



April 20, 2017

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

Dear Ms. Zacharuk,


I confirm that the information contained in the attached report accurately states the executive compensation paid out in the fiscal year 2016/2017 and is in compliance with the compensation plans approved by PSEC.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Soon Kim", written over a horizontal line.

Soon Kim  
Chair of the Board, Capilano University

Enc.

	Policy No.	Officer Responsible	
	<b>B.509</b>	<b>President</b>	
	Policy Name	<b>Administrator Compensation Policy</b>	
Approved by	Replaces	Category	Next Review
<b>Board</b>	<b>Memo 42</b>	<b>A</b>	<b>April 2019</b>
Date Issued	Date Revised	Related Policies, Reference	
<b>Nov 17, 2015</b>	<b>April 19, 2016</b>	<b>B.503, B.507, B.510</b>	

**1. POLICY STATEMENT**

Capilano University provides an Administrator Compensation Policy that includes: salary, flexible group benefits, College Pension Plan and other programs and services designed to attract and reward employees' commitment and performance.

**2. SCOPE**

This policy applies to all regular and term-defined employees who are administrators including the President, Vice-Presidents, Deans, Directors and Managers.

**3. GOVERNANCE**

Capilano University's Board of Governors oversees the Administrator Compensation Policy which may be amended from time to time, as determined by the University and as approved by the Minister. The President is responsible for Capilano University's Administrator Compensation Policy, consistent with Board policy.

**4. OBJECTIVES**

Capilano University's Administrator Compensation Policy is intended to attract and retain skilled and knowledgeable personnel necessary to meet the University's mission and goals.

**5. GUIDING PRINCIPLES**

In administering the Administrator Compensation Policy, Capilano University adheres to the following guiding principles:

**5.1. Performance**


Employees will receive annual performance evaluations to ensure that employees are meeting the job expectations for their positions.

**5.2. Differentiation**

The Administrator Compensation Policy will ensure that differences in scope and responsibility are compensated appropriately in relation to all internal positions.

**5.3. External Equity**

Capilano University's salary scale will be reviewed periodically to work towards external equity with comparables.

	Policy No.	Officer Responsible	
	<b>B.509</b>	<b>President</b>	
	Policy Name	<b>Administrator Compensation Policy</b>	
Approved by	Replaces	Category	Next Review
<b>Board</b>	<b>Memo 42</b>	<b>A</b>	<b>April 2019</b>
Date Issued	Date Revised	Related Policies, Reference	
<b>Nov 17, 2015</b>	<b>April 19, 2016</b>	<b>B.503, B.507, B.510</b>	

**5.4. Accountability of Funds**

Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

**5.5. Fair and Consistent**

The Administrator Compensation Policy will be fairly and consistently applied, based on assessing common factors for jobs, and not assessing the individual in the role.

**5.6. Transparency**

Compensation systems are designed, managed and communicated in a manner that ensures the Administrator Compensation Policy is clearly understood by employees and the public while protecting individual personal information.

**5.7. Compliance**

The Administrator Compensation Policy will be in compliance with all laws and regulations.

**6. ELEMENTS OF THE ADMINISTRATOR COMPENSATION POLICY**

Capilano University offers an Administrator Compensation Policy designed to remain competitive with other post-secondary institutions in British Columbia. Elements of the policy include:


**6.1. Salary**

Differences in scope and responsibility are compensated appropriately in relation to all internal positions.

**6.2. Health and Welfare Benefits**

Capilano University has a flexible benefits plan with a number of different elements, some of which can be modified in order for employees to make selections to better suit their individual needs:

- BC Medical
- Extended Health
- Dental
- Group Life and Accidental Death and Dismemberment
- Long Term Disability
- Short Term Disability
- Employee and Family Assistance Program
- Optional coverage available through flexible benefit options:

	Policy No.	Officer Responsible		
	<b>B.509</b>	<b>President</b>		
	Policy Name	<b>Administrator Compensation Policy</b>		
Approved by	Replaces	Category	Next Review	
<b>Board</b>	<b>Memo 42</b>	<b>A</b>	<b>April 2019</b>	
Date Issued	Date Revised	Related Policies, Reference		
<b>Nov 17, 2015</b>	<b>April 19, 2016</b>	<b>B.503, B.507, B.510</b>		

- Health Care Spending Account
- Professional Development
- Registered Retirement Savings Plan

6.3. **General Benefits**

- Vacation
- Sick Leave

6.4. **Pension**

- College Pension Plan

6.5. **Other**

- Professional Development

**7. EXTERNAL EQUITY**

Capilano University's 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 institutions and other public sector employers within British Columbia. 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 required.

**8. PAY POSITIONING**

Capilano University targets the 50th percentile of the comparator group.

**9. AFFORDABILITY AND SUSTAINABILITY**

Capilano University's Administrator Compensation Policy is designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

Summary Compensation Table at 2017

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2016/2017 Total Compensation	Previous Two Years Totals Total Compensation	
							2015/2016	2014/2015
Kris Bulcroft, President	\$ 62,500	-	\$ 7,357	\$ 6,643	\$ 600	\$ 77,100	\$ 230,610	\$ 230,557
Paul Dangerfield, President	\$ 93,750	-	\$ 17,787	\$ 9,854	\$ 900	\$ 122,291		
Irene Chanin, Executive Director, Development & Univ. Communications	\$ 138,100	-	\$ 13,020	\$ 13,898	\$ 7,653	\$ 172,671	\$ 164,718	
Richard Gale, VP Academic & Provost	\$ 166,917	-	\$ 22,793	\$ 17,280	\$ 1,800	\$ 208,790	\$ 192,760	\$ 192,622
Jacqui Stewart, VP, Finance & Administration	\$ 150,652	-	\$ 18,105	\$ 12,223	\$ 450	\$ 181,430		
Cindy Turner, VP, Finance & Administration	\$ 13,000	-	\$ 2,342	\$ 1,400	\$ 150	\$ 16,892	\$ 192,799	\$ 192,221
Michael Knudson, Associate Vice President Human Resources	\$ 130,025	-	\$ 10,957	\$ 13,058	\$ 1,800	\$ 155,840	\$ 35,376	

**Summary Other Compensation Table at 2017**

<b>Name And Position</b>	<b>All Other Compensation</b>	<b>Severance</b>	<b>Vacation payout</b>	<b>Leave payout</b>	<b>Vehicle / Transportation Allowance</b>	<b>Perquisites / other Allowances</b>	<b>Other</b>
Kris Bulcroft, President	\$ 600	-	-	-	\$ 600	-	-
Paul Dangerfield, President	\$ 900	-	-	-	\$ 900	-	-
Irene Chanin, Executive Director, Development & Univ. Communications	\$ 7,653	-	\$ 5,853	-	\$ 1,800	-	-
Richard Gale, VP Academic & Provost	\$ 1,800	-	-	-	\$ 1,800	-	-
Jacqui Stewart, VP, Finance & Administration	\$ 450	-	-	-	\$ 450	-	-
Cindy Turner, VP, Finance & Administration	\$ 150	-	-	-	\$ 150	-	-
Michael Knudson, Associate Vice President Human Resources	\$ 1,800	-	-	-	\$ 1,800	-	-

**Notes**

Kris Bulcroft, President	<b>General Note:</b> Retired July 31st, 2016.
Paul Dangerfield, President	<b>General Note:</b> Hired with the organization Oct 1, 2016.
Irene Chanin, Executive Director, Development & Univ. Communications	<b>General Note:</b> Actual salary includes approved increase of 1.95% effective July 1, 2016.
Richard Gale, VP Academic & Provost	<b>General Note:</b> Note: Employee was acting President from July to September 2016 resulting in an additional salary payment. Additionally, actual salary includes approved increase of 1.95% effective October 1, 2016.
Jacqui Stewart, VP, Finance & Administration	<b>General Note:</b> Replaced outgoing VP Finance & Admin as a secondee from the Ministry of Advanced Education starting April 11, 2016. Appointed as a regular CapU employee January 1, 2017.
Cindy Turner, VP, Finance & Administration	<b>General Note:</b> Employee retired April 30, 2016.
Michael Knudson, Associate Vice President Human Resources	<b>General Note:</b> Actual salary includes approved increase of 1.95% effective March 1, 2017. Reported partial year actuals for 2015/16 disclosure.