



June 12, 2018

Ms. Christina Zacharuk  
CEO & President  
Public Sector Employers' Council Secretariat  
2<sup>nd</sup> Floor, 880 Douglas St.  
Victoria, BC  
V8W 2B7

Dear Ms. Zacharuk:

Re: Executive Compensation Disclosure Statement for 2017/18

Vancouver Community College (VCC) strives to maintain an executive total compensation program that helps retain and attract qualified individuals in executive roles that will support the college in achieving its vision, integrated college plan, and work in alignment with its values and culture. VCC adheres to the college's compensation philosophy that accompanies this annual disclosure, and is aligned with the public sector compensation philosophy.

The following report provides an accurate representation of all compensation for the President and the next four highest ranking/paid executive positions with an annualized base salary of \$125,000 or greater during the 2016/17 fiscal year. For the purposes of this disclosure, compensation includes; base salary, statutory and health benefits, pension contributions and other allowances/payments as identified in the attached Executive Compensation Disclosure.

Sincerely,

A handwritten signature in black ink, appearing to be "Pam Ryan", written in a cursive style.

Pam Ryan  
Chair, Vancouver Community College Board of Governors

Enc.

c.c. VCC Board of Governors  
Shannon Railton, VCC, VP, People & Culture



## **DISCLOSURE OF EXECUTIVE COMPENSATION STATEMENT**

This is to advise that the Board of Governors is aware of the executive compensation paid in the 2017/18 fiscal year and that the compensation provided was within approved compensation plans and complies with the Public Sector Executive Compensation guidelines.

A handwritten signature in black ink, appearing to be "Pam Ryan", written over a horizontal line.

Pam Ryan  
Chair, Vancouver Community College Board of Governors



## **OVERALL OBJECTIVES**

Vancouver Community College's total compensation programs help us retain and attract qualified staff that will support the College in achievement of our mission, vision and work in alignment with our values and culture. The programs are designed in a manner that is fiscally responsible and provides us with flexibility to respond to changing and unique circumstances.

## **GUIDING PRINCIPLES**

**Our compensation programs will be characterized by the following:**

- Promotion of a performance based culture – employees are expected to meet expectations in order to move through the range or receive an increment step. Determining whether an employee's performance meets expectations will be done through an annual performance review conducted by the employee's manager.
- Clear communication to employees and the public – information describing the total compensation programs is clearly communicated in documents that are made available to all employees and the public.
- Differentiation based on scope of responsibility – individual jobs are classified based on their scope of responsibilities and qualifications required.
- Decisions based on evidence – decisions on changes to the College's total compensation programs are supported by well documented business rationales, based on objective data and take into consideration fiscal accountability.

## **ROLE OF TOTAL COMPENSATION ELEMENTS**

Our total compensation program includes four main elements:

1. Compensation – Employees are provided with fair compensation for the scope and breadth of their job responsibilities and the education, competencies and experience they bring to their roles.
2. Benefits – Employees receive a benefit package that provides security and protection for themselves and their families.
3. Career Development – Employees are provided with support for skill development, upgrading and other career development opportunities.
4. Work/Life – Employees are provided with time off and flexible time arrangements to help them balance their work and personal demands.



**TOTAL COMPENSATION PHILOSOPHY  
VANCOUVER COMMUNITY COLLEGE  
EFFECTIVE JANUARY 1 2016**

**COMPARATOR GROUPS**

Our comparator group includes organizations where we can attract qualified employees from and are at risk of losing qualified employees to. Our core comparator group includes similar post-secondary and other public sector organizations in B.C. For other jobs where talent may be needed from out-of province and jobs that require skills from specific industries or from outside of the public sector, a secondary comparator group may be used.

**TARGET PAY POSITIONING**

Our total compensation programs are targeted at approximately the 50<sup>th</sup> percentile of our comparator group.

**INTERNAL EQUITY**

We consider the relative scope, responsibilities, and complexities of jobs to ensure that compensation levels are fair and equitable. Market competitiveness is balanced with internal equity to ensure that the relative internal value of work is fairly recognized.

**AFFORDABILITY AND SUSTAINABILITY**

Our total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

**GOVERNANCE AND ADMINISTRATION**

The Board of Governors is responsible for approving our overall compensation philosophy and programs. The executive team is responsible for the day-to-day oversight and administration of the programs.

Total compensation programs may be amended from time to time, as determined by the College, and as approved by the Minister.



Vancouver Community College

Summary Compensation Table at 2018

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2017/2018 Total Compensation	Previous Two Years Totals Total Compensation	
							2016/2017	2015/2016
Peter Nunoda, President	\$ 174,929	-	\$ 11,689	\$ 17,755	-	\$ 204,373	\$ 207,208	\$ 199,790
Marlene Kowalski, VP Administration and CFO	\$ 163,755	-	\$ 10,730	\$ 16,621	-	\$ 191,106	\$ 190,628	\$ 91,739
Kathryn McNaughton, VP Academic, Students and Research	\$ 164,108	-	\$ 10,039	-	\$ 1,892	\$ 176,039	\$ 176,565	\$ 103,948
Shannon Railton, Vice President People and Culture	\$ 100,638	-	\$ 9,179	\$ 10,214	\$ 565	\$ 120,596	\$ 171,817	
Clodine Sartori, VP People and Culture	\$ 124,833	-	\$ 12,090	\$ 12,670	\$ 565	\$ 150,158		
Karen Wilson, Executive Director Marketing & Communications	\$ 124,047	-	\$ 12,115	\$ 12,590	-	\$ 148,752		



**Notes**

Peter Nunoda, President	
Marlene Kowalski, VP Administration and CFO	
Kathryn McNaughton, VP Academic, Students and Research	<b>Other Note:</b> AACRAO membership
Shannon Railton, Vice President People and Culture	<b>General Note:</b> On approved leave September 28, 2017. <b>Other Note:</b> HRMA membership
Clodine Sartori, VP People and Culture	<b>General Note:</b> Clodine Sartori was appointed Acting VP People and Culture effective September 5, 2017. Prior to this date the individual was in the role of Director Human Resources. The salary reported reflects the total amount paid to them as Acting VP People and Culture and Director Human Resources in this fiscal year. <b>Other Note:</b> HRMA membership
Karen Wilson, Executive Director Marketing & Communications	