College of New Caledonia
CNC

April 20, 2026

John Davison, President & CEO
Public Sector Employers' Council Secretariat
Suite 210 - 880 Douglas St
Victoria, B.C. V8W 2B7

Dear Mr. Davison,

Re: Attestation – CNC Compensation Policy Compliance

This letter from the College of New Caledonia is to confirm the following:

1. The Board is aware of the executive compensation paid in the prior fiscal year.

2. The disclosed information is accurate and includes all compensation paid by the employer, foundations, subsidiaries, or any other organization related to or associated with the employer.

3. The disclosed information also includes the value of any pre or post-employment payments made during the 12-month period before or after the term of employment.

4. Verifies that compensation provided was within approved compensation plans and complies with these guidelines.

Sincerely,

Judy Vasily
College of New Caledonia Board Chair

c Cindy Heitman, President and CEO
Evelyn Watt, Director of Human Resources

College of New Caledonia
CNC

Total Compensation Philosophy

The College of New Caledonia's (CNC) total compensation program is a framework to assist the institution attract and retain qualified exempt employees and is designed in a fiscally responsible manner in support of our mission, vision, values and culture, with flexibility to respond to changing and unique circumstances.

The Guiding Principles for CNC's total compensation programs is as follows:

Performance – Compensation programs support and promote a performance-based (merit) organizational culture, though the College does not provide performance-based bonuses or other forms of variable pay.

Differentiation – Differentiation of salary is supported where there are differences in the scope of the position within the institution and/or due to superior individual team contributions by employees, within the parameters of established and approved pay bands.

Accountability – Compensation decisions are objective and based on upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds in accordance with the Taxpayer Accountability Principles.

Transparency – Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information, except where disclosure is required by government regulation, statute or policy.

Sustainability – Total compensation programs are designed, administered and updated in a fiscally responsible manner that ensures that costs are affordable and sustainable over time and balanced against market forces.

CNC's total compensation program includes four main elements:

Compensation

- The College provides fair compensation, in the form of base salary, for the scope and breadth of job responsibilities and the education, competencies and experience that employees bring to their roles.

Benchmarking methodology and process:

Primary comparators for management employees in the institution include these common comparators or benchmarks:

a. B.C. Public Sector Organizations – Crown corporations, health sector, K-12 public education, post-secondary, core public service, community social services, regional government, municipalities and various public bodies.

b. Other Provincial Jurisdictions where relevant, excluding territories.

c. Private Sector – utilized only in cases of talent in high demand with significant recruitment pressure from the private sector.

Benefits and Pension

- The College provides security and protection to employees and their families during their employment and co-contributes to their post-employment retirement plans. Benefits provided include:
    - Medical Services Plan
    - Basic Life Insurance and Accidental Death & Dismemberment Insurance
    - Short and Long Term Disability
    - Extended Health
    - Dental
    - Optional Life Insurance (employee paid)
    - College Pension Plan or Municipal Pension Plan (employee and employer contributions)

Career Development

- The College provides support for skill development, upgrades and other career development activities through access to professional development funds as well as project-based assignments for employees that provide opportunities for growth while achieving College operational goals and succession planning objectives.

Work/Life

- The College provides appropriate paid time off and other programs (i.e. Employee and Family Assistance Program) to help employees balance their work and personal demands.

Governance and Administration

The College's Board of Governors is responsible for approving our overall compensation philosophy in addition to ensuring annual compensation reporting and disclosure is completed in accordance with Government policy and legislation. Human Resources is responsible for the day-to-day administration of the program. The President and Executive Committee (EC) is responsible for making recommendations to the Board for their endorsement of the Compensation Philosophy. Total compensation programs may be amended from time-to-time, as determined by the College, and as approved by the Board and the Minister.

College of New Caledonia

Summary Compensation Table at 2026

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2025/2026 Total Compensation	Previous Two Years Totals Total Compensation	
							2024/2025	2023/2024
Cindy Marie Heitman, President and CEO	$ 237,494	-	$ 12,108	$ 24,557	$ 12,000	$ 286,159	$ 279,792	$ 121,374
Shelley C Carter-Rose, Vice President Student Affairs	$ 217,528	-	$ 10,557	$ 22,642	-	$ 250,727	$ 263,103	$ 227,772
Jessie King, Vice President Indigenization	$ 207,449	-	$ 12,483	$ 21,652	-	$ 241,584	$ 137,715	
Bruce McKay, Vice President Academic	$ 190,238	-	$ 14,979	$ 19,671	-	$ 224,888		
Tara-Dawn Szerencsi, Vice President, Finance & Corporate Services	$ 215,005	-	$ 12,852	$ 22,256	$ 11,675	$ 261,788	$ 238,687	$ 217,803
Chad Thompson, Vice President Academic	$ 116,662	-	$ 5,055	$ 12,063	-	$ 133,780	$ 242,353	$ 217,502

Summary Other Compensation Table at 2026

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Cindy Marie Heitman, President and CEO	$ 12,000	-	-	-	$ 12,000	-	-
Shelley C Carter-Rose, Vice President Student Affairs	-	-	-	-	-	-	-
Jessie King, Vice President Indigenization	-	-	-	-	-	-	-
Bruce McKay, Vice President Academic	-	-	-	-	-	-	-
Tara-Dawn Szerencsi, Vice President, Finance & Corporate Services	$ 11,675	-	$ 11,675	-	-	-	-
Chad Thompson, Vice President Academic	-	-	-	-	-	-	-

Notes

Cindy Marie Heitman, President and CEO	**General Note:** Ms. Heitman received a 2% performance-based increase effective April 1, 2025.
Shelley C Carter-Rose, Vice President Student Affairs	**General Note:** Ms. Carter-Rose received a 2% performance-based salary increase effective April 1, 2025.
Jessie King, Vice President Indigenization	**General Note:** A 2% performance-based increase was approved effective April 1,2025. An error was identified in the initial salary offer to this employee which was corrected during this period prior to the performance-based increase being applied which is why annualized shows 5.2% increase rather than 2%.
Bruce McKay, Vice President Academic	**General Note:** New VPA as of May 1, 2025
Tara-Dawn Szerencsi, Vice President, Finance & Corporate Services	**General Note:** Ms. Szerencsi received a 2% performance-based salary increase effective April 1, 2025.
Chad Thompson, Vice President Academic	**General Note:** Retirement agreement effective May 11, 2024, last day paid salary continuance November 10, 2025