

emily carr

university of art + design

1399 Johnston Street, Vancouver, BC, Canada V6H 3R9

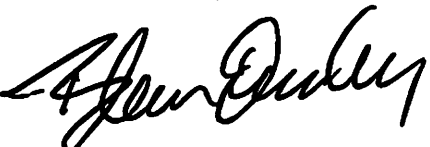
May 6, 2016

Ms. Christina Zacharuk, President & CEO  
PSEC Secretariat  
2<sup>nd</sup> Floor, 880 Douglas Street  
Victoria, BC V8W 2B7  
via email: [Christina.zacharuk@gov.bc.ca](mailto:Christina.zacharuk@gov.bc.ca)

Dear Ms. Zacharuk:

I confirm that the information included in the attached report accurately states the executive compensation paid out in fiscal 2015/2016 to the President + Vice-Chancellor and all qualifying Vice Presidents, which includes those in receipt of salaries over \$125,000, and is in compliance with the compensation plans approved by PSEC.

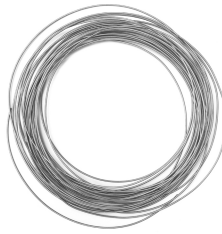
Yours truly,



Blair Qualey  
Chair, Board of Governors

/Attach

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**Compensation Philosophy:**

**Excluded Administration**

## Compensation Philosophy Objectives

At the Emily Carr University of Art + Design, we strive to foster an environment of creativity built upon a culture of critique. We achieve this by challenging current socio-political boundaries through contemporary art and design, and through the exploration of research opportunities in the areas of art, design and digital media. In doing so, we aim to deliver high-quality programs and educational opportunities to students on an international scale.

As such, we believe in providing our administrators with support and rewards in recognition of their tireless dedication to the advancement of the university. In return, the university expects the staff to embrace the organizations values and deliver excellence in their area of expertise

Our total compensation program is thus an instrument to attract and retain the best talent, and provides a mechanism to reward excellence in administrative staff performance. Furthermore, the philosophy has been designed in a manner that promotes the responsible use of public and private funds, in accordance with the Taxpayer Accountability Principles, for the provision of academia, research and community engagement.

## Guiding Principles

The university has adopted the following principles, which in turn shall form the foundation for the refreshed philosophy:

- **Performance** – To support and promote a performance-based (merit) organizational culture.
- **Differentiation** – Allow for differentiation of salary where there are differences in the scope of the position within an organization, and/or due to superior individual team contributions.
- **Accountability** – To ensure that compensation decisions are objective and based upon a clear and well-documented business rationale that demonstrates the appropriate expenditure of public funds.
- **Transparency** – To enable a program that is designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

Based upon the core principles outlined above, the following refreshed compensation philosophy endeavours to outline a framework that meets the needs of government, while upholding the values and culture of the university.

## Our Total Compensation

The university compensates the excluded administration through the following key elements:

### Direct compensation:

The university offers direct compensation in the form of a base salary. The base salary is internally equitable in relation to the value of each role; and externally competitive compared to the advanced education sector and as it relates to art and design, on a national and international scale, and other relevant comparators.

### Monetary Benefits:

The university provides benefits for the security and protection of the employee and their families.

### Career Development:

The university provides a variety of avenues for career and professional development, and believes in the value of investing in the advancement of staff within the university, art and culture communities.

### Work Life Balance:

The university recognizes the need to promote wellness among the staff and invests in a number of programs to help staff achieve a healthy balance between work and personal demands.

## **Target Pay Positioning**

The universities' total compensation program is targeted at the 50th percentile of our comparator groups.

## **Sustainability**

Our total compensation programs are designed and administered in a fiscally responsible manner that ensures 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.





