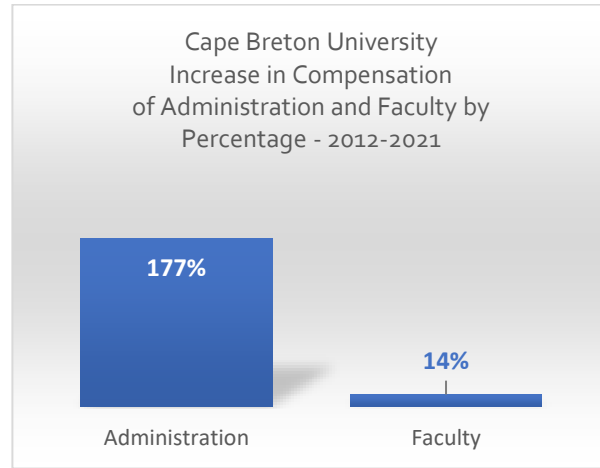


The position of Chief Administration Officer, discontinued in 2015, was reinstated from Director of Advancement & Administration in 2022.

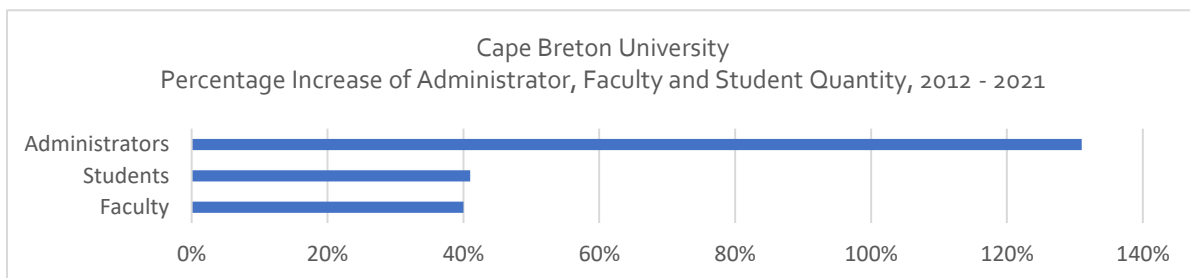
Atlantic School of Theology President Bonus, Perks and Other Incentives in 2020-2026 Contract	
President's Salary - 2021/22	\$145,873
Increase since 2012	10.6%
Housing Allowance	\$28,553
Professional Development	\$6,000
Other	\$10,000 – signing bonus, laptop, phone, etc.
Administrative Leave @ 2 months/year = 5 months	Currently \$40,100
Termination without Cause Agreement	Possible Payout \$177,180

AT A GLANCE: CAPE BRETON UNIVERSITY

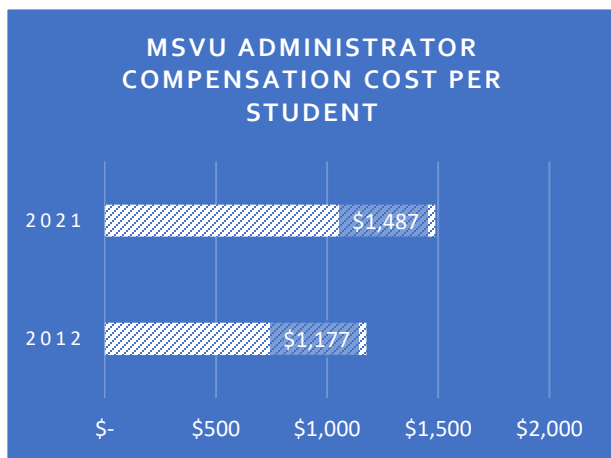
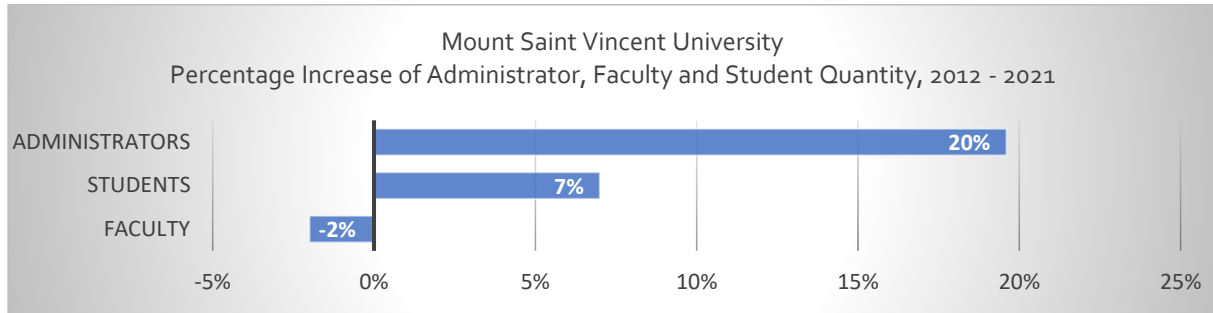
Cape Breton University - Number of Administrators, All Levels 2012-2021			
Level	2011/12	2020/21	% Inc/Dec
President	1	1	0%
Vice-presidents	5	6	5%
Deans	4	8	100%
Directors	7	17	143%
Managers	9	24	167%
Others	0	4	400%
Total	26	60	131%



Cape Breton University President Bonus, Perks and Other Incentives in 2018-2023 Contract	
President's Base Salary – 2020/21	\$290,000
Public Disclosure Report – 2020/21	\$440,705
Increase since 2012	68.3%
Annual Increase	Annual performance appraisal; Salary renegotiated +18% in 2022
Vehicle Allowance	Mileage & undetermined monthly allowance
Relocation Expenses	\$10,000
Professional Development	\$10,000
Other	Travel - \$10,000 for spouse on university business
Administrative Leave @ 2.4 months/year = 7.2 months (max 12 mos)	Currently \$210,000
Termination without Cause Agreement	Possible Payout \$290,000
Pension Plans - NS Superannuation Pension Plan (PSSP) + Supplemental Executive Retirement Plan (SERP)	SERP "provided with any pension enhancements, as approved by the Board, from time-to-time for Senior Executives of the University"



AT A GLANCE: MOUNT SAINT VINCENT UNIVERSITY

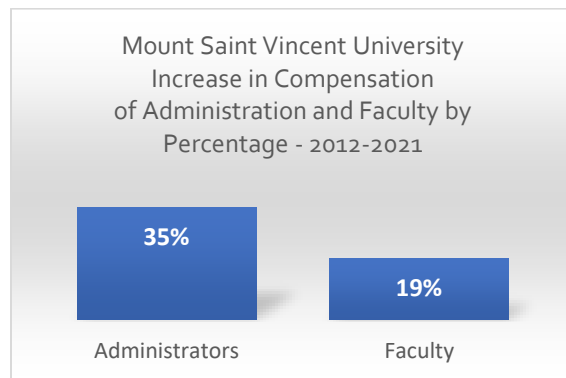


Mount Saint Vincent University
Number of Administrators, All Levels
2012-2021

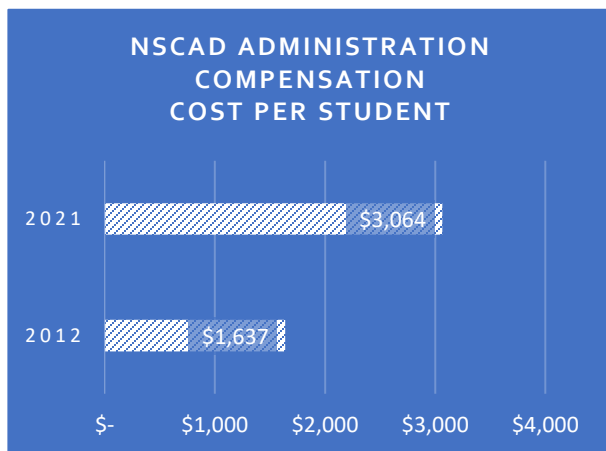
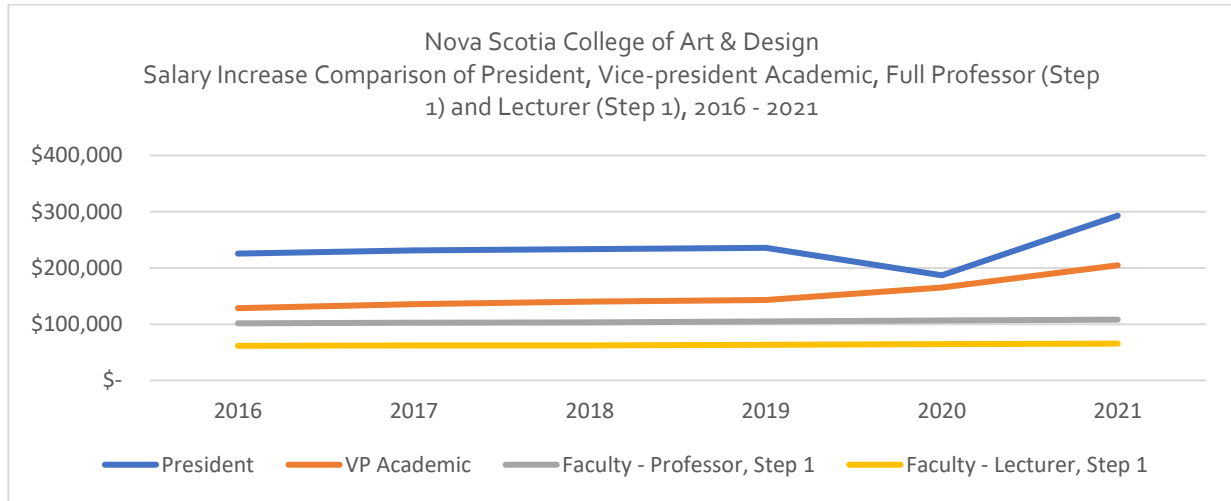
Level	2011/12	2020/21	% Inc/Dec
President	1	1	0%
Vice-presidents	6	5	-17%
Deans	3	3	0%
Directors	10	14	40%
Managers	26	33	27%
Others	5	5	0%
Total	51	61	20%

Mount Saint Vincent University
Salary and Leave Amounts Paid to Presidents
Between 2012 - 2022

2022	\$324,828 (salary) \$321,538 (leave)
2021	\$551,412 (salary & leave)
2018/19	\$275,000 (salary) \$65,975 (leave)
2017/18	\$206,250 (salary) \$281,820 (leave)



AT A GLANCE: NOVA SCOTIA COLLEGE OF ART & DESIGN

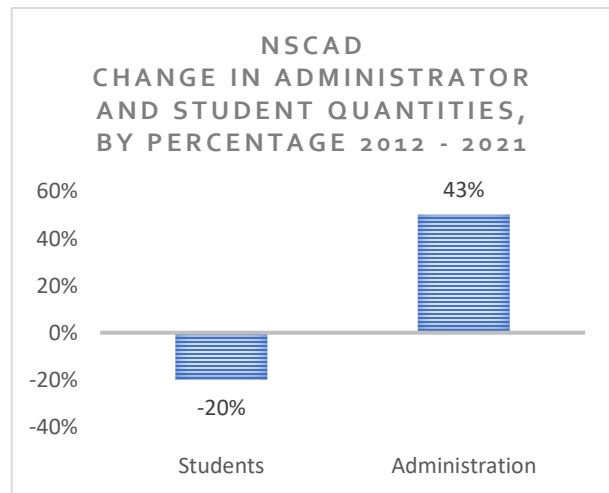


NSCAD Number of Administrators, All Levels 2012-2021

Level	2011/12	2020/21	% Inc/Dec
President	1	1	0%
Vice-presidents	2	4	100%
Deans	1	1	0%
Directors	12	7	-42%
Managers	1	10	900%
Others	4	7	75%
Total	21	30	43%

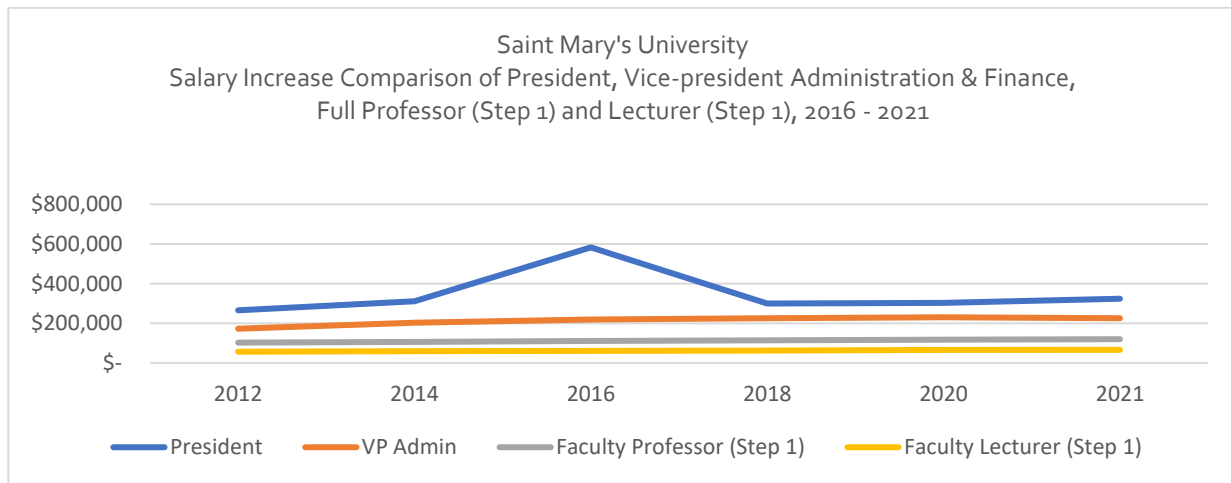
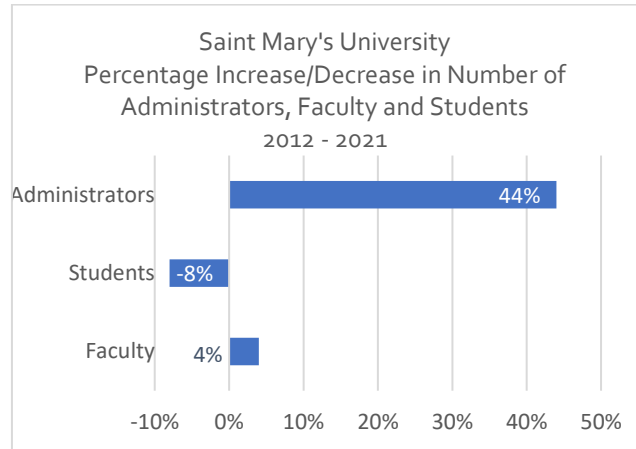
NSCAD Senior Administration and Upper Management Compensation - 2012-2021

Level	2011/12	2020/21	% Inc/Dec
President	\$210,000	\$292,987	40%
Vice-presidents	\$229,031	\$549,907	140%
Deans	\$93,930	\$123,208	31%
Directors	\$833,113	\$701,808	-16%
Managers	\$62,908	\$328,362	422%
Others	\$229,229	\$485,361	112%
Total	\$1,658,211	\$2,481,633	50%



AT A GLANCE: SAINT MARY'S UNIVERSITY

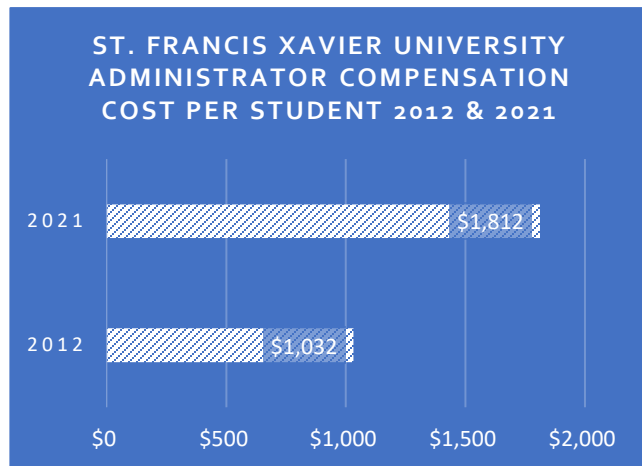
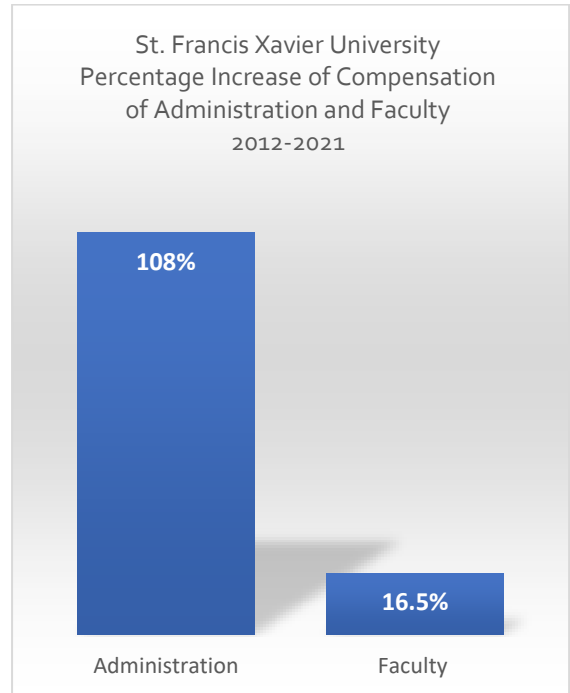
Saint Mary's University Senior Administration and Upper Management Compensation - 2012-2021			
Level	2011/12	2020/21	% Inc/Dec
President	\$265,193	\$324,200	22%
Vice-presidents	\$818,925	\$1,620,336	98%
Deans	\$502,022	\$1,058,502	111%
Directors	\$2,102,230	\$3,612,612	72%
Managers	\$1,555,377	\$2,233,236	44%
Others	\$462,216	\$836,271	81%
Total	\$5,705,963	\$9,685,157	70%



SMU University President Bonus, Perks and Other Incentives in 2020 - 25 Contract	
President's Salary - 2021/22	\$340,000
Increase since 2012	22% + Performance incentive program
Research Allowance	\$12,000
Administrative Leave -	12 mos @ \$300,000 + 3 days/mos to 6 mos max @ latest salary + benefits
Termination without Cause Agreement	18 mos + accrued admin leave
Pension Plans	- SMU University Pension Plan + Supplemental Executive Retirement Plan (SERP)

AT A GLANCE: ST. FRANCIS XAVIER UNIVERSITY

St Francis Xavier University President Bonus, Perks and Other Incentives in 2020-2025 Contract	
Base Salary - 2021/22	\$325,000
Increase since 2012	19.1%
Vehicle Allowance	\$14,400 + expenses & increase on next lease
Research Allowance	\$16,000 with option to carry forward
Professional Development	\$5,000
Other	\$15,000 relocation
Administrative Leave	12 mos @ end of contract
Termination without Cause Agreement	12 mos + unused leave + 1 yr benefits
Pension Plans - NS Superannuation Pension Plan (PSSP) + Supplemental Executive Retirement Plan (DCSERP)	13% to pension; remainder in DCSERP = \$42,250



St. Francis Xavier University
Number of Administrators, All Levels
2012-2021

Level	2011/12	2020/21	% Inc/Dec
President	1	1	0%
Vice-presidents	2	5	150%
Deans	4	5	25%
Directors	15	26	73%
Managers	47	62	32%
Others	4	6	50%
Total	73	105	44%

St. Francis Xavier University
Senior Administration and Upper Management Compensation - 2012-2021

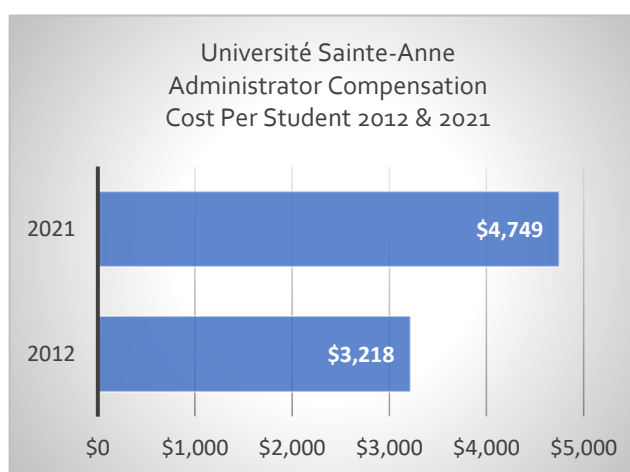
Administrator Level	2011/12	2020/21	% Increase/Decrease
President	\$ 284,985	\$ 280,082*	-2%
Vice-presidents	\$ 334,506	\$ 1,197,832	258%
Deans	\$ 595,948	\$ 747,874	25%
Directors	\$ 1,239,843	\$ 3,170,051	156%
Managers	\$ 2,997,247	\$ 4,639,334	55%
Others	\$ 229,603	\$ 528,338	130%
Total	\$ 5,682,132	\$ 10,563,511	86%

* 9 months of annual salary (\$325,000)

AT A GLANCE: UNIVERSITÉ SAINTE-ANNE

Université Sainte-Anne Senior Administration and Upper Management Compensation - 2012-2021			
Administrator Level	2010/11	2020/21	% Increase/Decrease
Rector et vice-chancelier	\$165,800	\$188,944	14%
Vice-recteur	\$327,420	\$435,252	33%
Doyen	\$212,320	\$266,467	26%
Directeur	\$628,345	\$1,288,008	105%
Managers	\$44,283	\$202,178	357%
Other	\$242,096	\$373,822	54%
Total	\$1,620,264	\$2,754,671	79%

Université Sainte-Anne Number of Administrators, All Levels 2012-2021			
Level	2011/12	2020/21	% Inc/Dec
Rector et vice-chancelier	1	1	0
Vice-recteur	3	3	0%
Doyen	3	3	0%
Directeur	14	18	29%
Managers	1	5	400%
Other	5	5	0%
Total	27	35	30%



Université Sainte-Anne President Five Top-Paid Administrators	
Rector et vice-chancelier	\$188,648
Vice recteur enseignement et recherche (Education & Research) (VRER)	\$175,057
Vice-recteur à l'administration (VRA)	\$150,057
Directeur, Services technologiques	\$150,057
Doyen Immersion et Faculté des programmes professionnels	\$138,512

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APPENDIX A

Leadership Teams at Nova Scotia Universities								
Position	Acadia	AST	CBU	MSVU	NSCAD	SMU	StFX	USA
President	✓	✓	✓	✓	✓	✓	✓	✓
Executive Assistant/Chief of Staff	✓	✓	✓		✓			
University Counsel			✓					
University Chaplain							✓	
Vice recteur enseignement et recherche (Ed & Research)								✓
VP Academic	✓		✓	✓	✓	✓ X	✓	
VP Administration				✓		✓	✓	✓
VP Finance	✓		✓		✓	✓ X	✓	
VP Advancement/Development	✓		✓			✓ X	✓	
V-Provost/VP Students, Recruitment & Enrolment Mgmt	✓						✓	
V-Provost, Teaching & Learning	✓							
Comptroller/Chief Financial Officer		✓			✓			
Assoc VP Finance	✓							
Assoc VP, Indigenous Affairs & Unama'ki College			✓					
Assoc VP, Operations					✓		X	
Assoc VP, Research	✓		✓	✓				
Assoc VP, Student Experience				✓	✓			
Assoc VP, University Relations			✓	✓	✓			
Registrar & or Assoc Registrar	✓	✓			✓		X X X	
Convenor, Diploma in Missional Leadership		✓						
Convenor, Continuing Education		✓						
Dean, Academic		✓						
Dean, Arts	✓	✓	✓	✓		X	X	
Dean, Business			✓			X	X	
Dean, Education/Health			✓	✓			X	
Dean, Library/University Librarian	✓						X	
Dean, Prof/Grad Studies	✓			✓		X		
Dean, Science	✓		✓	✓		X	X	
Dean, Theology	✓							
Dean, Unama'ki College			✓					
Dean, Students (Divinity College)	✓							
Exec Dir, Alumni Affairs	✓							
Exec Dir, COADY Institute							X	
Exec Dir, Communications & Marketing	✓							
Exec Dir, Gov't Relations							X	
Exec Dir, Philanthropy	✓							
Exec Dir to Pres	✓							
Exec Dir, Student Services	✓							

Exec Dir, Tech Services	✓							
Exec Dir, U4 League							X	
Senior Director, Financial Services						X		
Senior Director, Student Services						X		
Senior Director, ITSS						X		
Senior Director, Human Resources						X		
Senior Director, Facilities Management						X		
Director, Advancement & Administration		✓						
Director, Diploma in Youth Ministry		✓						
Director, Diploma in the New Evangelization		✓						
Director, Human Resources	✓							

Appendix A: Leadership Teams at Nova Scotia Universities