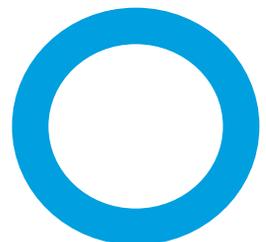


boyden



President & CEO

June 2021



Introduction

Thank you for your interest in this opportunity to join the senior leadership team at Elentra. This Executive Brief contains an overview of Elentra, an outline of the President & CEO position, an ideal candidate profile, insight into the search process, and a few points we would like you to consider before pursuing this opportunity.

Rest assured, your privacy is incredibly important to us and all of your personal information will be kept in the strictest confidence.

Some of the material contained in this briefing may be subject to change. We will do our best to keep you informed of any new developments over the course of our search.

Additional information can be found at www.elentra.com. We encourage you to visit the website to learn more.

Please contact us should you have any questions. We are here to help!

Yours truly,



Amanda Gordon, Partner

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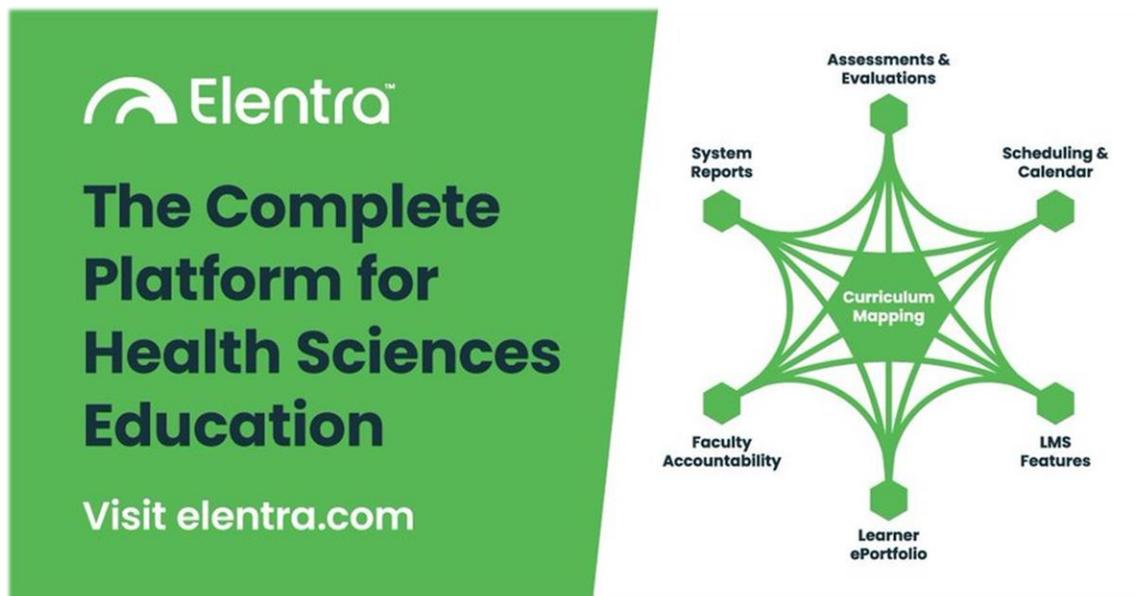
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Essence of the Opportunity

The complete e-learning platform for Health Sciences. Know exactly where, when, and how you teach and assess your learners.

It's an exciting time for Elentra. Not only is this company the pride of Queen's University, today Elentra has caught the imagination and respect of the academic field, and they haven't even celebrated their first anniversary yet. In February of 2021 Elentra was spun out of Queen's as a stand-alone corporation. **Poised for rapid growth** with a strong national and international customer base and a compelling opportunity funnel, Elentra is an **innovative e-learning SaaS company** focusing on learner-centric, personalized, data-driven solutions. Their flagship product has become a **market leader in medical education** and is expanding into other verticals. Initially built by schools, for schools with the goal of graduating better doctors, Elentra has a bright future as an integrated teaching and learning platform providing learners, administrators, and instructors with a complete end-to-end solution.

Elentra was initially used as a tool to organize data for the Queen's School of Medicine's accreditation process. Since then, it has developed into a rich and comprehensive platform serving medical school academic needs, including curriculum mapping, assessment and evaluation, and online exam delivery. The platform collects data and facilitates

administrative and academic decision-making while prioritizing user experience.

What is not well known is that Canada is at the **forefront of competency-based education**, and Elentra is leading the charge. This is the most promising and celebrated spin-out by Queens in their history. Ever! Out of the gates Elentra is on track to achieve its first year's sales targets to have over **20 major colleges and universities as customers** by year end — the majority of which are outside Canada. While every medical school across the country is a natural market for the Elentra platform, opportunities go beyond the health sector and into other accreditation programs to expand the future roadmap for this platform. And that's just Canada. Elentra is already being used across the US and by international customers today. Global expansion is a given for the Elentra platform as the need is the same: graduating better doctors.

This is a team that already has an impressive product, a strong pipeline, and an excellent Board of Directors who are committed to outstanding customer service and ongoing innovation for the platform. However, this isn't a normal Board. These are industry legends that are rolling up their sleeves to support the success of this company.

Let us say it again! The future for Elentra is very, very bright.

Today we are supporting Elentra on their search for a President & CEO, a strategic business leader to build an engaged and energized team that will revolutionize the digital health and medical education space. It's Elentra's mission to help people get better. From Elentra employees to future doctors, learners to professors to administrators, this is a team of champions of frictionless technology and personalized experiences to support those on their academic journey. Their mission is to **advance the learning experience, by shaping quality higher education, fostering collaboration, and harnessing the collective wisdom of their community**. It's as beautifully simple and as incredibly complex as that. This is a purpose and mission driven company that believes that education should be a continuous journey with learners and instructors focused on building great doctors.

Let's dig deeper to help you appreciate this opportunity.



History

Each year, thousands of students attend Queen's University and receive a transformative, research-intensive learning experience. For more than 175 years, this institution has been educating researchers and scholars. Graduates are known for their excellence across disciplines that can change lives and change the world, including physics and cancer research.

About 15 years ago there was a push to create an integrated online learning experience for the university's medical school. Known to be a technology embracing culture, Queen's could still appreciate that it would be a challenge to meet this need. However, they also knew they had built a community that would embrace this challenge and the possibilities were far too great to ignore. Fast forward and today students, faculty, and staff are accessing their curriculum and their timetables online and engaging with each other in virtual settings. In most areas of the Queen's Faculty of Health Science (FHS), it is the Elentra platform that makes this all possible.

First commissioned in 2004, Elentra's purpose was to organize data around the stringent requirements for the Queen's School of Medicine's accreditation process, and to create a centralized location for students to easily access up-to-date schedules and educational resources. Although there are similar programs in the market, students enrolled in Queen's health sciences recognized the need for a program tailored to medicine, so they created it from scratch.

In 2008, Queen's launched a consortium to allow for collaboration on the development of Elentra with other institutions. Today the consortium is comprised of 20 schools in Canada, the United States and Singapore. Over the last 17 years, the work of staff and faculty members at Queen's and other institutions has allowed Elentra to develop into an innovative platform, which now supports health professional education around the world.

Initially, the project started out as a curriculum management system used to map curricular content and give learners access to the resources they use during the sessions they have. Then Queen's was approached by another Canadian university that wanted to use the product they built. At this point, they had to make a call – commercialize the product or keep it in house and create a community around it. Ultimately, they decided to do both. Instead of simply sharing the source code and having them use the product, Queen's University created a software consortium: **The Elentra Consortium**.

One of the unique features of Elentra, and something that has made it stand apart from the competition, is its collaboration-based Consortium model. Addressing accreditation requirements and improving the student experience by giving the learners access to all their

Elentra – President & CEO

resources in one place was achieved by a collaboration across multiple institutions to accelerate the development of the platform. This proved to be crucial to their success because it provided enormous development capacity that would not otherwise be feasible for any one individual University to achieve. For participants in the Elentra Consortium, the source code is available as community source software — allowing any participating school to use and contribute to it.

Seeing the opportunities for their offering, one of the Faculty of Health Science’s key strategic decisions came in 2016, when a commitment was made to significantly expand the functionality of Elentra, understanding that the platform would play a critical role in the implementation of Competency Based Medical Education (CBME), a framework adopted by all Canadian medical schools that was mandated by the Royal College of Physicians and Surgeons of Canada. The Queen’s School of Medicine successfully launched all its specialty programs under this framework in 2017 using Elentra, a huge achievement. Almost four years later, Queen’s is the only Canadian medical school of to have adopted CBME for all its specialties.

By 2018, as news spread of Elentra’s outstanding design and functionality, FHS started to receive inquiries from institutions that weren’t interested in participating in the consortium, however, that were interested in using Elentra for their programs. The decision was made to respond to the demand by adapting Elentra to allow for a “hosted cloud service” option to take advantage of the wave of demand. In 2019 and 2020, 10 institutions signed on to Elentra Cloud, pushing Elentra’s total global user base to 30 institutions.

In response to this dramatic growth, Queen’s University and FHS knew that it was time for the [Elentra Cloud](#) to stand on its own. On February 1st, 2021, Elentra Corp. officially launched as a separate legal entity.

Going forward, the Faculty of Health Sciences, the Elentra Consortium and Elentra Corp. are working collaboratively on new features and functionality to ensure future success.



*“The Elentra team have done outstanding work over many years to develop a highly differentiated platform that meets the unique requirements of Health Sciences faculties. **Schools around the world are adopting the solution** and working closely with our team to guide our future roadmap. Elentra is well poised not only to continue to grow rapidly, but to attract top talent to an already world-class team as we enhance the core offering with innovative features that enable our customers to know exactly where, when and how they teach and assess their learners.”*

Jim Roche, Elentra Board Chair

Elentra – President & CEO

From the very beginning, this has never been just about the technology. Elentra has been on a mission to be an **industry disrupter**, to make a difference in the medical education space. Today Elentra is recognized as a leading platform for healthcare learners. Using the Elentra online technology platform, education institutions trust this technology for evidence-based data to prepare the next generation of healthcare professionals with the only complete platform embedded within and built by health schools, for schools.

 **Elentra** Culture

If there is one word that we heard during stakeholder interviews, it was **passionate**.

"These opportunities don't actually come around that often. This is one of those moments when the stars have aligned and it is up to us to grab the opportunity that is right in front of us, take it and make it happen. I have never felt more excited and passionate about the work that I am doing."

"The amount of support and hope for Elentra is fuel. It's now up to us to harness this and run with it. That's Elentra. The team is united by passion, passion for innovation, passion for change, and a passionate belief that we can catapult learners to be better."



"I am tremendously excited about Elentra's potential. It is in a great space where we can provide real value to our customers. Delivering exceptional customer service uniquely tailored to our members' needs has been a crucial differentiator for us. Our challenge now is to continue to focus on that while we move rapidly to broaden and deepen our user base, capitalizing on our early mover advantage while also growing and improving our platform."

John Sheridan, Elentra Board Director



Mission, Vision, and Core Values

To revitalize the new purpose of graduating better learners, Elentra defined a strategy that includes their mission, vision, and values.





President & CEO

Position Description

The role of President & CEO of Elentra is an exciting opportunity for the right leader to join an important, successful, and growing team, and bring it to the next level. It will require an individual who will embrace an ambitious mandate and is able to capture the transformational opportunity that this platform has to prepare the next generation of healthcare professionals, to ignite and empower communities throughout the healthcare education space, with cascading effects well beyond industry and geographical boundaries. In this time of unprecedented change, the opportunity is for a new executive to build strong foundational groundwork, and to lead, define, and activate how it evolves and takes shape to ensure its vision is realized to its full potential. It will require a bold, visionary, and creative leader who can ignite its purpose and bring it to fruition.

Elentra really is at a critical point in its journey. With the recent spin-out from Queen's University, the company is already showing signs of great potential and success. Early adoption by well known medical schools has confirmed the appetite by the market for the platform, and a growing pipeline shows a strong future. This is a beautiful example of a platform that is experiencing exceptional growth in a market with incredible potential. Today, additional sophistication is required in terms of supporting operations to enable stronger market capture. As a critical step towards building and executing on strategic business goals, Elentra is seeking to add a seasoned President & CEO to its senior leadership team.

Reporting to the Board of Directors, the President & CEO will be an active member of the senior leadership team of Elentra. They will be responsible to drive business results and lead product strategy. They will own the development of processes, tools, and the team to set the organization up for success and win in this rapidly evolving market. They will also be relied upon to help build brand equity to push Elentra further into being an industry platform of

Elentra – President & CEO

choice. They will be a charismatic and inspiring leader who is a trusted face of the company – all in the interest of driving increased revenue results and company growth by supporting its ability to scale and meet business objectives.

Elentra is also on a mission to find, grow, and keep the industry’s top talent, to give them a work experience that matters and programs that help them thrive. With a heart of a start-up, culture and values mean a whole lot, so the new executive will need to foster an environment where teammates can be their authentic and true selves and have an impact that is meaningful. The President & CEO will embrace the Elentra strategic plans and be a champion both internally and externally to support growth in all areas of the business.

They will work in concert with the organization to better enable Elentra’s expanding global footprint and operational best-practices. They will be responsible to enable the business strategy of the organization by linking strategic initiatives to programs to drive organizational effectiveness, people collaboration, and culture supporting the entire product life cycle and customer journey.

At Elentra, the management team believe that diversity, equity, and inclusion have a critical role in the organization’s success. The President & CEO will be responsible for building programs that support a work environment where everyone brings their best selves to work and fosters innovation.

Knowledge, Experience, and Skills

This President & CEO will be an impressive, visionary, and creative leader, an executive who will inspire and lead the organization and key stakeholders to realize their future potential. The incumbent is responsible for fulfilling the organization’s strategic objectives and for leadership in all areas of operation.

This position requires an exceptional communicator able to lead a diverse employee base, as well as a complex set of stakeholders.

Candidate Profile

In addition to the competencies and skills typically required of a President & CEO of a high growth technology company, the following areas of expertise are preferred:

- A demonstrated track record as a trusted leader who can support and develop a culture where opportunities and potential are limitless, and results are real. Brings strategic thinking and experience in leading, managing and orchestrating organizational effectiveness in a high growth technology work environment. Is capable of scanning

Elentra – President & CEO

and understanding internal and external business risks, challenges, and pressures, and developing integrated strategies that “fit the business” to allow the organization to scale, thrive, and meet its strategic goals.

- Ability to raise market and industry confidence. Brings credibility and profile to the community. This experience will ideally come directly from the health science, academic or technology sectors.
- A builder with experience from early stage software and technology companies, which ideally played in academic or health science verticals.
- A strategic and visionary thinker who is able to see the big picture in which a business functions and place issues and initiatives in the context of the broader sector and organizational context. Able to instill a vision that is linked to strategy and accountability for results. Able to bring together divergent views and perspectives around common goals.
- Comes to the table with executive competencies parallel to Elentra’s needs such as:
 - Strong, results-driven business and financial acumen, with a demonstrated ability to effectively plan, manage, and prioritize resources to drive revenue results and strategic goals.
 - Strategic and effective skills in planning, operational positioning, and financing.
 - Demonstrated track record of pursuing aggressive organizational outcomes, and ability to achieve leadership status in the minds of a diverse group of stakeholders.
 - Success in working with an active Board of Directors committed to fulfilling its governance responsibilities and supporting the organization’s success.
 - An extroverted, inspiring, and engaging communicator, able to relate easily and win confidence and trust quickly.
- Strong understanding of academia. Able to forge effective and positive relationships with a wide range of stakeholders to tactfully and effectively influence.
- Politically savvy and able to effectively read organizational and human dynamics. Sensitive to the stakeholder context in which Elentra functions.

Elentra – President & CEO



“Elentra has caught the imagination of a lot of people, and for good reason. They see the potential and the size of the market. This is an incredible opportunity for an executive who wants to take a small company with a great product and do something amazing: the sky is the limit. You won’t run out of new ways to grow this, plus there are a lot of industry leaders behind this to support our combined success. There is huge backing and growth potential for Elentra, however and more importantly, this is a chance to make an impact that is about improving people’s lives. If we can improve our future graduates in medical education around the world, think of the impact. Then think about the impact when we move into other complementary verticals. I am proud to support Elentra’s success.”

Dr. Jane Philpott, Elentra Board Director
Dean, Faculty of Health Sciences, Queen’s University

Steps in the Selection Process

1. Your application:

If you wish to be considered for this position, please forward your resume, cover letter, and any other relevant material to our search associate for this opportunity: Claire Leroux at cleroux@boyden.com.

2. Interview with Boyden:

Once we receive the cover letter and resume of those who express interest in the position, we will compare them against the Candidate Profile and against the backgrounds of other candidates. We will then conduct a comprehensive interview of the top-rated candidates to assess fit, motivation, executive intelligence, experience, and alignment with the key criteria set out above.

3. After our interview:

We will let you know as soon as possible after the interview if we will be proceeding further and presenting your candidacy for consideration; we will also ask you about your interest and whether you would like to continue in the process. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision. Usually there are three categories:

- a) Matters of Fact – These include benefits, pension plans, vacation policy, perquisites, and an approximate indication of the compensation plan. If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you.
- b) Matters of Family – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.

- c) Matters of Fit – Please list the remaining questions that you would need to have answered about the position and the organization and pass them along to us. We will be happy to answer them for you.

The goal of gathering all of this information is to help you make an intelligent decision, as soon as possible, about the degree of your interest. *In fairness to everyone, please do not go further if you really think you are unlikely to accept the position should it be offered to you.* If you have additional questions following our initial discussion, but your interest is tentative and you are still “exploring”, please let us know.

It is not uncommon for candidates to be pursuing multiple opportunities concurrently. In the interest of transparency, if you are a candidate for another opportunity, please let us know immediately, and keep us informed of your status. Doing so does not reflect negatively on your application, it simply ensures full disclosure from all parties involved.

4. Preparation for candidate presentation:

If, after your interview with us and after your due diligence, you remain interested, we will include your application in our *Candidate Report*. The *Candidate Report* will include the materials noted in Step 1 above, and any additional supporting materials. The Report will be presented to the Search Committee, for its review and consideration. From this list, the Search Committee will choose candidates to invite to an interview.

5. Your interview with the Hiring Committee:

It is expected that a minimum of 2 rounds of interviews will be held for this search:

Round 1: The first round interviews will each be 60 minutes long and will center on discussing the key priorities and the role. All candidates will be notified of their status at the end of the first round of interviews.

Round 2: The second interview will be less formal and focused on addressing any unanswered or new questions arising from the previous interview.

6. Assessment and referencing for the finalist candidate:

If you are chosen as the finalist, references will be conducted at this stage. We will want to speak with people who have known you from a subordinate, peer, superior, and client perspective. We will work with you to choose a set of referees who can provide a complete picture of your employment history, skills, weaknesses, strengths, competencies, values, etc.

Finally, as required, we will ask you to provide us with the necessary information and authorization to complete a detailed background check (education, social media, credit, criminal, etc.).

7. Presenting the assessment, reference, and background findings:

At the completion of the references, assessments, and background checks we will present the findings to the Search Committee for its review and consideration. The Search Committee will meet and make its final selection.

8. Offer stage:

If you are selected as the finalist candidate, and if no further references are required, you will be made a verbal offer of employment during which time the terms and conditions of the Offer of Employment will be discussed with you. We will facilitate the negotiations and present you with the formal Offer of Employment once agreement is reached.

Resume Accuracy

The Association of Executive Search Consultants estimates that approximately one in five resumes contain material information that is untrue. Examples include the listing of degrees that have not been obtained, titles and dates of employment that are incorrect, and accomplishments that are overstated. As a result, our firm has adopted the practice of verifying the claims made in the resumes of finalist candidates. Our policy is to discontinue the candidacy of anyone whose resume contains distortions of material information.

If you notice an error in your resume after you have forwarded it to us, please contact us immediately and send us a corrected copy.

Accommodations

We are proud to provide accommodations during the recruitment and selection process. If you require accessible formats, communication supports, or any other form of accommodation, please notify Claire Leroux or Amanda Gordon for assistance.

About Boyden Technology Practice - Canada

Over the past decade, **Canada has emerged as a global technology leader** and hub with over 43,000 tech companies, 660,000 workers and \$94.1B added annually to Canadian GDP growth. A key factor in past, current and future growth is talent – finding, attracting and retaining the right talent at the right time.

Boyden's **Technology Practice** is a proud component to this growth story. We've partnered with and advised many of Canada's leading technology companies and investors on their talent needs. **Recognized by Forbes in 2021, 2020, 2019, 2018, and 2017**, we are proud to be **Canada's largest technology executive search firm** with over 9,000 placements since 2015 and over 1,000 of these in the tech space. Our unsurpassed national and global coverage with over 100 partners working every day across the globe to support our practice's success in helping high-growth Canadian technology organizations build outstanding leadership teams.

Every day we map top executive tech talent around the planet. With extensive global knowledge and networks, whether it be an understanding of top Canadian talent living abroad or connections to international executive talent pools, our Boyden Technology Practice is uniquely positioned to help you access and attract dynamic and diverse leaders to meet your needs.

Your Search Partners



Amanda is the prime search partner for this search. She is a seasoned recruitment professional and trusted advisor to CEOs and business leaders. During her career in tech she has recruited over 1,000 hard-to-hire roles. She has over 20 years' experience in all aspects of global HR management. Her expertise in the technology sector extends across multiple areas including software and applications, satellite and cellular networks, IT, Internet of Things, and telecoms.

Amanda is also a member of the Boyden Global Industry Practices in HR and Tech. She has an Economics degree from the University of Guelph and certifications in Project

Management and Program Management.

She is an Executive in Residence with the University of Ottawa Entrepreneur Program, Chair of the Talent and Human Resources Committees and member of the Board for the Kanata North Business Association. A sought-after speaker at conferences and thought leader in the industry, Amanda has won numerous awards for her work in the HR field.



As an Associate in Boyden's Technology practice and one of our top researchers, Claire will become a familiar face on this search. She is recognized as top talent at Boyden and brings nine years of full cycle recruitment experience. She excels at gaining a thorough understanding of her clients' needs to formulate an effective and strategic recruitment plan. Candidates love working with Claire and her networks are some of the strongest in the industry – everyone loves Claire! She is a powerhouse we are proud to include in this search.

Claire started her recruitment career in high technology agency recruitment. From there, she moved into a position as a corporate recruiter in a fast-growing software company. She was a trusted advisor to technology leaders and executives, where she filled a broad array of tech roles to fully equip executive teams with strong talent.

Claire has a keen eye for detail, as well as outstanding research and analytical capabilities. She has recruited for hundreds of hard-to-hire roles in her career.