



CANADIAN MUSEUM FOR
HUMAN RIGHTS
MUSÉE CANADIEN POUR LES
DROITS DE LA PERSONNE

FRIENDS

OF THE CANADIAN MUSEUM
FOR HUMAN RIGHTS



**Chief Executive Officer,
Friends of the
Canadian Museum for Human Rights
Executive Brief**





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FOR MORE INFORMATION

Interested candidates are encouraged to contact **Christoph Clodius** at 778-331-8865 or **Tara George** 416-340-9710 ext. 1013 at KCI (Ketchum Canada Inc.) via email at CMHR@kciphilanthropy.com.

Nominations are also appreciated.

We recognize that candidates would and should undertake due diligence before putting their names forward for consideration. Please know that all enquiries will be kept in strict confidence.

This is a permanent full-time role based at the Canadian Museum for Human Rights (85 Israel Asper Way, Winnipeg, Manitoba R3C 0L5). Day-to-day working language is English, but French would be considered an asset. A university degree from a recognized institution or educational background in a related field is required.

Please note deadline for candidate submission is September 29, 2017.

Chief Executive Officer Friends of the Canadian Museum for Human Rights

THE OPPORTUNITY

The **Canadian Museum for Human Rights** is the only Museum in the world solely dedicated to the study and education of human rights. Located in Winnipeg, Manitoba, this incredible, award-winning space is the first national museum to be built in nearly half a century, and the first outside the National Capital Region.

The museum was built with the support of donors and philanthropists from around the country through the Museum's fundraising arm, the **Friends of the Canadian Museum for Human Rights**. Friends oversaw the capital campaign to help establish the Museum. Now that the Museum is up and running, we are at a crucial stage in our development as we evolve from a capital campaign to ongoing support of Museum programs, exhibitions, and future capital projects.

We therefore seek a **new Chief Executive Officer** to lead fundraising activities for the Museum and Friends to further expand our fundraising activities nationally and internationally and to grow sponsorship partners. The CEO of Friends will develop and execute a plan and fundraising strategy to ensure that a comprehensive and strategic mix of fundraising strategies and programs (including major gifts, planned giving, endowments, sponsorship, and educational program support to e-philanthropy) is in place to ensure success.

As the conduit between the Museum and Friends, the CEO of Friends will report directly to the President and CEO of the Museum with a reporting relationship to the active and illustrious Board of Friends. The new incumbent will also function as a member of the Museum's senior executive team. The CEO will work closely with Museum peers in visitor experience, exhibitions and design, public affairs, programs, marketing, and administration.

This is a rare and unique career opportunity for a sophisticated and savvy fundraising leader with 10 years of broad-based fundraising experience, ideally including major gifts, sponsorship, and annual giving programs and 5 years of strategic and creative leadership bringing together diverse groups of staff and volunteers to achieve and exceed goals. We seek a dynamic and entrepreneurial individual to play a pivotal role in the growth and development of this national Museum dedicated to the exploration of human rights. The platform for success has been established and the new CEO will build on these impressive accomplishments, continuing to steward important relationships with donors and volunteers, and developing and stewarding new relationships.

ABOUT THE CANADIAN MUSEUM FOR HUMAN RIGHTS

The Canadian Museum for Human Rights (CMHR) was established by Parliament through amendments to the *Museums Act* in 2008. The mandate of the CMHR is to explore the subject of human rights, with special – but not exclusive – reference to Canada in order to enhance the public's understanding of human rights, to promote respect for others, and to encourage reflection and dialogue. The CMHR strives to be a national and international destination – a centre of learning where Canadians and people from around the world can engage in discussion and commit to taking action.

The Museum first opened its doors to the world in September 2014. Canada's first new national museum in over 40 years was built in Winnipeg at The Forks, where the Red and Assiniboine rivers meet on Treaty One land. The only Museum in the world solely devoted to human rights awareness and education, it stands as a beacon for visitors from around the globe. Ramps of glowing alabaster criss-cross galleries designed to challenge, motivate, and uplift. Multi-sensory exhibits explore human rights concepts with an international scope, but through a uniquely Canadian lens. An amazing encounter with human rights awaits students, families, tourists, and scholars alike at the CMHR.

A Board of trustees appointed by Government provides governance and oversees the CMHR's operations. The Museum is a member of the Canadian Heritage Portfolio and reports to Parliament through the Minister of Canadian Heritage.

ABOUT THE FRIENDS OF THE CANADIAN MUSEUM FOR HUMAN RIGHTS

The Friends of the Canadian Museum for Human Rights (FCMHR) was organized and incorporated in 2002 for the purpose of creating the concept of the Canadian Museum for Human Rights (CMHR), and finding the financial resources to develop and support it. As reflected in its Articles of Incorporation, the FCMHR is a separately incorporated, registered Canadian charity with a Board of Directors that oversees its operations.

Its fundraising goals have been focused on raising capital to help complete the \$351 million project. To this end, the FCMHR has raised in excess of \$150 million with additional funds coming from the Federal, Provincial and Municipal governments, and the Forks/North Portage Partnership. This has been an extraordinary accomplishment, and a unique partnership between all three levels of government and the private sector.

Future fundraising goals are aimed at completing the capital campaign, and raising revenues in support of Museum programs, exhibitions and future capital projects.

FIVE YEAR STRATEGIC PLAN (2017/18 – 2021/22) - EXCERPTS

Critical success factors

Inspiring visitor experience: The Museum must continue to deliver a memorable, relevant and meaningful experience to its visitors. As the Museum matures, the CMHR must aim to keep pace with evolving technologies and visitor expectations.

Financial sustainability: The Museum must secure sustainable, predictable funding sufficient to support all core operations and the continual renewal and development of CMHR programs. The Museum must enhance and diversify revenue-generating activities and sponsorship opportunities, while continuing to realize internal cost savings and efficiencies.

Expanded audience reach: The Museum must grow and retain its audience, not only locally but across Canada and abroad, in turn affirming the CMHR's role as a trusted institution for human rights resources.

Optimized human resources: Workloads and staff complement must allow the Museum to deliver on its mandate while ensuring resources are available to respond to emerging opportunities. The Museum must align its priorities and ambitions with its sustainable operating capacity.

Goals and key performance indicators

Goal area 1: Visitor experience

The Museum delivers an inspiring, relevant and memorable experience to each of its visitors.

Key performance indicator: Visitor impact score(s).

Goal area 2: Audience reach

The Museum grows and retains its audience within the local market, across Canada, and internationally.

Key performance indicator: Total Museum visitation (including onsite paid and unpaid; online and digital; and offsite and travelling exhibitions.)

Goal area 3: Recognized leader

The Museum grows its reputation as a recognized leader for human rights education, inclusion, reconciliation, and museological practice.

Key performance indicators: External consultative requests related to the four primary leadership areas.

Goal area 4: Financial sustainability

The impact of the Museum's revenue-generating activities, allocations from the federal government, support from fundraising activities, and ongoing cost controls allow the Museum to maintain and continually renew its programs and infrastructure.

Key performance indicators: Total funding from all sources exceeds expenditures required to deliver on full scope of CMHR mandate, and keeps pace as mandate evolves.

Goal area 5: People

The Museum attracts and retains diverse, talented, motivated and engaged staff and volunteers who are invested in the CMHR's long-term success. The Museum supports its employees in working at their highest and best potential.

Key performance indicator: Workforce and volunteer engagement; active contribution to fulfilling CMHR mandate and metanarrative.

IDEAL CANDIDATE PROFILE

The new CEO will ideally be an experienced fundraising executive who has built and led a successful national fundraising team, including multi-channel fundraising and sponsorship strategies. A proven relationship-builder who has worked successfully with senior volunteers, the CEO will be a strong and sophisticated communicator with the ability to attract, engage and inspire multiple audiences.

To succeed in this role, the new CEO will possess:

- Ten years of broad-based fundraising experience, ideally including major gifts, sponsorship, and annual giving programs.
- A passion for making a difference and an appreciation for the Museum's vision.
- Five years of strategic and creative leadership bringing together diverse groups of staff and volunteers to achieve and exceed goals.
- Exceptional abilities to lead, encourage, and enable high profile volunteers.
- The ability to inspire, motivate and raise the profile of the Museum.
- A strong commitment to excellence, ethical behaviour and values.
- Exceptionally strong relationship-building skills with donors, volunteers and staff alike; a genuine and engaging manner.
- Self-motivation and autonomy.
- Demonstrated ability to build a strong team and work with a variety of stakeholders, including senior corporate executives, high net-worth individuals, volunteers, government.
- Ability to raise significant dollars from new donors and sponsors and sustain relationships with existing donors and sponsors.
- Experience with change management and leading a complex organization.
- Demonstrated ability to close fundraising asks.
- Demonstrated ability to form and sustain partnerships with corporations.
- An understanding of the complexities and nuance of working with a crown corporation.
- Excellent presentational skills and the ability to 'pitch' effectively for new funding sources.
- Able to work under pressure, meeting key project, fundraising and reporting deadlines.
- High levels of initiative and a successful track record of planning, implementing and managing a comprehensive fundraising strategy to achieve objectives.
- Strong administrative, communications, and people skills, financial literacy and an understanding of CRA regulation and not-for-profit governance models.
- Ideally fluent in both of Canada's official languages.
- The ability to travel throughout Canada, and internationally as required.
- A university degree from a recognized institution or educational background in related field.

Personal Characteristics

This is a permanent full-time role for a mature, empathetic, and energetic leader possessing outstanding character and demonstrable passion for human rights and making a difference in the world. The CEO will be an influential and visionary leader who has a successful track record of inspiring and mobilizing people and resources to achieve a goal and who has the ability to:

- Think strategically, recognize potential opportunities for growth and respond in a timely manner.
- Exhibit good judgment and discretion in dealing with confidential or sensitive matters.
- Be a clear and confident communicator and a skilled listener.
- Act courageously and make difficult decisions when called upon.

- Assert themselves confidently and directly, without an ego and respectful and fair in personal interactions.
- Think conceptually, identify key issues, consider long-term implications, understand relationships, make connections and interpret complex situations.
- Display excellent judgement, tact, and discretion.
- Focus on solutions with resilience and perseverance
- Quickly understand the Museum and Friends' cultures.
- Establish credibility and a reputation for excellence.
- Partner and collaborate productively and proactively.
- Be flexible and adapt to changing situations.
- Demonstrate strong people skills and emotional intelligence;
- Communicate and relate to individuals from differing socio-economic backgrounds and cultural/religious heritages.
- Demonstrate exemplary ethics and integrity.
- Motivate staff and encourage teamwork and collaboration; high energy and drive.

Core Competencies

- Conceptual / Innovative Thinking
- Leadership
- Management
- Impact and Influence
- Collaboration/Partnership
- Communication
- Values and Ethics

RESPONSIBILITIES

1. Development Leadership and Planning

Working with the President and CEO of the CMHR and the Board of the FCMHR, the CEO is responsible for all development aspects of the FCMHR division, including:

- Planning, evaluating and directing the annual and multi-year fundraising strategy.
- Ensuring periodic reviews to reflect any changing needs of the Museum.
- In collaboration with the Museum President and CEO and the senior executive team, leading the development of a divisional plan that aligns with the priorities of the Museum as part of the CMHR's strategic planning process.
- Setting and achieving realistic development targets in consultation with the President and CEO of the Museum and the Board of Directors of the FCMHR.
- Executes and evaluates the implementation of the fundraising strategy and divisional plan including budgets, financial targets and performance goals and measures.
- Creating sustainable and diverse fundraising portfolios and campaigns.
- Ensuring that funds raised benefit and complement the mandate and vision of the Museum.
- Establishing and overseeing policies and procedures related to the implementation and management of an effective and professional fundraising program.

2. Development Operations

- Fully understands and complies with the dynamics and legal requirements of charity governance.
- Oversees the effective and efficient day-to-day operation of the development operations and team.
- Carrying out appropriate research and the development of a comprehensive development database.
- Identifies and evaluates operational, reputational and other risks and implements measures to control and mitigate.

3. Human Resource Leadership and Management

- Maintains an effective staffing structure that reflects the needs for fund development and prescribes the authority and responsibilities of the staff.
- Develops a high quality, high-performance team motivated to contribute their full potential to the realization of fundraising and divisional plans.
- Establishes a clear definition of responsibility and goals for each employee and evaluates employee performance within the performance management system.
- Builds an environment of collaboration and teamwork.
- Works with the senior executive team to maximize the CMHR staffing and financial resources to reduce duplication and ensure efficient and cost-effective service delivery.
- Works with the senior executive team to foster a culture of philanthropy within the CMHR.

4. Market Research and Prospect Coordination

- Ensures the division has a clear understanding of current market conditions and trends and has identified the target markets for new and ongoing fundraising activities.
- Ensures that effective tools, resources and processes are in place to generate market research, to remain current on market and corporate trends that impact the division's ability to reach its objectives and to effectively manage prospect coordination and stewardship.

5. Sponsorship, Programming, Capital and Endowment Campaigns

- Is personally involved in and accountable for the success of all fundraising.
- Leads the team in setting and achieving annual goals to support the Museum's programs, exhibitions and capital campaigns.
- Provides leadership and direction to staff and volunteers involved in all aspects of fundraising programs.
- Ensures that a robust and diversified fundraising strategy is employed, using all appropriate methodologies and techniques, e.g., e-philanthropy and social media.
- Ensures the ongoing stewardship of sponsorship, programming, capital and endowment donors and sponsors.

6. Leadership Gifts and Major Corporate and Individual Gifts

- Works directly and in cooperation with the Friends of the Canadian Museum for Human Rights Board, the Museum Executive Team and volunteers with respect to major gifts solicitation and management.
- Ensures that the division acts as a resource to all participants in leadership and major gift fundraising.

7. Gift and Estate Planning

- Ensures that effective planned giving programs are developed and implemented in relation to bequests, insurance, annuities, trusts, residual interests, etc.

8. Communications

- Works with the appropriate staff to coordinate communication initiatives and to develop appropriate communications tools for increasing the visibility of the CMHR to existing and prospective funders.
- Initiates and coordinates communication with the Friends of the Canadian Museum for Human Rights Board, the Canadian Museum for Human Rights Trustees and relevant committees.
- Supports and undertakes public speaking engagements and one-on-one discussions with donors, prospective donors, foundations, granting divisions and others to engage them in the fundraising mission of the Friends of the Canadian Museum for Human Rights.
- Continually seeks new and appropriate contacts and partnerships with relevant individuals, divisions, partners, levels of government, funders and agencies to cultivate, grow and sustain long-term funding and collaboration.

9. Operating Budget

- Working collaboratively with the Museum's senior executive team, develops the annual revenue and expense budget, with careful control over operating costs.
- Ensures that activities are managed prudently and within the limits of the budget.
- Provides the FCMHR Board and Museum's senior executive team with timely and accurate reports that analyze the activities and functioning of the division relative to the approved budget.
- Ensures maximum resource utilization and value for money.

10. External Relationships

- Represents the division at select meetings and functions with federal, provincial, municipal, community, corporate, international, fundraising and other relevant divisions.

COMPENSATION

A competitive compensation package will be offered. Total compensation, including salary and a performance pay plan based on achieving targets and goals, will be in the range of \$160,000 to \$220,000 per year. Additional benefits will include the Government of Canada's employee benefit and pension plans.

BIOGRAPHIES

John Young, President and CEO



Dr. John Young, a respected academic, leader and educator, is the Museum's President and CEO.

Dr. Young has published and taught on issues of democracy, rights, and freedom for over 20 years, including starting as an early faculty member at the University of Northern British Columbia (UNBC) and taking on successive leadership roles as UNBC grew into a leading small Canadian university.

Prior to accepting the appointment with the CMHR in 2015, Dr. Young served as the University of Northern British Columbia's Interim Provost and Vice President Academic, and prior to that as the Dean of the College of Arts, Social and Health Sciences. He is respected for his collaborative leadership approach and passion for education, having been recognized by UNBC for his teaching excellence.

Dr. Young also served on the CMHR's Board of Trustees and led its Human Resources and Governance Committees, and served as Vice-Chair since 2013. He therefore brings an understanding of the CMHR's challenges and opportunities to his role.

"I am deeply committed to the Museum's mandate and strongly believe in the potential to strengthen and grow its reputation as a trusted resource in human rights education," Young said. "We can play a critical role in engaging Canadians, and people from around the world, in discussion, dialogue and reflection about human rights and I'm honoured to be asked to lead this work."

J. Pauline Rafferty, Interim Board Chair, Victoria, British Columbia

Pauline Rafferty is the former Chief Executive Officer of the Royal British Columbia Museum (RBCM), a position that she held from 2001 to 2012. Trained as an archaeologist, Ms. Rafferty's work first centred on archaeology, then on heritage interpretation. Throughout her career, She held various high-level positions in government, and was appointed Assistant Deputy Minister at the Ministry of Women's Equality in 1990. After retiring from the RBCM in March 2012, she has continued to be active on the boards of both national and provincial organizations. She serves on the board of the British Columbia Government House Foundation, and BC's Provincial Health Services Authority. She is a former board member of Simon Fraser University, Greater Victoria Chamber of Commerce, Tourism Victoria, as well as former president of the Alliance of Natural History Museums of Canada. Ms. Rafferty has also been honoured for her work, with the Queen Elizabeth 11 Diamond Jubilee Medal, the Order of British Columbia, and awards from the Canadian Museum Association, Tourism BC, and other organizations.

LEADERSHIP

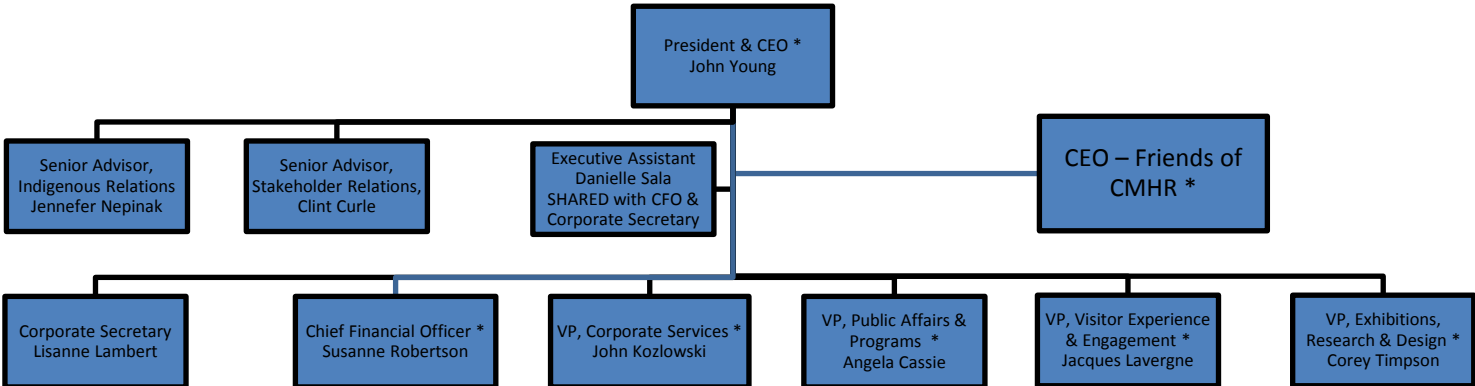
CMHR BOARD OF TRUSTEES

- **Jeannette Acheson**, Winnipeg, Manitoba
- **Gail Asper**, Winnipeg, Manitoba
- **Anthony Dale**, Toronto, Ontario
- **Dr. Lindy Ledohowski**, Ottawa, Ontario
- **Dr. Wilton Littlechild**, Maskwacis, Alberta
- **Lisa M. Pankratz**, Vancouver, British Columbia
- **J. Pauline Rafferty** (Interim Chair), Victoria, British Columbia
- **Deena Spiro**, Toronto, Ontario
- **Margaret Vandenberg**, Vancouver, British Columbia

FCMHR BOARD OF DIRECTORS

- **Gail Asper**, President of the Asper Foundation
- **Tony N. Catanese**, Assurance Services partner, PricewaterhouseCoopers LLP.
- **Hon. Vim Kochhar**, President and Founder of the Vimal Group of Companies in Toronto.
- **Donald B. MacDonald**, Senior Vice President & Portfolio Manager, 1832 Asset Management L.P.
- **Howard Morry**, Partner at Pitblado Law in Winnipeg.
- **Lisa Pankratz**, Corporate Director and Advisor
- **Arni C. Thorsteinson** (Chair), President of Shelter Canadian Properties Limited.

ORGANIZATION CHART: CANADIAN MUSEUM FOR HUMAN RIGHTS



* Member of CMHR senior executive team

THE APPEAL OF WINNIPEG

Known for its friendly and welcoming spirit, Winnipeg is a diverse, multicultural city with a rich and varied history. An Indigenous trading centre prior to the arrival of the Europeans, Winnipeg was at the heart of the country's fur trade and instrumental in developing Canada's gateway to the west. Home to a grain exchange that once rivaled the largest markets in the world, Winnipeg's architecture and neighbourhoods reflect the profound character of this prairie city.

Winnipeg is the capital and largest city of Manitoba, with close to 62 per cent of Manitoba's population. Winnipeg's metropolitan population of over 790,000 is also boasts the fifth-youngest median age among major cities in Canada at 38.4 years.

Over the last decades, Winnipeg has developed into a cosmopolitan city complete with top-notch restaurants, stylish boutiques, exciting attractions and an arts and culture scene that bursts with talent and originality. Its cultural organizations include Manitoba Theatre Centre, Manitoba Opera, the Royal Winnipeg Ballet, Winnipeg Symphony Orchestra, Manitoba Museum, and Winnipeg Art Gallery. Some of the city's popular festivals are the Festival du Voyageur, the Winnipeg Folk Festival, the Winnipeg Jazz Festival, the Winnipeg Fringe Theatre Festival, Folklorama, and WSO New Music Festival.

Its economy includes finance, manufacturing, food and beverage production, culture, retail and tourism sectors. Located at the confluence of the historic Red and Assiniboine Rivers, the city offers one-hour access to cabin country, beautiful golf courses, three professional sports teams and a vibrant arts community, including world-class opera, theatre and ballet. A city known for its love of sports, it prides itself in its professional teams including the Winnipeg Blue Bombers (football), the Winnipeg Jets (hockey), and the Winnipeg Goldeyes (baseball).

Winnipeg's universities include the University of Manitoba, the University of Winnipeg, Canadian Mennonite University and University of St. Boniface, the oldest post-secondary educational institution in Western Canada.

Though real estate prices in Winnipeg have been on the rise in recent years – much like the rest of Canada – the increased prices have been driven by normal supply and demand, not by speculative inflation. For that reason, purchasing a home remains an affordable and achievable option. The average home in Winnipeg in 2015 was priced at \$278,270 – 59 per cent less expensive when compared to the Canadian average of \$443,004. Winnipeggers also enjoy low transportation costs and have the shortest commutes of any major metropolitan city in Canada. From the heart of the city, nearly any part of Winnipeg can be reached in little more than a 20 minute drive.

Thanks to its northern location, Winnipeg residents enjoy sunshine over 315 days a year. In winter, temperatures average -12.9 degrees Celsius, and hot and dry summer days bring temperatures above 25 degrees Celsius. Typical summer evenings are pleasantly cool.

For more information, including introductory videos and an overview of the local economy/quality of life and lifestyle, see: <http://www.economicdevelopmentwinnipeg.com/media/videos/grow-in-winnipeg>.

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