Final Candidate Brief

Dean,
Faculty of Humanities and Social Sciences

December 22, 2016

For more information, please contact:

Gerri Woodford, Partner and Co-Lead, National Academic Practice
gerri.woodford@odgersberndtson.com

Laura Brannan, Engagement Manager, Academic Practice
laura.brannan@odgersberndtson.com

416-366-1990
1.0 The Opportunity

Memorial University, one of the largest postsecondary institutions in Atlantic Canada, and the only university in the province of Newfoundland and Labrador, seeks a Dean for its Faculty of Humanities and Social Sciences. The Faculty of Humanities and Social Sciences has made significant steps forward towards its strategic goals. The Faculty is an integral and essential part of Memorial, and the diversity of its teaching and inquiry has made a significant contribution to the people of Newfoundland and Labrador, and beyond. The re-naming of the Faculty of Arts in September 2016 to Humanities and Social Sciences serves to provide a more accurate definition of what this complex Faculty actually does, in its teaching and research pursuits. The Faculty, like many, sees both opportunity as well as challenge in its future. Today’s students are looking to universities to provide what we have come to know as a student-centred experience, tailored to their needs for flexibility in delivery modes, with relevant programs that will help to launch them in their careers. The University’s ability to respond is challenged by budget cuts, decline in traditional enrolment cohorts, and competition in the higher education environment, yet it is focused on stimulating further growth and advancing its dynamic teaching and research culture. The new Dean of Humanities and Social Sciences will work in partnership with the HSS community of scholars, students and staff to begin to address the ways in which the Faculty can chart a course for itself that is innovative, sustainable, and responsive.

Reporting to the Provost and Vice-President (Academic), the Dean of the Faculty of Humanities and Social Sciences is responsible for the leadership and administration of all aspects of the operations of the Faculty, including budget and fund development. In addition to the role of senior officer of the Faculty, and a member of Deans’ Council, the Dean is a senior administrator of the University. The Dean fosters an environment in which world-leading research and excellence in humanities and social sciences education and engaged scholarship flourish. As the face of the Faculty of Humanities and Social Sciences, the Dean is champion of curricular initiatives, research, and scholarship, professional training, global outreach, and recruitment of high quality faculty and student talent. The Dean cultivates an environment in which students, faculty, and staff thrive.

2.0 Some Notable Achievements in Recent Years

- The Faculty’s success rate in external grants competitions has been steadily growing. The national success rate for the SSHRC Insight Grant was 30% this year, while Memorial’s Faculty of Humanities and Social Sciences posted a 50% success rate. Overall, access to graduate student funding has improved as well.

- The Faculty is currently working on developing new certificate and diploma programs, as well as new types of baccalaureate programs. Nearing completion and soon to be approved are a new iBA (international B.A.), and a B.A./B.Sc program which is highly multidisciplinary in content. An
overall package of changes is being developed, comprising mainly cost-neutral projects that will be attractive to students.

- The Faculty of Humanities and Social Sciences at Memorial has seven new energetic tenure-track faculty members this academic year, adding extra excitement to its project to provide high calibre, research-infused teaching for its students. Four searches for additional faculty for the coming year are in progress.

- The Faculty continues to be recognized for its strong research and is particularly proud to be part of the successful joint CFREF application (lending expertise in sustainable coastal communities) and full partners in the University COASTS (Cold Ocean and Arctic Science, Technology, and Society) initiative. The Faculty’s four focus areas – Text, Language and Cultural Identities; Sustainable Communities-Past, Present and Future; Governance, Ethics, Rights and Security; and The North Atlantic in Global Perspective – are pillars on which the Faculty will pursue excellence in teaching, research and public engagement.

- A new interdisciplinary research centre – NEXUS – has been developed and its inaugural Director has been named.

- Several new graduate programs have been introduced recently, with more coming in the near future. There is a proposal underway for graduate diploma programs across a number of disciplines, as well as a Graduate Diploma in Interdisciplinary Studies (Engineering, Business Administration, HSS) which is seeking approval in principle. The English Department has instituted an MA with a creative thesis option which is proving popular and is taught by faculty who have won major national and international literary awards. The Department of Philosophy has approved a new Ph.D. program.

- Two faculty members have just won President’s awards for community engagement. Memorial’s Faculty of Humanities and Social Sciences is a diverse and vibrant community of students, faculty, staff and alumni who are all committed to contributing to the world around them.

### 3.0 Challenges and Opportunities

The search committee has engaged in consultation with the Faculty of Humanities and Social Sciences community about its aspirations for the Faculty into the future. The following issues have been raised, and there is general agreement that the next Dean will need to devote time and attention to the following:

- Looking towards the next decade, the Faculty will need to focus on its mandate and mission, especially in light of challenging demographics and budget realities. The new Dean will join the Faculty while the strategic planning process is in progress, and will work collaboratively and inclusively with the faculty, to develop a blueprint for the Faculty’s future. (See [www.mun.ca/arts/about/dean.php](http://www.mun.ca/arts/about/dean.php) for more information on the Arts 2020 Success Plan).
• The project to develop a core sciences building presents an opportunity for the Faculty of Humanities and Social Sciences to re-imagine the space which they will be able to occupy as a result of the relocation of various science departments. The new Dean will work with the Humanities and Social Sciences community to develop a plan and coherent strategy for the new space.

• The growth of interdisciplinary programs represents an opportunity for the Faculty of Humanities and Social Sciences. There have been some notable accomplishments in this regard (most recently the MER – Masters of Employee Relations which is a joint business and humanities and social sciences degree). The new Dean will work collaboratively with the Faculty to further develop initiatives at both the undergraduate and graduate level that will benefit Humanities and Social Sciences in its enrolment planning, and reinforce its pursuit of excellence in teaching, research and public engagement.

• The B.A. was recently completely renovated as a result of a highly-consultative process that took more than a year to complete. The exercise served to provide clarity about program expectations, as well as boosting the importance of humanities and social sciences for skills development and employment readiness.

• Recruiting the best undergraduate and graduate students is important to continuing success. There are enormous opportunities to increase mentorship for graduate students, the development of the SGS scholarships demonstrates the university’s commitment to growing graduate studies. Opportunities exist as well to encourage interdisciplinary work both within the Faculty and across Memorial, and to ensure the Faculty’s value university-wide.

• Recruiting and retaining exceptional faculty is critical. Memorial University enjoys an outstanding reputation, and is a magnet for scholars and teachers. The Faculty itself, like all institutions, must stay focused on its competitiveness.

• Memorial has been a leader of significant initiatives related to Indigenous work in Newfoundland and Labrador. An Aboriginal Advisory Committee was established several years ago under the authority of the Office of the President for the purpose of advising the Special Advisor on Aboriginal Affairs on matters relating to academic programming, student support services, public engagement and any other matters as they relate to the mandate of the Office of Aboriginal Affairs. The Advisory Committee includes representatives from the Labrador Institute, Grenfell Campus, Marine Institute and the St. John’s campus.

• Considering the growing interest in reconciliation across the country, the area of Aboriginal and Indigenous Studies is an increasingly important field in Canada. Memorial’s Faculty of Humanities and Social Sciences offers an Aboriginal and Indigenous Studies Certificate. This program is designed for those who are interested in learning about the history, cultures, languages, beliefs and experiences of
Aboriginal and Indigenous peoples. Its objective is to provide foundational knowledge for understanding historical and contemporary experiences, to present movements and the growing desire for reconciliation between governments and Aboriginal and Indigenous societies.

- Creative approaches to revenue generation are on the task list for every Dean, and the Dean of the Faculty of Humanities and Social Sciences is no exception. The Dean will need to have a strong external orientation, and a capacity for building partnerships and developing relationships that will lead to increased philanthropic giving.

- The Dean will focus on diversity and inclusion in all of its forms – ensuring that the Faculty is attracting a diverse cohort of students who will reflect the communities in which they will work, that Faculty members themselves are reflective of societal diversity, and that the culture of the Faculty continues to be one that supports, enhances, and celebrates diversity.

4.0 Candidate Qualifications

Memorial University is seeking an experienced, visionary leader who will enhance the Faculty of Humanities and Social Sciences’ commitment to excellence and innovation in teaching, research, practice, and service. While the search committee recognizes that no one individual will possess all of these qualifications in equal measure, the following are seen to be particularly important.

**Essential Qualifications**

- An earned doctorate in a relevant field, and a record of scholarship in a humanities or social sciences discipline.
- A record of outstanding senior administrative leadership in a university, in the humanities or social sciences.
- A deep commitment to, and support of, excellence in research, teaching, and practice.
- The ability to promote and support humanities and social sciences, in general, and the knowledge to speak articulately and persuasively about the wide range of disciplines and approaches found within the Faculty.

**Experience**

- An understanding of the academic and applied aspects of research, including funding and grants, as well as an appreciation of the importance of promoting inter-disciplinary and disciplinary conversations and collaborations, and the relationship of research to teaching and service.
- A proven record of making connections and nurturing bonds outside of the university, and a readiness to initiate and maintain dialogue and strengthen partnerships with community stakeholders.
• A significant administrative track record, preferably earned within a university or research organization, including experience in developing and rallying teams around a compelling vision, involvement in strategic planning and implementation, and a record of successfully managing human, financial, and physical infrastructure resources.

**Interpersonal and Personal Characteristics**

• A highly collegial and collaborative style, excellent communication skills, and the ability to inspire the post-secondary community, both within Memorial University and throughout the province.

• The ability to be persuasive in dealing with diverse constituents, both internally and externally, and to create a sense of common purpose that transcends individual interests.

• The courage to be innovative, strong advocacy skills, a talent for diplomacy, and excellent communication, listening, and relationship-building skills - including an ability to balance collegiality with difficult decision-making.

• A commitment to attracting a diverse faculty and educating a diverse student body that is responsive to the needs of the community.

**5.0 The Appointment**

Memorial University is strongly committed to employment equity and especially welcomes applications from all qualified candidates, including women, members of visible minorities, Aboriginal persons, members of sexual minorities, and persons with disabilities. All qualified candidates are encouraged to apply; however, Canadian citizens and permanent residents will be given priority.

Consideration of candidates will begin in late fall 2016. Written nominations, applications, or expressions of interest may be submitted, in confidence, to Gerri Woodford or Laura Brannan at memorialhss@odgersberndtson.com.

*Please review the pages that follow for Appendices*
Appendix A     Major Responsibilities of the Dean

The following are important responsibilities of the Dean, Faculty of Humanities and Social Sciences:

LEADERSHIP

- Demonstrates a high level of personal and professional integrity and commitment to the University and its values. Sets the appropriate “tone at the top” by modeling ethical, respectful and collegial conduct.
- Inspires a shared vision of the Faculty in support of the University's Mission and Values.
- Through an inclusive consultation and decision making process, is a leader in the academic planning process for the Faculty, initiating discussion, defining priorities, and developing and articulating the vision.
- Communicates the Faculty's vision to the senior administration of the University to enhance understanding and build support for the Faculty's unique place within the University community.
- Develops and leads a strong team of faculty and staff who support the development and implementation of frameworks, policies and initiatives that foster a culture of excellence, innovation, collaboration, engagement, commitment, responsibility and accountability throughout the Faculty of Humanities and Social Sciences.
- Promotes opportunities for cross collaboration with other programs across the University to tailor multidisciplinary programs that serve regional needs, and provide global access through distance education.
- Contributes to effective, collaborative relations with staff and student associations.
- Supports the development of leadership skills within the Faculty.
- Provides strong leadership within a shared-governance structure. Builds trust through openness and transparency while making difficult decisions needed to move the Faculty forward.

RESEARCH AND SCHOLARLY ACTIVITY

- Demonstrates sound intellectual leadership.
- Promotes excellence and integrity in research and scholarly activity, and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence.
- Works to increase funding support from international, federal and provincial agencies, while demonstrating resourcefulness and creativity in identifying alternative funding sources in collaboration with the Vice-President, Research.
- Plays a key role in developing research contracts, exchanges and collaborative initiatives with other local, provincial, national and international institutions.
• Fosters and encourages a high level of research productivity within the Faculty by further enhancing and developing research infrastructure and supporting faculty efforts to obtain and maintain sponsored research funding.

ADVOCACY

• Builds effective relationships, promotes and advocates for the Faculty to a broad spectrum of constituents, including senior administration, faculty members, students, other community leaders, agencies and key institutions regionally, nationally and internationally.
• Establishes meaningful mechanisms for engaged scholarship with the community in the development of academic programming, research initiatives, and student mentorship, guidance and retention.

TEACHING AND LEARNING

• Leads the academic planning process for the Faculty and supports curriculum development in line with the University's overall programming.
• Promotes excellence and integrity in pedagogical activity and fosters a climate that encourages faculty and staff to creatively identify and pursue excellence in teaching and research.
• Works with faculty, staff and students to build strategic recruitment and retention plans.

FACULTY AND STAFF RELATIONS

• Plans and prioritizes human resource needs for the Faculty of Humanities and Social Sciences and establishes strategies to enhance its ability to compete in the recruitment and retention of high calibre faculty and staff.
• Makes initial appointments and re-appointments, and recommendations for tenure and promotion.
• Is accessible and fair in dealing with personnel issues, and follows effective, transparent processes.
• Builds an environment of collegiality in which faculty, students and the broader community jointly participate in and benefit from the unique nature of the Faculty.

ADMINISTRATION

• Ensures compliance with University policies and procedures.
• Oversees the preparation, management and monitoring of the planning and budgeting processes within the Faculty. Demonstrates financial acumen in preparing, managing and balancing budgets; ensures fiscally responsible use of funds and transparent financial processes.
• Ensures the effective and efficient use of resources (human, financial, information, and material).
• Exercises good judgment in the management of change and risk.

UNIVERSITY RELATIONS AND ADVANCEMENT

• Attracts partnerships and resources by building stronger linkages with the local, national, and international communities, education and research institutions, governments, non-governmental organizations, and the private sector. Pro-actively looks for new challenges and funding sources to foster excellence and facilitate excellence.

• Attracts resources to the Faculty from government, philanthropy and other programs; this is a high priority for the Dean. Working with the University’s advancement professionals, leads the Faculty’s fund development activities by leveraging existing partnerships, and creating and nurturing new ones. Acts as steward of gifts granted to the Faculty.

THE OFFICE OF THE DEAN

• In addition to two Associate Deans, the Office of the Dean includes:
  • Senior Administrative Officer (SAO)
  • Enrolment Planning Officer
  • Accounts Officer
  • 2 secretaries (one shared by the Associate Deans), and a receptionist

DIRECT REPORTS TO THE DEAN

• ISER Books
• ISER Institute (including Smallwood and ISER research grants)
• The DLC
• HSS Archives
• The Writing Centre
• ESL Program
• NL Heritage Website
• ArtsWorks (career development; shared)
• The Digital Research Centre for Qualitative Research
• Study Abroad (shared)
• Development Officer (shared)
• Senior Advisor (UG students)
• Manager of Interdisciplinary Programs
• Communications Officer
• Grants Crafter
• Grants Facilitator
• 2 Cooperative Educators (shared)
• First Year Success Program Pilot (2012-present)
Appendix B  The Faculty of Humanities and Social Sciences

VISION STATEMENT

“Attuned to the values underlying Memorial University's goals, the Faculty of Humanities and Social Sciences embodies a knowledge community comprised of students, faculty and staff dedicated to the development of innovative, creative and reflective understandings of the world. We aim to maintain our significant place in the university, educating students from Faculties across the campus. Through our teaching, scholarship and public engagement, we will advance critical-thinking skills, promote inter-disciplinary and disciplinary conversations, develop deep insight, and endorse informed and ethical decision-making about the challenges facing communities in the past, present and future.”

MISSION STATEMENT

“The Faculty of Humanities and Social Sciences offers a wide range of undergraduate and graduate programs that examine cultural processes, ethical and philosophical thought, prehistory and history, human interactions and the social and natural forces that constantly transform our society. Students gain the critical-thinking, research, analytical and communication skills needed to engage with a complex and changing world — leading to exciting, productive careers. Members of our faculty make discoveries and work with communities to foster our understanding of the past, present and future. Our alumni work in a wide variety of fields not only in Newfoundland and Labrador, but also in Canada and the rest of the world. They are in demand because they have learned to define and analyze complex problems, to think creatively, communicate well with others and to help raise awareness of significant issues relevant to the well-being of people.”

The 15 departments of the Faculty of Humanities and Social Sciences offers a wide range of undergraduate programs as well as graduate diplomas and certificates, and master’s and doctoral programs in Arts, Humanities and Social Sciences. Interdisciplinary programs are also available at the master’s and PhD levels. There is also a joint Bachelor of Arts/Bachelor of Commerce program, and a Master of Employment Relations program.

Members of the Faculty of Humanities and Social Sciences are also actively engaged in the community, whether helping to understand complex problems, working with groups to preserve culture, hosting public lectures and readings, or helping raise awareness of significant issues relevant to the well-being of people.
and communities. As a Faculty, Humanities and Social Sciences are committed to the future of its students, the university, the province and the country.

The Faculty of Humanities and Social Sciences is proud to present its Arts 2020 success plan - this plan will guide the future as a Faculty, direct future activities and inform all audiences about the teaching, research and public engagement that the Faculty is currently undertaking and plans to undertake in the future.

The plan includes an emphasis on four clusters:

- Text, Language and Cultural Identities
- Sustainable Communities - Past, Present and Future
- Governance, Ethics, Rights and Security
- The North Atlantic in Global Perspective

See [www.mun.ca/arts/about/dean.php](http://www.mun.ca/arts/about/dean.php) for more background on the project.

**FACTS & FIGURES AT A GLANCE**

<table>
<thead>
<tr>
<th>Memorial, Faculty of Humanities and Social Sciences (2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year Faculty was Established</strong></td>
</tr>
<tr>
<td><strong>Number of Faculty</strong></td>
</tr>
<tr>
<td><strong>Number of Staff</strong></td>
</tr>
<tr>
<td><strong>Number of Students</strong></td>
</tr>
</tbody>
</table>

Undergraduate BA Programs
### Programs Offered and Graduate-Level Study

| Programs Offered and Graduate-Level Study | Interdisciplinary Programs  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Diploma Programs</td>
</tr>
<tr>
<td></td>
<td>Certificate Programs</td>
</tr>
<tr>
<td></td>
<td>Graduate Programs</td>
</tr>
</tbody>
</table>

Average annual external funding to HSS (over the last three years 2012-2015) $3,764,403

For more information about the Faculty of Humanities and Social Sciences, visit:

**Main Website**
For more information about the Faculty, please visit [http://www.mun.ca/hss/](http://www.mun.ca/hss/)

**Memorial’s Strategic Plan 2014 – 2017**

**Arts 2020 Success Plan**

### Appendix C    Memorial University

Memorial University enjoys national and global influence while fulfilling its social mandate to provide access to university education for the people of the province, and to contribute to the social, cultural, scientific and economic development of Newfoundland and Labrador and beyond. This includes a duty to Aboriginal communities, an increasing population within the province.

Memorial has a special obligation to the people of the province. Established as a memorial to the Newfoundlanders who lost their lives during the First and Second World Wars, Memorial University—one of the largest postsecondary institutions east of Quebec and the only university in the province—draws inspiration from the sacrifices of the past to build a better future. It is a comprehensive university with teaching and research programs of international distinction, and its consolidated budget exceeds $600M annually. Graduate and undergraduate teaching and research opportunities are offered across a wide range of disciplines, including arts and science disciplines, as well as medicine and other professional and technical schools. Memorial has more than 18,500 students spread across four campuses (two campuses located in St. John’s, including the Marine Institute, as well as campuses in Corner Brook and Harlow, England), and nearly 90,000 alumni around the world. As a respected employer of more than 5,000 faculty, staff and students, Memorial University provides an environment that fosters innovation and creativity. For more information about Memorial, visit [www.mun.ca](http://www.mun.ca).
The multi-campus dynamic of Memorial is unique among Canadian universities. The changing population demographic in Newfoundland and Labrador is reflected in the changing profile of the university's enrolment over the past 10 years, where undergraduate enrolments were stable, while graduate numbers were growing. In 2004, graduate enrolments totaled 2,190 whereas in 2014 graduate enrolments totaled 3,700 (including an increase in the number of PhD students from 324 to 710). It is anticipated that enrolment would be guided by Memorial's Enrolment Plan 202, with an emphasis on continuing the trend in growth at the graduate level. Sponsored research exceeds $100M per year and the university plans to double research intensity in 5 years.

The following is the mission statement of Memorial University, a statement that guides the actions of the organization:

“Memorial University is an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service, and public engagement. Memorial welcomes and supports students and scholars from all over the world and contributes knowledge and expertise locally, nationally, and internationally.”

For more information, please visit the following websites:

Memorial University Act: [http://assembly.nl.ca/Legislation/sr/statutes/m07.htm](http://assembly.nl.ca/Legislation/sr/statutes/m07.htm)

Teaching and Learning: [http://www.delts.mun.ca/faculty/teachinglearning/](http://www.delts.mun.ca/faculty/teachinglearning/)


For information about housing visit:
For information about Newfoundland and Labrador:

www.library.mun.ca/cns
www.gov.nl.ca
www.stjohns.ca

Appendix D  About St. John’s Newfoundland and Labrador

St. John’s is the capital and largest city in Newfoundland and Labrador, and is the oldest English-founded city in North America. The St. John’s Metropolitan Area is the 20th largest metropolitan area in Canada. By plane, St. John’s is approximately three hours from Toronto, three hours from New York, and five hours from London, England.

The landscape of Newfoundland and Labrador is as vast as it is varied. The province is home to Arctic tundra, mountain ranges, boreal forests, and rugged coastlines. Citizens of Newfoundland and Labrador enjoy a range of outdoor activity, given the mixed terrain.

In a past MacLean’s Magazine article on Top Friendliest Cultures in the World, Newfoundland and Labrador was ranked third. Not only does Newfoundland and Labrador offer a true sense of community, the community itself is truly diverse. Residents of Newfoundland include people from different cultures, religious backgrounds, and ethnicities, all of which comes together to provide a landscape rich in art, recreational activity, and food from around the globe.

Newfoundland and Labrador is a hub for arts and culture. When it comes to music, one doesn’t have to venture very far to hear people clapping their hands and stomping their feet. The long list of music festivals in the province include the Newfoundland and Labrador Folk Festival, the annual George Street Festival, Forteau’s Bakeapple Folk Festival, Fogo’s Brimstone Head Folk Festival, Black Duck Brook’s Un Plaisir du Vieux Temps, Gros Morne Summer Music, the Tuckamore Chamber Music Festival, Sound Symposium, the St. John’s International Women’s Film Festival, Salmon Festival, and Wreckhouse International Jazz & Blues Festival. The film, theatre, and dance scene is flourishing in the province; many productions are available to theatregoers year-round, while others are offered only in the summer season. Annual summer theatre festivals are held in Stephenville, Cow Head, Grand Bank, and Trinity. The Miawpukek First Nation Powwow—an annual celebration of native traditions and culture, offering the finest in native dancing, singing, drumming, food, and crafts—is also enjoyed by the people of the province. There also exists a thriving literary scene in the Province. Newfoundland and Labrador has a disproportionate number of award-winning writers – many of whom also teach in the Faculty on a full-time or temporary basis.
Besides indulging in cultural experiences, there are many activities to explore in the province, including bird watching, boat tours, camping, food and dining, golfing, hiking and walking, iceberg viewing, kayaking, shopping, skiing and snowboarding, and whale watching.


Appendix E  Search Committee

CHAIR

Dr. Noreen Golfman
Provost and Vice-President (Academic)

SEARCH COMMITTEE

Dr. Mark Abrahams
Dean, Faculty of Science

Brittany Byrnes
Director of Campaigns, MUNSU (student representative)

Dr. Norm Catto
Head, Geography Department, Faculty of Humanities and Social Sciences

Dr. Isabelle Côté
Assistant Professor, Department of Political Science

Dr. Fiona Polack
Associate Professor, Department of English

Dr. Jennifer Selby
Associate Professor, Department of Religious Studies

Dr. Arthur Sullivan
Associate Professor, Department of Philosophy
CONFIDENTIALITY (ODGERS BERNDSTON)

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at: http://www.odgersberndtson.com/en-ca/privacy-policy.

Odgers Berndtson is a member of the Association of Executive Search Consultants and operates in a manner consistent with the AESC Code of Ethics.

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Thank you for considering this important opportunity. This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change. Please feel free to contact us should you have any questions.