



OPPORTUNITY BRIEF

REDEEMER UNIVERSITY
President

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PREFACE

Thank you for your interest in the position of President of Redeemer University. This Opportunity Brief highlights our findings from a comprehensive engagement process which included consultations with key stakeholders. We trust you will find this supportive as you explore this career opportunity, and we look forward to our continued discussions with you through this journey together!

Phelps is a Canadian Executive Search and Leadership Advisory firm headquartered in downtown Toronto. We are proud of our 35 years of success in the industry and have been privileged to match extraordinary leaders with exhilarating and dynamic opportunities across the public and private sector.

We understand the increasing complexities and trends that the higher education sector is facing, particularly regarding the "new normal" we are all adjusting to. Expectations of the roles that leaders play, and their responsibilities, have grown.

At Phelps, we want to get to know you better! We believe it is important to understand your competencies, commitment, and character traits, and we do this through a series of one-on-one virtual meetings. We embrace Equity, Diversity, and Inclusion best practices and believe it is a reason for much of our success in the executive search process. We are not only committed to finding the best alignment for our clients, but also our candidates. Your journey is just as important to us.

As you explore this opportunity, our team will also help you to understand Redeemer University's culture, leadership ethos, along with the opportunities, challenges, priorities, and success factors that you would focus on as the new President.

We appreciate your consideration, time, and effort in applying for this truly phenomenal career opportunity.

If you require any clarification throughout our process, please contact us at any time.

Regards,



Heather Phelps
Managing Partner



Fareed Amin
Senior Consultant

Phelps - Executive Search and Leadership Advisor

OVERVIEW | REDEEMER UNIVERSITY

BACKGROUND & OVERVIEW

For nearly 40 years, Redeemer University has stood out across Canada for its commitment to a Christian undergraduate liberal arts and sciences education that develops the whole person. Rooted in a Reformed biblical worldview and including a diverse community representing over 50 Christian denominations, Redeemer seeks to answer the fundamental questions about where we fit into God's story while it prepares students to engage in society's biggest challenges. A rigorous academic program with an interdisciplinary core is supported by a vibrant community characterized by caring discipleship. The result is an enriching and transformational educational experience integrating faith, learning and service.



Redeemer offers 34 majors and streams that lead to either a Bachelor of Arts, Bachelor of Science, Bachelor of Education or Bachelor of Business Administration degree. Redeemer currently serves approximately 1,000 students and its faculty are engaged in teaching, service to the community, and research, some of which is supported in part by the Natural Sciences & Engineering Research Council of Canada (NSERC), the Social Sciences & Humanities Research Council of Canada (SSHRC), and other funding agencies and donors.

A privately funded and publicly chartered institution, Redeemer offers excellent Christ-centered undergraduate teaching, strong investments in research, rich student-faculty interaction, and unique opportunities for experiential and holistic learning. As a member of Universities Canada, Redeemer produces graduates who are accepted into graduate programs across the continent and beyond. In recent national surveys, Redeemer students have ranked the school as one of the top universities

in Canada for overall student satisfaction, especially for providing a nurturing and challenging academic environment along with its warm on-campus community.



Located on a beautiful 86-acre campus in Hamilton, Ontario, Redeemer operates under a charter from the Government of Ontario and is a member of Universities Canada (UC), the Council for Christian Colleges and Universities (CCCU), and the Canadian Council of Christian Charities (CCCC).

OVERVIEW | REDEEMER UNIVERSITY

MISSION

- To offer a university-level liberal arts and science education which is Scripturally directed and explores the relation of faith, learning, and living from a **Reformed Christian perspective**.
- To support research and creative endeavor in this context.

Mission Objectives

- To advance knowledge through excellence in teaching and in scholarship.
- To be an academic community in which faculty, staff, and students can develop intellectually, socially, and spiritually.
- To equip students for lives of leadership and service under the Lordship of Jesus Christ.
- To reach out through academic service to society.
- And in all these things to glorify God.

VISION

To be internationally engaged as an excellent liberal arts and sciences university that is unabashedly Christ-centered and prepares students to reflect a distinctive worldview in any vocation and place they are called.

INSTITUTIONAL PURPOSE

The overall purpose of the institution is to equip students to fulfil their callings in the Kingdom of God by providing them with a post-secondary education that is grounded in Scripture. Such a Christian education will enable students:

- to discern the biblical basis of a Christian worldview,
- to translate this worldview into a systematic framework for academic work,
- to acquire an understanding of the profoundly religious nature of cultural formation,
- to acquire an historical awareness of the conflicting spiritual roots of contemporary culture, and
- to apply and develop these insights in the various liberal arts and science and in an area of disciplinary specialization.

Such an education will help strengthen students' commitment to the Christian faith and better prepare them to exercise their God-given talents and abilities in the full range of life's callings and vocations.

Students will be enabled to understand the times in which they are living and the direction in which their society is headed and to strive for the furtherance of the Lordship of Christ in a life of service to God and their neighbour.

JOB DESCRIPTION

POSITION TITLE

President

REPORTS TO

Board of Governors

YOUR MANDATE

As the University's new President, you will support Redeemer's mission to offer a university-level liberal arts and science education which is Scripturally directed and explores the relation of faith, learning, and living from a Reformed Christian perspective.

Reporting to the Board of Governors, as the new President, you will be Christ-centered, and model humility, transparency, honesty, and integrity. Through your authenticity, you will build unity and momentum around Redeemer University's unique identity, mission, and vision and embrace Reformed tradition in higher education. You will uphold Redeemer's commitment to diversity and inclusion by fostering a respectful and loving campus culture along with optimizing the student experience.

Future-focused, you will lead the implementation of the *Learn. Forward.* Strategic Plan that will guide the university into 2025, to ensure graduates are ready intellectually, spiritually, socially, and technologically to fill opportunities of the marketplace and meet the needs of an increasingly virtual world.



JOB DESCRIPTION

- Embraces the Reformed tradition in higher education, maintains affiliation with the Christian Reformed Church and continue strengthening relationships with all churches that value the Reformed tradition
- Leads Redeemer through a time of significant change for all of higher education
- Articulates strategic vision, priorities, and expectations in a clear and engaging manner
- Leads through strategic planning and change
- Takes intentional mitigated risk and exercises sound judgement. Honors what is, while seeing new possibilities
- Engages in building and sustaining relationships with past, current, and future donors to increase philanthropic support
- Builds or enhances the University's brand, reputation, and awareness
- Maintains a deep and vibrant Christian faith and practice
- Values shared governance and clear decisions
- Addresses the future from the strong foundation of Redeemer's unique mission
- Champions academic excellence, the welfare of faculty and students.
- Works closely with Redeemer faculty and staff on building the academic program for the future, growing enrolment, and expanding academic offerings



FOCUS AREAS FOR NEW PRESIDENT

- Builds unity and momentum around Redeemer's mission and vision
- Upholds Redeemer's unique identity, mission and vision statements
- Fosters a respectful and loving, campus culture
- Champions financial sustainability and fiscal responsibility
- Supports faculty research and the public impact of Christian scholarship
- Builds even stronger links to businesses, not-for-profit organizations, and the community

CANDIDATE PROFILE

EDUCATION

- A terminal degree is required.
- At least 10 years of progressive, relevant experience at an executive level in the academic sector

ATTRIBUTES & SKILLS

- A seasoned leader with a deep and vibrant Christian faith and practice, and a personal relationship with our triune God
- A record of exceptional strategic achievement and impact in past responsible leadership positions
- Understanding of and a commitment to Redeemer's mission and vision, and its role of Christian higher education, academic excellence, strategic planning, and the particular academic cultural expectations
- Christ-centered person who understands the Reformed tradition in higher education
- Individual who honours and celebrates the diversity of God's creation and is committed to fostering a caring and compassionate environment in all aspects of the university's life and programs from a Reformed Christian perspective
- Strategic execution and planning
- Visionary and able to "peer around corners" to see future trends
- Business and financial acumen; Financial strategist with understanding of private university finances, including careful management of annual operations, oversight of endowment and treasury functions, and strategic budget planning
- Collaborative and team-oriented worker with a successful track record in recruiting, building, and motivating diverse high-performing groups and maintaining relationships with multiple diverse stakeholders
- Decision-maker who can open conversations, ask difficult questions, entertain different perspectives, and move toward clear, mission-aligned decisions
- Strong communicator and good listener
- Marketing experience
- A driver of innovation and an enabler of technology with experience with good governance
- An excellent relationship builder with an approachable presence



PHELPS EXECUTIVE SEARCH TEAM

The Phelps Executive Search team undertakes a comprehensive approach to the entire search process, specifically tailoring each leadership opportunity to strive for an enriching experience for candidates and clients alike. Our team of highly seasoned professionals reflect our client's values and articulate the objectives that clients have identified as essential to success in the role. Our search process is bespoke, guaranteeing candidate alignment within the organizational requirements, environment, and culture. Phelps has established an impeccable track record that sits at 98% retention success within the search industry.

Our dedicated team members are available throughout the process to answer any questions you may have.

YOUR TEAM



HEATHER PHELPS **Managing Partner**

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Heather is the Managing Partner of Phelps, bringing deep expertise in leadership and talent acquisition/onboarding, diversity, and inclusion best practices. Heather has led numerous senior and executive-level searches for universities, colleges, municipalities, government, crown agencies, hospitals and agencies/associations.

She has a deep understanding of key business drivers and competencies pertinent to higher education and the broader public sector, and she employs creative outreach techniques that embrace diversity and gender equity representation.



FAREED AMIN **Senior Consultant**

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Fareed spent over 26 years in the public service at the provincial and municipal levels. He brings to Phelps extensive experience in the public sector in various senior positions. He is currently pursuing his Certified Professional Coach designation with the College of Executive Coaching. Fareed serves on several

Boards in the not-for-profit, private and public sectors and he is also the Chair of the Judicial Appointments Advisory Committee.



MADEHA MUKATI **Research Associate**

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Madeha started off as an intern at SickKids Foundation, moving afterwards to Kinark, and North York General Hospital. She is a Human Resources Professional with extensive experience in Recruitment, HRIS Administration, labour relations, and health and safety, and specializes in not-for-profit and health sector organizations. She is known for her thorough and holistic approach to each client engagement and putting people at the forefront of her searches.

SEARCH AND SELECTION PROCESS

At Phelps, we believe in a systematic and rigorous approach to recruitment, and we value transparency in our relationship with our candidates. We work with you through a highly confidential process. The Executive Search process follows this critical path:

INTERVIEWING AND SCREENING

INTRODUCTION: Initial conversations with a Senior Research Consultant at Phelps provide you with insight regarding the opportunity while learning more about your relevant experience.

INTERVIEWS: Next steps involve a one-on-one interview with a Phelps Partner or Senior Consultant, either in person or by video conference.* In addition, we ask you to complete a Self-Assessment to learn more about your accomplishments as aligned to the criteria for the position.

CLEAR® ASSESSMENT PROCESS: Our proprietary CLEAR Assessment Process™ guides Search Committees in five (5) key domains of executive performance: Capabilities (includes competencies), Leadership, Experience, Agility and Results. We assess your candidacy holistically to review your alignment to the organization and its culture.

LONG LIST PRESENTATION: A long list of the most qualified candidates together with their CLEAR® profile is presented to the Redeemer University's Search Committee to determine a short list of candidates to be interviewed by the Search Committee.

SEARCH COMMITTEE INTERVIEWS: Upon selection as a short-listed candidate, we schedule your interview and debrief you prior to your interview with the Search Committee. This interview is focused on behavioural interview questions that allow you to demonstrate relevant accomplishments. A second round of interviews is conducted with the finalists. At this stage, we employ situational questions and probe on a few additional areas.

OFFER NEGOTIATION: Once the preferred finalist has been selected, Phelps proceeds to negotiate an offer and conduct final background checks. A communication strategy is reviewed and agreed upon by Redeemer University and the successful candidate.

TRANSITION: For a seamless transition experience, the Phelps team offers coaching and support to assist in providing the current employer notice, relocation logistics, and any other matters that may arise. Debriefing unsuccessful candidates regarding the outcome of the search will be done at this time. In addition, our team will be available to provide guidance and assistance in onboarding as well as ongoing transition support.

*We have incorporated processes to ensure search committees have every opportunity to interact with candidates and make informed decisions when in-person options are not available. When in-person interviews are possible and permitted by Public Health, our offices have taken the necessary precautions to ensure the safety of our clients and team.

CONTACT & ADDITIONAL INFORMATION

Our dedicated team is available throughout the process to answer any questions you may have. If you require additional information, please contact us. We look forward to working with you!

PHELPS

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IMAGES AND TEXT

Components of this Opportunity Brief, including images and text extracts, were retrieved from Redeemer University's website and/or from digital channels under the authorization of the representatives leading this search.

ADDITIONAL INFORMATION | REDEEMER UNIVERSITY

- Homepage
www.redeemer.ca
- Mission & Vision
www.redeemer.ca/about/mission-and-vision
- Strategic Plan
www.redeemer.ca/strategic-plan-2025