41ST ANNUAL GENERAL MEETING OCTOBER 1, 2021

III

PRESIDENT'S MESSAGE

Annual Report 2020-21

Thanks to each of you for your faithful prayers and dedication as part of Redeemer's membership. God has continued to provide for Redeemer this past year at a time of tremendous change and adjustment. From frequently changing COVID-19 regulations to major campus construction to significant leadership transition, God has been faithful in providing for Redeemer's mission.

As hopefully you saw in the digital year in review shared this past summer, the 2020-2021 year was one of growth, celebration and hope. We set an incoming student enrolment record, launched a new degree for the first time in nearly twenty years and undertook one of the largest construction projects in Redeemer's history to provide more classroom and residence space for students. At the same time, we faced pandemic anxieties, strict movement and gathering restrictions, the loss of a beloved Athletics Director and the long term financial realities that required the closure of two excellent programs in French and Theatre Arts, with deep sadness at having to say farewell to three outstanding, long-serving faculty members.

In all these things, we are grateful that God holds Redeemer in his hands. The university remains focused on serving him by discipling and educating students to find their callings in service to Christ and by supporting scholarship, creativity and professional service that brings the hope of Christ to all kinds of areas of life and learning.

We give God all the praise and glory for what he has done through both the blessings and the challenges that we have experienced this past year. We are thankful for you, the members who continue to support Redeemer University through resources, encouragement and prayer. Thank you!

I look forward to seeing you either in person or virtually on October 1!

Sincerely,

David Zietsma, PhD Interim President

CHAIR'S MESSAGE

Annual Report 2020-21

They promised me a quiet year as Chair of the Board. It has been anything but.

In a year that saw COVID loom over the university, President Graham stepped down for health and family reasons, we addressed Board composition matters that were not included in the Charter changes received by Redeemer and the Board engaged in difficult consultations regarding program sustainability that led to the ending of the French Studies and Theatre Arts majors cut.

But that is not the whole story. As a Board, we also saw a community that was resilient in the face of adversity. We broke ground on a new residence and academic building. We saw enrollment reach heights it has not reached in many years. We saw leaders step up with professionalism, skill and integrity. We began to offer new degree programs. And we saw donors who were inspired and moved by Redeemer's vision.

That's often how it goes. Growth and progress is seldom a straight and unbroken line. There is often loss along the way. And it's often not until some time has passed that you can see the hand of God leading you forward in his path.

I have the benefit of a long view when it comes to Redeemer. I was part of the pioneering years at Beach Boulevard. As a student labourer, I helped build some of the buildings on the "new" campus. I've been on Student Senate, the Alumni Council and the Board of Governors. I got my start as a writer for the literary magazine. I even got to play varsity basketball back when the skill level bar for team sports was much, much lower. Obviously.

Yet, in all my long involvement with Redeemer, I've never been as hopeful as I am, now. From the profs in the classroom to the administrators working hard behind the scenes to the student leaders to the members of the Board who we hope to see elected at this AGM, I don't think I have ever seen a more talented, thoughtful and committed group of leaders – and that's saying something.

As the Board continues its important work this coming year – including the recruitment of a new President – I sense God's guiding hand at work. And while I daresay none of us in the broader Redeemer Family are where we saw ourselves this time last year, we know we are in His hands.

For my part, I am grateful for everything Redeemer has done for me – for the amazing academic preparation for life and career that it gave me, for the perspective and worldview that took shape here, and for the opportunity to give back to this community. I feel forever blessed and grateful.

What's more, I know that's a sentiment all of us on the Board share. We feel tremendously privileged to serve using all the gifts and talents God has given us to shape his Kingdom.

Thank you for the opportunity to be part of Redeemer University for all these decades. Please continue to hold the Board of Governors, the faculty and the students in prayer as they work to make their communities better and more just.

Lloyd Rang Chair, Board of Governors

SENIOR ADMINISTRATORS as of July 1, 2021

Dr. David Zietsma, Interim President and Secretary-Treasurer of the Board Dr. Kyle Spyksma, Interim Vice President, Academic and Chief Academic Officer Mr. Hank de Jong, Associate Vice President, External Relations Ms. June Hulbert, Associate Vice President, Human Resources Mr. Kevin Johnson, Dean of Students Mr. Josh Sieders, Acting Associate Vice President, Marketing and Communications

SENATE

EX OFFICIO MEMBERS as of April 30, 2021 Dr. David Zietsma*, Chair Dr. Kyle Spyksma* '01, Vice Chair, Interim VP, Academic, Dean of Sciences Dr. Karen Dieleman, Dean of Humanities Prof. Susan Van Weelden, Dean of Social Sciences Ms. Kim Lammers '06, Recording Secretary & Registrar

FACULTY MEMBERS as of April 30, 2021

Dr. Darren Brouwer, Associate Professor of Chemistry (2022-1) Dr. Robert Joustra* '05, Associate Professor of International Studies (2021-2) Dr. James Vanderwoerd, Professor of Applied Social Sciences (2021-1) Dr. Kevin Flatt, Associate Professor of History (2022-2) Dr. Phil Teeuwsen, Associate Professor of Education (2022-1) Dr. John Van Rys, Professor of English (2023-2)

EXTERNAL FACULTY MEMBERS

Dr. Roelof (Rudy) Eikelboom, Professor of Psychology, Faculty of Science, Wilfrid Laurier University (2021-2) Dr. Aaron Schat* '96, Associate Professor of Organizational Behaviour and Human Resources Management, McMaster DeGroote School of Business (2022-2)

BOARD OF GOVERNORS MEMBERS Rev. Peter Hoytema Ms. Gina Taylor

ALUMNI MEMBER Mr. Christopher Warren* (21-1)

STUDENT MEMBERS Mr. Micah Oosterhoff Mr. Daniel Neven

BOARD OF GOVERNORS as of July 1, 2021

CRC CLASSICAL SEATS Mr. Randall Boessenkool*, Classis Toronto, Chair of Governance Committee Rev. Peter Hoytema '86, Classis Ontario Southwest Dr. Hazel R. Lynn*, Classis Huron, Vice Chair Ms. Gina Taylor*, Classis Hamilton Mr. Arjan Vos '96, Classis Niagara Rev. Sid Ypma '97, Classis Eastern Canada Mr. Michael J. Zwier, Classis Quinte

PRINCIPALS' ASSOCIATION SEATS Mr. Tim Bentum '07 Ms. Bonnie Desjardins Mr. John Van Pelt '90

MEMBERSHIP SEATS Mr. Wil Bakker Ms. Liza Davis* Ms. Cassandre Desamour '07 Mr. Jamie Harsevoort Mr. Clarence Keesman '98 Ms. Phoebe Mitton '10 Mr. Bart Mooibroek Mr. Ray Scheepstra Mr. Denis St-Amour Mr. Joshua Tong Mr. Paul Vanden Brink '97 Mr. John VanderWindt

ALUMNI ASSOCIATION SEAT Mr. Lloyd Rang* '89, Alumni Association, Chair

41ST ANNUAL GENERAL MEETING Friday, October 1, 2021 at 6:00 P.M.

Dear Supporting Members,

The Board of Governors of Redeemer University invites all members in good standing to attend the forty-first Annual General Meeting of the supporting members. The meeting will be held on **Friday, October 1, 2021, at 6:00 p.m.**

Please RSVP to the Office of the President by Friday, September 10, 2021, at 1-877-779-0913 x4208 or rlowe@redeemer.ca if you plan to join us for the AGM.

Should you be unable to attend the Annual General Meeting, the by-laws make special provision enabling members to vote for Board of Governors and Senate nominees provided that the supplied ballot is signed and delivered to Redeemer University prior to the time of the meeting. Please note, however, that this privilege does not extend to the other items on the agenda.

We look forward to seeing you on October 1, 2021.

In Christ's Service,

Lloyd Rang Chair, Board of Governors

SCHEDULE OF EVENTS

Friday, October 1, 2021

AGENDA

- 1. Opening
- 2. Approval of minutes of October 2, 2020
- 3. Appointment of Balloting Committee
- 4. Board of Governors and Senate Elections
- 5. Annual Report
- 6. Financial Report
- 7. Appointment of Auditors
- 8. Acceptance of 2021-2022 Budget
- 9. Recognition of retiring Board members
- 10. Results of Elections
- 11. Adjournment

RESOLUTIONS

- 1. BE IT RESOLVED THAT the minutes of the meeting of the supporting members held on October 2, 2020, as printed in the agenda, be adopted.
- 2. BE IT RESOLVED THAT the Balloting Committee as presented be approved.
- 3. BE IT RESOLVED THAT the Annual Report, as presented in the agenda, be received for information.
- 4. BE IT RESOLVED THAT the summary financial statements and auditors' report attached thereto, as presented to the supporting members in the agenda, be received for information.
- 5. BE IT RESOLVED THAT the membership approves the auditors (KPMG LLP) recommended by the Board for the fiscal year ending April 30, 2022, with remuneration thereof to be determined by the Board.
- 6. BE IT RESOLVED THAT the budget for the fiscal year ending April 30, 2022, as presented to the supporting members in the agenda, be received for information.
- 7. BE IT RESOLVED THAT the Balloting Committee be and is hereby authorized to destroy the ballots for election of the Board members and the Senate member.

MINUTES OF THE FORTIETH MEMBERSHIP MEETING OF REDEEMER UNIVERSITY COLLEGE

Friday, October 2, 2020

1. Opening

- 1.1 Hazel Lynn, Chair of the Board of Governors, welcomed everyone to the virtual Annual General Meeting.
- 1.2. Mr. Lloyd Rang, Vice Chair of the Board of Governors, opened with prayer.

2. Business

- 2.1 The Chair of the Board of Governors called the meeting to order at 6:05 p.m.
- 2.2. 58 people attended the virtual Annual General Meeting and a quorum of 55 members in good standing was recorded. 13 of the votes were by proxy.

3. Approval of minutes of October 4, 2019

3.1 Motion: Be it resolved that the minutes of the meeting of the supporting members held on October 4, 2019, as printed in the agenda, be adopted.

Moved: L Rang; seconded: L Davis; carried.

4. Appointment of the Balloting Committee

- 4.1 Renee Lowe and Karen Barker were appointed to the Balloting Committee.
- 4.2 Motion: Be it resolved that the Balloting Committee as presented be approved.

Moved: M Mudde; seconded: G Taylor; carried.

5. Board of Governors Election

5.1 The nominees for the Board of Governors were introduced and the election for Board members was held.

6. Annual Report

- 6.1 Dr. Graham presented several highlights from the 2019-20 Annual Report.
- 6.2. Dr. David Zietsma updated the membership on progress with the Charter Change including our name change, degree granting authority, the PESCEA Act and governance, municipal levy.

6.3 Motion: Be it resolved that the Annual Report, as presented in the agenda, be received for information.

Moved: M Zwier; seconded: G Taylor; carried.

7 Financial Report

- 7.1 Mr. Ed Bosveld, Vice President, Administration & Finance, read the auditors' report for information and reviewed the financial statements.
- 7.2. It was noted that even though the auditor's report was not included in the booklet, it is available online.
- 7.3. Questions were addressed.
- 7.4 Motion: Be it resolved that the summary financial statements and auditors' report attached thereto, as presented to the supporting members in the agenda, be received for information.

Moved: A Plante; seconded: G Taylor; carried with 2 opposed.

8. Appointment of Auditors

- 8.1 The Board recommended KPMG LLP as Redeemer University's auditors for 2020-21.
- 8.2 Motion: Be it resolved that the membership approves the auditors (KPMG LLP) recommended by the Board for the fiscal year ending April 30, 2021, with remuneration thereof to be determined by the Board.

Moved: J Buma; seconded: J VanderWindt; carried with two opposed.

9. Acceptance of the 2020-21 Budget

- 9.1 Mr. Ed Bosveld, Vice President, Administration & Finance, presented the 2020-21 budget and questions were addressed.
- 9.2 Motion: Be it resolved that the budget for the fiscal year ending April 30, 2021, as presented to the supporting members in the agenda, be received for information.

Moved: B Smouter; seconded: M Zwier; carried with two opposed.

10. Result of Balloting

- 10.1 The following members were elected to the Board of Governors: Bonnie Desjardins (Grand Region Principal's Association), Gina Taylor (Classis Hamilton) and John VanderWindt (Membership).
- 10.2 Motion: Be it resolved that the Balloting Committee be and is hereby authorized to destroy the ballots for election of the Board members.

Moved: J Buma; seconded J VanderWindt; carried.

11. Recognition of Board Members Who have Fulfilled their Term

11.1 Appreciation was expressed to Mr. John Buma, Mr. Bob Dieleman, Mrs. Liz Tolkamp and Mr. John Van Huizen for their contributions to the Board of Governors. They will receive a framed certificate and pen and pencil set as tokens of appreciation.

12. New Business

12.1 Board members were invited to meet virtually following the AGM.

13. Adjournment

- 13.1 H Lynn closed in prayer.
- 13.2 The Annual General Meeting was adjourned at 7:10 p.m.

NOMINEES FOR THE BOARD OF GOVERNORS

Wil Bakker has been nominated to fill a vacant Classis Huron seat. He is from Listowel, ON. Wil is a CPA and CA and works as Counsel for Ward & Uptigrove, an accounting firm. He previously served on the Board from 2010-2017, and he brings his accounting and finance strengths to the Board. Wil attends Bethel Christian Reformed Church.

Tim Bentum has been nominated to fill a vacant principal seat. Helives in Woodstock, ON and graduated from Redeemer in 2007 with a Bachelor of Arts in History. Tim currently serves as principal of London District Christian High School. He attends Lakeside Church in Guelph. Tim helps fill the Christian school principal seats and brings his education experience to the Board.

Randall Boessenkool has been nominated to fill a vacant membership seat. Randall first joined the board in 2016 in the Classis Toronto seat but has vacated that seat as he moved (back) to Alberta in October 2020. Geographically diverse, Randall was born in Ontario but was raised in Alberta and British Columbia before moving (back) to Toronto, where he lived for almost 20 years with his wife, Lynnette Postuma, and three children. He obtained a B.A. from the King's University in Edmonton, attended the Institute for Christian Studies and received his LL.B. from the University of Manitoba. He spent three years on Bay Street as an employment lawyer before joining the Christian Labour Association of Canada (CLAC) in September 2012 where he is General Counsel.

Cassandre Desamour has been nominated to fill a vacant membership seat. She graduated from Redeemer in 2007 with a Bachelor of Science in Mathematics. Cassandre later completed an MBA with the University of Phoenix. She works as a Treasury Analyst for West Fraser Timber Company Ltd.. She lives in Pickering and attends Sanctus Church in Ajax. Cassandre brings data analytics and risk controls skills to the Board.

Jamie Harsevoort has been nominated to fill a vacant membership seat. He graduated with a Bachelor of Science in Mathematics from McMaster University in 1996. Jamie is currently the founder, president and CEO of multiple successful IT and web application companies including Webility Solutions, Lumedi and Launchit Ventures. He lives in Hamilton, ON and attends Blessings Christian Church, part of the Canadian Reformed Church denomination. Jamie adds information technology and business leadership strengths to the Board.

Rev. Peter Hoytema has completed his first three-year term as Classis Ontario Southwest's nominee and is eligible to be appointed for a second three-year term on the Board. Peter was a member of the first graduating class at Redeemer and graduated in 1986 with a BA. He holds a M.Div. from Calvin Theological Seminary and D.Min. from San Francisco Theological Seminary. Peter has experience in serving on other boards, committees and church councils and served on the Christian Reformed Home Missions, Board of Trustees for the Christian Health Care Center (Wyckoff, N.J.), Classis Chatham's Classical Ministries Committee, London Campus Ministry Committee and Strathroy and District Christian Ministerial Association. Peter and his wife, Grace, have four children and attend Westmount Christian Reformed Church in Strathroy where he serves as pastor.

Clarence Keesman has been nominated to fill a vacant membership seat. He graduated from Redeemer in 1998 with a Bachelor of Arts in Business and he currently lives in Orono, ON. Clarence is the executive director of The Refuge, a youth outreach centre in Oshawa. He attends Trulls Road Free Methodist Church in Courtice, ON. Clarence brings skills in marketing, communication and not-for-profit organizational leadership.

Phoebe Mitton has been nominated to fill the vacant alumni seat. She graduated from Redeemer in 2010 with a Bachelor of Arts in History. In 2013, Phoebe completed an MA in International Affairs at Carleton University in Ottawa. Phoebe currently works as a policy advisor in the Privy Office. Prior to that, she was a senior policy analyst for Crown-Indigenous Relations in Northern Affairs. She lives in Ottawa and attends Bytown Community Church. Phoebe brings strengths in government relations and public policy.

Bart Mooibroek has been nominated to fill a vacant Classis EC seat. He lives in Kanata, ON and is a parent of two Redeemer graduates. Bart currently works as a financial consultant and recently retired from financial services at Scotiabank. Bart attends Kanata CRC and brings skills in banking and finance.

Ray Scheepstra has been nominated to fill a vacant Classis Toronto seat. He lives in Georgetown, ON where he attends Georgetown CRC. Ray is an electrician by trade and was an original co-founder and partner in a large automation and electrical controls company. He is currently a senior project manager with Automated Logic in Mississauga. Ray brings skills in physical plant, engineering and construction.

Paul VandenBrink has been nominated to fill a vacant membership seat. He graduated from Redeemer with a Bachelor of Arts of English in 1997. He currently serves as senior pastor at Grace Valley Church, a church plant of the Presbyterian Church in America. Paul served on Redeemer's Board from 2011-2014. He brings strengths in theology and pastoral leadership.

John Van Pelt has been nominated to fill a vacant principal seat. He graduated from Redeemer with a Bachelor of Arts in 1990 and is a parent of two Redeemer graduates and one current student. John serves as the principal at Woodland Christian High School in Breslau, ON. He lives in Kitchener, ON and attends The Journey Christian Reformed Church. He previously served on the Board from 2005-2007. John helps fill the Christian school principal seats and brings his education experience to the Board.

Joshua Tong has been nominated to fill a vacant membership seat. He graduated with a Bachelor of Arts and Science from McMaster University and a JD from Osgoode Hall Law School and currently lives in Richmond Hill, ON. He worked as a criminal defense lawyer prior to entering ministry as lead pastor at Sovereign Grace Church in Toronto, a church in the reformed baptist tradition. He also serves as a council member with The Gospel Coalition Canada. Joshua brings strengths in law, theology and pastoral leadership.

Kathy Winkelhorst has been nominated to fill the vacant Classis Quinte seat. She is the National Project Development Manager at Stonhard Canada, where she leads the project development group and estimating department. Kathy graduated from Redeemer in 1995 after majoring in Business. She lives in Whitby, ON and attends Rehoboth Christian Reformed Church.

NOMINEE FOR SENATE

Dr. Benjamin Kutsyuruba has been nominated to fill a vacant senate seat. He serves as an associate professor of Educational Policy and Leadership and School Law. He graduated with a Bachelor of Arts from Chernivtsi National University and received his Masters of Education and PhD from the University of Saskatchewan. Throughout his career, Benjamin has worked as a teacher, researcher, manager and professor in the field of education in Ukraine and Canada. He has served as an Associate Director for 10 years for the Social Program Evaluation Group. Benjamin attends Bay Park Baptist Church in the Kingston area.

Condensed Statement of Financial Position as of April 30, 2021

(in thousands of dollars)

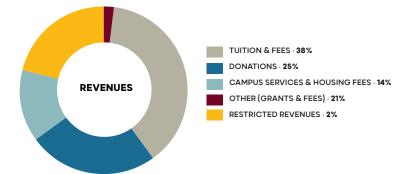
	2021 \$	2020 \$
Current assets	13,347	15,227
Restricted investments & assets	5,514	4,814
Capital assets, net	58,784	49,960
Total assets	77,645	70,001
Current liabilities & current portion of long-term debt	7,744	4,256
Deferred contributions	1,409	1,660
Deferred capital contributions	15,524	12,189
Long-term debt (loans & bonds)	12,344	13,827
Total liabilities	37,021	31,932
Unrestricted net assets	-4,603	-1,268
Endowments	4,854	4,664
Internally restricted	5,260	7,380
Investment in capital assets	35,113	27,293
Net assets	40,624	38,069
Net balance	77,645	70,001

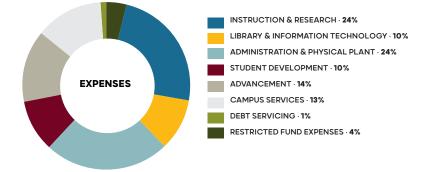
For full audited financial statements, please visit www.redeemer.ca/20-21-financial-statements

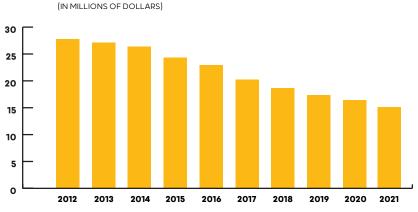
Condensed Statement of Operations for the Year Ended as of April 30, 2021

(in thousands of dollars)

REVENUES	Actual 2019-20 \$	Budget 2020-21 \$	Actual 2020-21 \$	Variance 2020-21 \$	Budget 2021-22 \$
Tuition & fees	8,612	9,225	9,357	132	11,259
Donations	6,588	6,216	6,096	-120	5,497
Campus Services & housing fees	3,992	5,507	3,583	-1,924	6,107
Other (grants & fees)	1,652	903	5,186	4,283	809
Restricted revenues	5,700	910	599	-311	1,599
	26,544	22,761	24,821	2,060	25,271
EXPENSES					
Instruction & Research	4,853	5,526	5,233	-293	5,658
Library & Information Technology	1,798	1,901	2,071	170	2,038
Administration & Physical Plant	3,830	4,250	5,066	816	4,903
Student Development	2,240	2,697	2,174	-523	3,063
Advancement	2,561	3,313	2,884	-429	3,193
Campus Services	2,879	3,504	2,806	-698	4,183
Debt servicing	369	328	315	-13	578
Restricted fund expenses	1,427	837	811	-26	910
	19,957	22,356	21,360	-996	24,526
Excess of revenues over expenses before the following:	6,587	405	3,461	3,056	745
Amortization of deferred capital contributions	690	692	679	-13	845
Amortization of capital assets	-1,696	-1,712	-1,763	-51	-2,585
Loss on disposal of assets	-37		-12	-12	
Excess (deficit) of revenues over expenses	5,544	-615	2,365	2,980	-995







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TOTAL DEBT

BALLOT FOR THE BOARD OF GOVERNORS AND SENATE

For each nominee and resolution on the ballot you are requested to make a selection. Please mark the "yes" or "no" box beside the single nomination or resolution.

If you are unable to attend the annual meeting on **Friday, October 1, 2021**, you may send your completed ballot to Redeemer University to the attention of the President's Office. In accordance with the by-laws, all mailed or delivered ballots must be signed to be valid.

Classis Wil Bakker* Peter Hoytema* Bart Mooibroek* Ray Scheepstra* Kathy Winkelhorst	Y 🛛 Y 🗖 Y 🗖	
Principals Tim Bentum* John Van Pelt*		N □ N □
Membership Randall Boessenkool* Cassandre Desamour* Jamie Harsevoort* Clarence Keesman* Joshua Tong* Paul VandenBrink*	Y 🗆 Y 🗆 Y 🗖 Y 🗖	N 🗆 N 🗆 N 🗆 N 🗆 N
Alumni Phoebe Mitton*	ΥD	N 🗖
NOMINEES FOR SENATE		
Benjamin Kutsyuruba	ΥD	N 🗖

1.	BE IT RESOLVED THAT the minutes of the meeting of the supporting members held on October 2, 2020, as printed in the agenda, be adopted.	Υ□	N 🗖
2.	BE IT RESOLVED THAT the Balloting Committee as presented be approved.	Υ	N 🗖
3.	BE IT RESOLVED THAT the Annual Report, as presented in the agenda, be received for information.	Υ	N 🗖
4.	BE IT RESOLVED THAT the summary financial statements and auditors' report attached thereto, as presented to the supporting members in the agenda, be received for information.	Υ□	N 🗖
5.	BE IT RESOLVED THAT the membership approves the auditors (KPMG LLP) recommended by the Board for the fiscal year ending April 30, 2022, with remuneration thereof to be determined by the Board.	Υ	N 🗖
6.	BE IT RESOLVED THAT the budget for the fiscal year ending April 30, 2022, as presented to the supporting members in the agenda, be received for information.	ΥD	N 🗖
7.	BE IT RESOLVED THAT the Balloting Committee be and is hereby authorized to destroy the ballots for election of the Board members and the Senate member.	ΥD	N 🗖

I am a member in good standing of Redeemer University and wish to vote in absentia.

(please print)	 	 	
Signature	 	 	
Date	 	 	

For more information, view the 2020-21 Annual Report online at redeemer.ca/annual-report



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