



May 2, 2016

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

Dear Ms. Zacharuk:

Re: Executive Compensation Disclosure Statement for 2015/16

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 (Appendix A), and is aligned with the public sector compensation philosophy.

The following report provides an accurate representation of all compensation for the President and CEO and the next four highest ranking/paid executives with an annualized base salary of \$125,000 or greater during the 2015/16 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 summary compensation table (Appendix B).

Sincerely,

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

Pam Ryan
Chair, Vancouver Community College Board of Governors

Enc.

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



Broadway campus

1155 East Broadway, Vancouver, B.C., Canada V5T4V5 ■ Tel 604.871.7000

Downtown campus

250 West Pender Street, Vancouver, B.C., Canada V6B 1S9 ■ Tel 604.443.8300



DISCLOSURE OF EXECUTIVE COMPENSATION STATEMENT

This is to advise that the Board of Governors is aware of the executive compensation paid in the 2015/16 fiscal year and that the compensation provided was within approved compensation plans and complies with the Public Sector Executive Compensation guidelines.

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Pam Ryan
Chair, Vancouver Community College Board of Governors



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

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.



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 50th 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.

Notes:

Linda Sanderson, Exec Director, Human Resources	Linda Sanderson's salary and compensation includes vacation payout, which she received when she resigned on March 31, 2016.
Irene Young, VP, Strategic Partnerships & Business De	Irene Young's salary and compensation for the period of April 1 to July 19, 2015 was \$54,334 (while she was VP Admin and CFO); and for the period July 20, 2015 to March 31, 2016 her compensation was \$102,631 (her current position as VP Strategic Partnerships).
Peter Nunoda, President	
Kathryn McNaughton, VP, Academic, Students & Res	Kathry McNaughton's salary and compensation is for a portion of the year. She started on August 10, 2015 .
Marlene Kowalski, VP, Administration & CFO	Marlene Kowalski's salary and compensation is for a portion of the year. She started on September 21, 2015.
John Woudzia, VP, Education & Student Services	John went on salary continuance January 31, 2015 and ended August 28, 2015.