



**KBRS**

Executive Brief

**Principal, Orillia Campus**



**Lakehead**  
UNIVERSITY

# Land Acknowledgement

Lakehead University respectfully acknowledges its campuses are located on the traditional lands of Indigenous Peoples. Lakehead Thunder Bay is located on the traditional lands of the Fort William First Nation, Signatory to the Robinson Superior Treaty of 1850. Lakehead Orillia is located on the traditional territory of the Anishinaabeg. The Anishinaabeg include the Ojibwe, Odawa, and Pottawatomi nations, collectively known as the Three Fires Confederacy. Lakehead University acknowledges the history that many nations hold in the areas around our campuses, and is committed to a relationship with First Nations, Métis, and Inuit Peoples based on the principles of mutual trust, respect, reciprocity, and collaboration in the spirit of reconciliation.





# Organizational Profile

Celebrated as one of Canada's leading academic institutions, Lakehead University has two campuses, in Thunder Bay and Orillia, which offer more than 85 academic programs grouped within nine Faculties from a comprehensive selection of academic areas of study. Lakehead is an innovative comprehensive university that provides an education that is about how to think, not what to think. Closely tied to that enterprising spirit is a deep connection to the community. Lakehead is committed to making a difference in the communities it serves, developing a broader understanding of societal issues, and inspiring action for thoughtful, positive change. Lakehead University is also committed to the success of our Indigenous learners and to our relationships with First Nations, Métis, and Inuit Peoples based on the principles of mutual trust, respect, reciprocity, and collaboration in the spirit of reconciliation. Lakehead University acknowledges the history that many nations hold in the areas around its two campuses. Dynamic, modern, and learner-centered, Lakehead University's campuses both offer an enriching university experience that blends academic excellence with a variety of social and recreational activities. Lakehead is a nationally ranked research-intensive university and is the proud host to ten Canada Research Chairs. Lakehead University has just under 10,000 full-time equivalent students and over 2,000 faculty and staff. Lakehead University ranked 8th on Maclean's 2023 Canada's Best Primarily Undergraduate Universities and 3rd in Ontario among primarily undergraduate institutions. Lakehead has a reputation for innovative programs and cutting-edge research. The university offers a variety of degree and diploma programs at the undergraduate, graduate, and doctoral levels. Lakehead University's approach is a personal one which affirms the value of our students and sees and treats them as individuals, not as mere numbers.



# Lakehead University At a Glance

## 2 Campus Locations: Thunder Bay and Orillia

- Home to over 11,700 full-time equivalent students'
- 9,049 students in full & part-time Undergraduate and Graduate degree programs, including:
- 1,992 students studying at Lakehead Orillia
- 1,921 international students from 82 countries
- 12.5% of domestic students identify as Indigenous
- In 2022-23, Lakehead had the 10th highest 7-year graduation rate among all Ontario universities.
- 27 research chairs in 2022-23
- 71,071 Alumni living and working in 108 countries
- Over 2,000 faculty and staff between the two campuses
- \$27 Million in External Research Funding in 2022-23

- Top university in North America with under 9,000 students in the Times Higher Education Impact Rankings
- Collaborative Doctor of Veterinary Medicine Program in Rural and Northern Community Practice coming in 2025

## 9 Faculties at Lakehead:

- Business Administration
- Education
- Engineering
- Graduate Studies
- Health and Behavioral Sciences
- Law
- Natural Resources Management
- Science and Environmental Studies
- Social Sciences and Humanities

## Mission

To be an innovative comprehensive university that provides an education that is about how to think, not what to think.

## Vision

To provide a transformative university experience that is far from ordinary.

## Beliefs

We believe our students make Lakehead University different. We believe that our students want an innovative comprehensive university where they have the highest chance of success. We believe that our students have the passion and drive to realize their dreams and succeed. We believe that our students want the intellectual freedom to pursue the unconventional. We believe in the diversity that comes from our students of many cultures and many nations. We believe that our students are passionate about both their own individuality and their communities.







## Strategic Priorities (2018-2025)

The overarching goal of the strategic framework is to strengthen Lakehead University's vision of providing a transformative university experience grounded in exceptional scholarship and student potential. Lakehead University's 2018-2025 Strategic Plan is the extension of our 2018-2023 Strategic Plan, and it is built around five interrelated and interconnected strategic themes:

### Academic Excellence

Lakehead University will stimulate a lifelong quest for knowledge through unique, high quality, transformational undergraduate and graduate teaching, learning and research experiences that encourage critical thinking and positions students for success beyond the University.

### Social Responsibility

Lakehead University is committed to social justice and will make a significant contribution to our communities and society as whole through our programs, research, and the wide range of activities undertaken by our faculty, staff, students and alumni.

### Local and Global Partnerships

Lakehead University will develop informed education, research and service strategies and opportunities through connections with local and global partners, and relationships with Indigenous partners.

### Entrepreneurship and Innovation

Lakehead University will be a leader in entrepreneurship and innovation in Northwestern Ontario and Simcoe County in support of culturally appropriate and environmentally sustainable social and economic objectives.

To learn more about the 2018-2025 Strategic Plan, please visit [here](#).

### Capacity Development

Lakehead University will be recognized as a high performing, efficient and innovative academic environment that supports world-class scholarly activity.

# Dr. Gillian Siddall, President & Vice-Chancellor

Lakehead University's President & Vice-Chancellor Dr. Gillian Siddall first joined Lakehead University in 1998 in a tenure-track appointment at Lakehead University in the Department of English. She went on to become the founding director of Lakehead's Teaching and Learning Centre before serving as Dean of the University's Faculty of Social Sciences and Humanities for six years.

Before becoming Lakehead University's President & Vice-Chancellor in July 2023, Dr. Siddall served as President at Emily Carr University (ECU) beginning in 2018.

As ECU President, Dr. Siddall led several initiatives, including developing the university's first equity, diversity and inclusion action plan; advancing the university's commitment to reconciliation and Indigenization through curriculum, research, and increasing the number of Indigenous faculty and staff; initiating ECU's first climate action plan; and advancing ECU's international ranking into the top 25 in the world for art and design education.

Prior to her term as ECU President, Dr. Siddall served as Vice-President Academic and Provost at Toronto's Ontario College of Art & Design University (OCAD University) for three years. Dr. Siddall is an advocate of Indigenization, Reconciliation, and decolonization within the university sector. She holds an honours BA and MA in English from the University of Guelph, and a PhD in English from the University of Western Ontario.

Dr. Siddall's area of research is Canadian literature, with a focus on musical improvisation, both within and outside literary contexts. Publications include *Negotiated Moments: Improvisation, Sound, and Subjectivity* (co-edited with Dr. Ellen Waterman, Duke University Press 2016); *A Musical Interface for People with Severe Physical Disabilities* (co-authored with Pauline Oliveros, Leaf Miller, Jaclyn Heyen, and Sergio Hazard); *Music and Medicine* (2011); *I want to live in that music: Blues, Bessie Smith and Improvised Identities* in Ann-Marie MacDonald's *Fall on Your Knees*; *Critical Studies in Improvisation* (2005); *Nice Work if You Can Get It: Women in Jazz* (co-authored with Ajay Heble). in *Landing on the Wrong Note: Jazz, Dissonance and Critical Practice* (Routledge 2000).

Dr. Siddall is also a jazz vocalist, choral singer, and co-founder of the Guelph Jazz Festival.





## Orillia Campus

In 2006, the Lakehead University experience was brought to Central Ontario with the establishment of the Orillia Campus. The Orillia Campus opened its doors at Heritage Place with a charter class of 104 students.

From our early beginnings at Heritage Place in downtown Orillia to our Leadership in Energy and Environmental Design (LEED®) certified campus on 85 acres of land in West Orillia, Lakehead Orillia's presence in the city of Orillia has increased dramatically.

The Lakehead Orillia campus is a growing, vibrant, close-knit community located in the heart of the City of Orillia offering more than 17 undergraduate and graduate degree programs.

### Orillia Campus At a Glance

- 1,400 students\*
- 437 degrees conferred in 2018\*\*
- 50% of our student population comes from Simcoe County
- \$80 to \$95 million total impact on Simcoe County
- In 2021-22, Lakehead Orillia had a total impact of \$245.7 million on Ontario's GDP
- Facilities at 500 University Ave. include Simcoe Hall (academic building), residence, cafeteria and bookstore
- The Faculty of Education is located in downtown Orillia at 1 Colborne St.
- 240-room residence – open year-round for conference services and summer accommodation
- Simcoe Hall features two lecture theatres, a telepresence classroom, 40- and 60-seat classrooms, Orsi Family Learning Commons, and the Harvie Legacy Library
- Campus built to Leadership in Energy and Environmental Design (LEED®) certification standards
- Four varsity athletic teams
- Six competitive extramural athletic teams

\*Full-time equivalent (academic year)(Source:Lakehead University Student Information Official Files)

\*\*Degrees conferred are reported by calendar year (Source: Lakehead University Student Official Information files).



# Lakehead University and Georgian College

In February 2016, Lakehead University and Georgian College announced they will launch more than 20 new degree programs and transfer pathways at campuses in Barrie and Orillia over the next five years. The first of the new programs began in September 2017 and with another two launching in September 2018.

Lakehead and Georgian are already the two largest post secondary institutions in Simcoe County. Together, we currently serve nearly 3,000 degree students – 1,430 at Lakehead and 1,550 in Georgian’s University Partnership Centre. We have room for an additional 800 students at Lakehead Orillia and 1,200 students at Georgian’s Barrie Campus.

With existing exceptional facilities at both Lakehead and Georgian, we can deliver a comprehensive university experience to more degree students.







## Position Profile

Reporting to the President, the Principal of the Orillia campus at Lakehead University is responsible for overseeing all operations at the Orillia campus to ensure that they are compliant with University plans, policies, and procedures, and that they are aligned with the University's Strategic and Academic Plan. The role of Principal serves as the President's designate at the Orillia campus, overseeing its strategic direction and championing its continued growth and development.

The Principal is a member of the University's Senior Executive Team and Senate, working collaboratively with the President, Deans, Faculty, Alumni, Donors and members of the Executive Team on issues related to the University's academic priorities and the coordinated, integrated delivery of administrative services at the Lakehead Orillia campus. The Principal will also be a champion of Lakehead's values and plays a key role in community outreach to local government, community groups, private sector, and Indigenous communities to promote the many programs, research activities, and services offered by the University at the Orillia Campus and in Simcoe County, and advancing local partnerships, including the continued evolution of the Lakehead-Georgian partnership.

The position involves, both at a public level as well as within the University community, promoting and leading the interests of the Orillia campus at Executive Team meetings, campus related events and activities, and as part of the budget development processes. The Principal is responsible for encouraging and fostering ongoing investment, community partnerships, and fundraising initiatives for the University, and will participate in the President's Advisory Council on Economic Development (Simcoe County) to support the University's role in fostering economic development and innovation in Simcoe County.

# Position Profile (Continued)

## Key Responsibilities and Priorities

The key responsibilities and priorities for the Principal, Orillia Campus should include:

- The Principal has primary responsibility for the operations of the Orillia campus and is the President's designate on campus when the president is unable to be there.;
- The Principal works closely with the President, keeping the President apprised of activities and initiatives on the Orillia campus, and seeking counsel and approval where appropriate from the President.
- Working with the President's Office, the Principal ensures that the President is present for key events in Orillia, and, working External Relations, ensures that the President meets with external stakeholders as appropriate.
- The Principal will provide input and collaborate with the Provost and Vice-President (Academic) on academic-related issues related to the Orillia campus. Wherever possible, approvals made by the Provost and Vice-President (Academic) on Orillia Campus academic-related matters will be made in conjunction with the Principal and Faculty Deans;
- Working collaboratively with the Vice President (Administration and Finance), to ensure the coordinated and integrated delivery of administrative services at the Orillia campus;
- Working collaboratively with the Vice President (External Relations), overseeing community outreach, communications and public relations for the campus. The Principal liaises and builds relationships with local government officials, the business community, aboriginal communities, community groups and organizations and members of the public, to promote the many programs, research activities and services offered by the university and to advocate for ongoing investment, community partnerships, and fundraising for the university;
- Working collaboratively with the President and Vice President Research and Innovation, sits as member of the President's Advisory Council on Economic Development (Simcoe County) and fosters relationships supporting economic development and innovation in Simcoe County;
- Working collaboratively with Lakehead International, facilitates the development of international programming at the Orillia campus
- Acts as Chair of the Campus Coordinating Committee or successor groups to such committee; and
- Works with the most senior functional managers on the campus in the development of campus-wide strategic plans for the campus or local activities.
- Collaborates with senior University administrators to ensure that campus-based services and supports are delivered with a student-centered approach to meet stakeholder needs;
- Engages with University-wide issues as a full member of the senior Executive Team, represents the institutional interests of the Orillia campus at Executive Team meetings, and regularly attends Senate;
- Champions and leads (as appropriate) campus-specific initiatives which support and are integrated with the wider interest and activities of the University;
- Provides innovative and forward-thinking leadership in a holistic way- social, economic and environmental- to support the student experience at Lakehead University.



# Position Profile (Continued)

## Key Responsibilities and Priorities (Continued):

- As a member of the Executive Budget Team, meets annually as part of the University annual budget process to review the previous year and to set priorities related to proposals for the upcoming year on the Orillia campus;
- Provides input and collaborates with the Vice-President (Administration and Finance) on administrative issues (including budget related matters) related to the Orillia campus;
- Communicates with the campus and community as a whole on behalf of the President under her direction, and as necessary on behalf of the Provost and Vice-President (Academic);
- Speaks on behalf of the President in Simcoe County under her direction when the President & Vice-Chancellor is not available to do so;
- Works closely with the Director of Government Relations to ensure strategic alignment and synergy of all messaging and advocacy; and
- Consults with Vice President of respective area(s) prior to taking any action when the actions of the Principal may reasonably be expected to have an impact on the operations of the respective Vice President.
- Identifies and builds relationships with a wide range of community and external partners and stakeholders to identify and support activities of mutual benefit that advance the strategic objectives of the university in Simcoe County;
- Exhibits exceptional acumen for community building and fosters trust and confidence and earns support from the University's external constituencies;
- Acts as the public face of the university and represents the President & Vice-Chancellor in fund-raising campaigns, donor and alumni relations and other advocacy activities on behalf of Lakehead University when the President is not available and in coordination with the Vice President External Relations;
- Exemplifies the Lakehead culture of student and faculty engagement by encouraging and visibly participating in a broad array of campus activities;
- Provides input and collaborates with the Vice-President (Administration and Finance) on all hiring, performance reviews and discipline of administrative staff at the Orillia campus;
- Provides input and collaborates with the Provost and Vice-President (Academic) on the recruitment and retention of academic support staff at the Orillia campus, as required;
- Provides input and collaborates with the Vice-President (External Relations) on major fundraising initiatives and the development of fundraising priorities related to the Orillia campus; and
- Works collaboratively with the Lakehead University Alumni Association both internally and externally to increase engagement and support initiatives.



## Ideal Candidate Profile

The ideal candidate will possess a distinguished academic background and/or professional qualifications, coupled with substantial experience in senior management roles within the University sector. The ideal candidate will showcase a proven history of progressive leadership, adept planning abilities, and strong relationship management skills. Proficiency in navigating the nuances of the post secondary education sector is essential. The next Principal will possess effective communication skills, interpersonal skills, and a readiness to engage in various campus and community activities. Additionally, a comprehensive understanding of provincial policies, relevant legislation, and current trends impacting post secondary institutions is required for this role.

### Experience and Qualifications

The next Principal, Orillia Campus should possess:

- A strong academic background including advanced educational and/or professional qualifications;
- Several years' senior management experience in a University;
- Proven experience in progressively more responsible leadership roles, gained within a post secondary institution;
- Experience developing, fostering, enhancing and maintaining strong relationships and partnerships with community, industry, government, funding bodies and other institutions locally, nationally, and internationally;
- Excellent planning, relationship management, and conflict resolution skills;
- Demonstrated knowledge of the post secondary education sector, including provincial policy, relevant acts, and legislation, current trends, issues and initiatives; and
- Willingness to travel.



# Ideal Candidate Profile (Continued)

## Competencies and Personal Attributes

### **Strategic Leadership and Administrative Excellence**

You are an empowering leader who articulates a clear vision, identifies long-term, future goals and challenges your leadership team to constantly improve and grow. You think holistically, develop strategic opportunities, assess, articulate and communicate to faculty, staff, students and alumni how decisions are made to advance the academic mission, the student experience and overall success of Lakehead University. With the ability to inspire and engage within an academic environment, you proactively invite ideas and perspectives, engage in conversation and debate and build consensus. You are financially astute and approach fiscal and risk management from a disciplined perspective, ensuring sound decision-making, and effective and efficient resource allocation in accordance with Lakehead's strategic direction and long-term financial sustainability.

### **Commitment to Equity, Diversity & Inclusion**

You have a strong commitment to and proven record of action on increasing accessibility, equity, and diversity, and the ability to maintain an inclusive climate that reflects the University's goals related to equity, diversity, and inclusion. You bring an equity-informed lens to your work and interact effectively and respectfully with people from diverse racial, ethnic, and socioeconomic backgrounds. You can develop and implement strategic EDI plans and foster equity, diversity and inclusion in professional staff and services. You have experience considering the impacts of the work on multiple communities, including communities of diverse gender identity, race, socioeconomic bracket, disability (visible or invisible), age, and others.

### **Relationship Building, Collaboration & Communication**

You have a highly collegial and collaborative style, excellent communication skills, and the ability to inspire the post secondary community. You value relationships within, across, and outside the University and actively build and maintain relationships that support business and community goals. You allocate time and effort to understanding and meeting the needs of internal and external partners and you value being a dedicated member of your local community. Having strong communication skills, you actively listen, readily share useful information and knowledge, and articulate thoughts and ideas clearly. You collaborate effectively, commit to supporting the large group effort, and build and maintain cooperative relationships across the University. You are comfortable with diverse communities and would be excited to speak on behalf of the University's mission.

### **Indigenization and Anti-Racism**

You have a strong commitment to and proven record of action on addressing racism and settler colonialism in their various forms, and the ability to maintain a climate that reflects the University's commitment toward reconciliation. Your indigenization and anti-racism work is guided by a strong knowledge base that is informed by experience, Indigenous scholars and knowledge holders and other scholarly sources. You are aware of the diversity that exists between and within Indigenous communities and recognize the significant value of Indigenous knowledge systems to the university community. You possess knowledge of how to engage with Indigenous knowledge systems in ways that are responsible and respectful and how to build and maintain authentic relationships with Indigenous communities, faculty, staff, and students.







## Living in Orillia/Simcoe County

Located just north of ordinary, the City of Orillia is situated in one of the most unique and picturesque regions in Central Ontario. Bordered by two lakes, Orillia is surrounded by diverse communities, rural landscapes and unspoiled, breathtaking views making it the best place to experience four-season living, and providing an amazing home for Lakehead University.

We've got arts, music, theatre, festivals, sports, beaches, skiing, pubs and restaurants, all within two hours from Toronto and 30 minutes from Barrie. Catch a great concert at Casino Rama, a local band at one of the restaurants in the downtown core, or a music festival at Burl's Creek.

Minutes from campus is the largest growth area of Orillia in West Ridge. New restaurants, shops and businesses offer new possibilities, part-time employment, and shopping.

Love the outdoors? Our campus is surrounded by some of the best recreational trails for hiking, biking, cross-country skiing and snowmobiling. Sandy beaches and parks complement the waterfront, which offers some of the best boating and water sports. Within 30 minutes of campus you'll find three ski and snowboard hills, dozens of golf courses, unique dining and shopping opportunities, and a number of incredible breweries and distilleries. Orillia also provides you with so much more. From places of worship to cultural centres and a hospital, you will find everything you need close to campus. Orillia is also bordered by 2 Lakes, which access to the Historic Trent Severn Waterway (386km of waterway access from Lake Ontario to Georgian Bay). Orillia is also the gateway to cottage country.

For more information about the city, please visit: [City of Orillia](#) and [Visit Orillia](#)

# Becoming a Candidate

The following is a list of the steps that we anticipate in this recruiting assignment. We would also like to bring to your attention several key issues we would recommend you consider as you navigate the search process.

Lakehead University has an [Equity, Diversity and Inclusion Action Plan 2019-2024](#) with a goal to recruit and retain a diverse workforce as measured by increasing representation of under-represented groups among applicants, candidates and hires. We encourage candidates to self-identify, if you are from an under-represented group, and prefer candidates with the knowledge, competencies and relationships derived from lived experience.

Lakehead University is committed to creating a diverse and inclusive environment and welcomes applications from all individuals including women, racialized persons, Indigenous people, persons with disabilities and other equity-seeking groups. All qualified candidates are encouraged to apply; however, Canadian citizens and permanent residents will be given priority.

Preference will be given to Indigenous candidates with strong ties to Indigenous nation(s) and Indigenous knowledges.

Lakehead University is *committed to supporting an accessible environment. For any questions regarding accessibility, please contact the Office of Human Resources, Lakehead University, (807) 343-8334, [human.resources@lakeheadu.ca](mailto:human.resources@lakeheadu.ca).*

Applications can be submitted online at: [www.kbrs.ca/Career/18004](http://www.kbrs.ca/Career/18004)

## **Interview with KBRs**

As we receive the resumes of candidates who express interest in the position, we compare them against the key selection criteria set by the Selection Committee and also against the backgrounds of other candidates. We then arrange to speak with, and/or meet with, candidates whose experience and qualifications are closest to those articulated in the ideal candidate profile.

In our initial interview with you, we will seek to understand more about your background, qualifications, experience and your interest in the position. As you move forward in the search process, we will ask you to consider the following information that will ultimately be important to your decision.

**Terms of an Appointment** – Please consider issues related to faculty appointments, tenure, compensation, benefits, etc.

**Relocation** – 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. [If a physical move will ultimately prove unacceptable to you, please determine that at this stage.](#)

**Alignment** – Please consider the alignment of this role and organization to your personal objectives and preferences. If you have questions that you would need to have answered about the position and the organization before deciding to pursue this role, please let us know. If needed, we will attempt to arrange a conversation between you and our client to get you the answers you need to make a well-informed decision.



# Becoming a Candidate (Continued)

## Interviews with our Client

The Search Committee will consider all candidates and ultimately invite a small group forward. Typically, this next step is an interview with the Committee. The Selection Committee for the Principal, Orillia Campus is chaired by the President and Vice-Chancellor and includes ten other members.

If there is a desire to move forward with your candidacy after the initial interview with the Selection Committee, you may be invited for further conversations with the Committee and the University community. The format and nature of these conversations will be developed to allow you to learn more about Lakehead University and the Orillia Campus, to allow the Committee to invite feedback on your candidacy and to begin to set the conditions for successful integration for the next Orillia Campus Principal. The Committee and the University community commit to respecting the confidentiality of your interest throughout this process.

Shortly after these conversations, if both you and the Selection Committee feel like you are in agreement on terms, the President and Vice-Chancellor will make a recommendation to the Board of Governors. If this recommendation is approved, the usual procedure is yourself and the President and Vice-Chancellor will then work out mutually acceptable terms of employment and reach an agreement, subject to the Committee being satisfied with reference checks.

## Reference Checks

After your initial interview with the client, if both you and the University wish to proceed further, we will ask to speak to references who represent 360-

degree working relationships you have had for the past several years, ideally including supervisors, peers, and subordinates. We have an obligation to provide our clients with verified reference information and this may include personal information from specified and non-specified individuals. KBRS's policy is to present our client a minimum of four to six references before an offer is made.

## Resume Accuracy/Background Checks

If you progress to the interview stage, you will be asked to provide information to allow us to conduct thorough background checks inclusive of reference checks, verification of your education, designations obtained and awards received, and other reviews. We will seek your permission to perform these verifications before we proceed. Should you decide not to allow verification of your background, credit, or criminal history, our client will be informed, and they will decide how to proceed with your candidacy however they will ensure there is an opportunity to discuss with candidates and allow the candidate to provide relevant contextual information.

KBRS respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our website at <https://www.kbrs.ca/privacy-policy>.

# Becoming a Candidate (Continued)

## Etiquette Regarding an Offer

There are two issues that can arise at the stage of the offer and its acceptance. In both cases, we expect that you will honour two standards of professionalism:

First, if an offer is extended to you, you will treat the offer in confidence and will not “shop around” or discuss the offer with your present employer or other potential employers.

Second, if you say you will accept the offer, your word is your bond and our client can count on the fact that you will be joining them. Otherwise, please turn down the offer and withdraw as a candidate. We want our client to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel their offer. We realize from experience that candidates can sometimes have

doubts and second thoughts after making the decision to change career direction. These feelings are common, and you are wise to anticipate they may arise.

Please feel free to connect with your contact at KBRS any time to share and discuss these concerns.

Thank you for your interest in this position. We will do our best to keep you informed throughout the search process.

## Contact Us in Confidence



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