POSITION
PROFILE

Senior Vice President,
External Relations and
Communications

UNIVERSITY
OF
CALIFORNIA
THE ORGANIZATION

UNIVERSITY OF CALIFORNIA

The University of California (UC) is a premier institution of higher education and is recognized nationally and internationally for excellence in teaching, research, and public service. The UC system, with an operating budget totaling $47.1 billion, serves more than 290,000 students, employs over 240,000 faculty and staff, and includes two million alumni living and working around the world.

The University of California opened its doors in 1869. For over 150 years, UC has expanded the horizons of what we know about ourselves and our world. UC campuses are routinely ranked among the best in the world, but their reach extends beyond campus borders.

UC students, faculty, staff, and alumni exchange ideas, make advancements, and unlock the secrets and mysteries of the universe every day. They engage with their local governments, serve California schools, protect the environment, and push the boundaries of space.

From all backgrounds, ethnicities and incomes, UC attracts the best and brightest. UC undergraduates come from all over California, and they work hard to make it to college. In fact, 37 percent of UC students come from low-income families.

UC’s faculty are the drivers behind innovations in biotechnology, computer science, art, and architecture — and they bring that knowledge, that greatness, directly to the classroom.

Thousands of California jobs, billions of dollars in revenues, and countless everyday household items — from more plentiful fruits and vegetables to compact fluorescent light bulbs — can be traced back to UC discoveries. Similarly, many of the state’s leading businesses are based on UC technology, founded by our faculty or led by UC graduates.

Besides world-class classrooms and labs, UC has dozens of museums, concert halls, art galleries, botanical gardens, observatories, and marine centers — academic resources, but also exciting gathering places for the community. Another half million people benefit from UC Extension’s continuing education courses and from Cooperative Extension’s agricultural advice and educational programs located throughout the state.

UC’S MISSION

"The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge. That obligation, more specifically, includes undergraduate education, graduate and professional education, research, and other kinds of public service, which are shaped and bounded by the central pervasive mission of discovering and advancing knowledge."

The University’s fundamental missions are teaching, research, and public service.

We teach — educating students at all levels, from undergraduate to the most advanced graduate level. Undergraduate programs are available to all eligible California high-school graduates and community college transfer students who wish to attend the University of California.

Instructional programs at the undergraduate level transmit knowledge and skills to students. At the graduate level, students experience with their instructors the processes of developing and testing new hypotheses and fresh interpretations of knowledge. Education for professional careers,
grounded in understanding of relevant sciences, literature, and research methods, provides individuals with the tools to continue intellectual development over a lifetime and to contribute to the needs of a changing society.

Through our academic programs, UC helps create an educated workforce that keeps the California economy competitive. And, through University Extension, with a half-million enrollments annually, UC provides continuing education for Californians to improve their job skills and enhance the quality of their lives.

**We do research** — by some of the world’s best researchers and brightest students in hundreds of disciplines at its campuses, national laboratories, academic health centers and other research facilities around the state. UC provides a unique environment in which leading scholars and promising students strive together to expand fundamental knowledge of human nature, society, and the natural world. Its basic research programs yield a multitude of benefits for California: billions of tax dollars, economic growth through the creation of new products, technologies, jobs, companies, and even new industries, agricultural productivity, advances in health care, improvements in the quality of life. UC’s research has been vital in the establishment of the Internet and the semiconductor, software, and biotechnology industries in California, making substantial economic and social contributions.

**We provide public service** — which dates back to UC’s origins as a land grant institution in the 1860s. Today, through its public service programs and industry partnerships, UC disseminates research results and translates scientific discoveries into practical knowledge and technological innovations that benefit California and the nation.

**UC Health** comprises six academic health centers, 20 health professional schools, four children’s hospital campuses, and a Global Health Institute - all delivering exceptional care, training the health professionals of tomorrow, and accelerating the pace of scientific discovery. UC Health fosters compassion, inclusion, innovation, and excellence, always keeping health access and equity in mind.

**UC’s agricultural extension programs** serve hundreds of thousands of Californians in every county in the state.

Open to all Californians, **UC’s libraries, museums, performing arts spaces, gardens and science centers** are valuable public resources and community gathering places.

The University’s active involvement in **public-school partnerships and professional development institutes** helps strengthen the expertise of teachers and the academic achievement of students in communities throughout California.

**DIVERSITY AT THE UNIVERSITY OF CALIFORNIA**

Equity, diversity, and inclusion are key components of UC’s commitment to excellence and integral to enhancing the ability of the University to accomplish its academic mission.

UC was founded with the purpose of making higher education available to all California citizens — and fulfilling that purpose requires that it cultivate a community reflective of the richness and diversity of the state. Everyone in the university community has the right to work and study in an inclusive environment, one that respects the diversity of all its members. Moreover, the academic excellence of UC is fed by a plurality of ideas and perspectives.

The University of California’s Diversity Statements can be found at: [Regents Policy 4400; Diversity UC](#).
In August 2020, Michael V. Drake, M.D. became the 21st president of UC’s world-renowned system of 10 campuses, six academic health centers, three nationally affiliated labs, more than 290,000 students, and 240,000 faculty and staff.

Dr. Drake previously served as president of The Ohio State University (OSU) from 2014 through June 2020. Prior to his six years at OSU, his entire academic career has been at UC, including as chancellor of UC Irvine for nine years from 2005 to 2014 and as the systemwide vice president for health affairs from 2000 to 2005.

Dr. Drake received his A.B. from Stanford University and his residency, M.D., and fellowship in ophthalmology from UCSF. He subsequently spent more than two decades on the faculty of the UCSF School of Medicine, including as the Steven P. Shearing Professor of Ophthalmology.

Under his leadership, Dr. Drake greatly enhanced UC Irvine’s reputation as a premier university. UC Irvine rose to join the top 10 public universities in U.S. News & World Report’s annual list and was ranked by Times Higher Education as the No. 1 university in the U.S. under 50 years old. During his tenure at the campus, the four-year graduation rate increased by more than 18 percent, while undergraduate enrollment and diversity significantly increased. In addition, Dr. Drake oversaw the establishment of new schools of law and education as well as programs in public health, nursing and pharmacy.

Dr. Drake has published numerous articles and co-authored six books. He served as a reviewer for several medical journals, including the Journal of the American Medical Association, Investigative Ophthalmology and Visual Science, and the American Journal of Ophthalmology. Dr. Drake is a member of several national scientific and scholarly societies, and has received various awards for teaching, public service, mentoring, and research. He is a member of the National Academy of Medicine and the American Academy of Arts and Sciences. He received the UCSF School of Medicine’s Clinical Teaching Award, the Hogan Award for Laboratory Research, the Chancellor’s Award for Public Service, the Martin Luther King Jr. Award for University Service, the UC Irvine Medal, and the University of California Presidential Medal in recognition of his exemplary service to the University.

Dr. Drake’s extensive public service experience includes various roles for the American Medical Association, the National Eye Institute, the Association of American Medical Colleges, and multiple commissions on health in the state of California. He is a former chair of the board of directors of the Association of American Universities and currently serves as a member of the board of directors for the Association of Public and Land-grant Universities. He is also the chair of the board of governors of the National Collegiate Athletic Association, a member of the American Talent Initiative Steering Committee, and a member of the board of directors of the Rock and Roll Hall of Fame.
OFFICE OF THE PRESIDENT

The UC Office of the President (UCOP) (www.ucop.edu), located in Oakland, CA is the systemwide headquarters of the University of California, managing its multi-billion-dollar financial, investment, and business operations and supporting the academic, research, and public service missions across its ten campuses, three national laboratories, and six academic health centers. President Michael V. Drake assumed responsibilities in August 2020 as the 21st president of the University of California.

UCOP supports campuses and students through system-wide funding and programs and in certain areas of policy and strategy. It provides centralized labor relations and legal services. And it promotes the well-being of its diverse and large workforce through benefits and retirement programs. UCOP coordinates activities that allow a complex and unique system to operate efficiently as one enterprise, furthering its public interest, academic, and research missions. It oversees and manages programs that serve the entire University system, allowing campuses to capture the savings and efficiencies that come from centralized operations.

UC Office of the President comprises the following divisions, departments, and functions:

- **Academic Affairs** - departments include Academic Personnel and Programs; Graduate, Undergraduate, and Equity Affairs; Institutional Research and Academic Planning; and Research and Innovation
- **Agriculture and Natural Resources** - focus and functions include 4-H Families; Agriculture and Pest Management; Environment and Natural Resources; Food and Health; Innovation and Economic Development; and Yard and Garden
- **Chief Financial Officer** - departments include Budget Analysis and Planning; Capital Programs, Energy, and Sustainability; UC Controller; Finance; Procurement Services; and Risk Services
- **Ethics, Compliance and Audit Services** - functions include Compliance Services; Audit Services; Investigations; and Universitywide Policy Office
- **External Relations and Communications** - departments include Communications; Federal Governmental Relations; Institutional Advancement; Legislative Analysis; and State Governmental Relations
- **Systemwide Title IX Office** - assists in implementing systemwide initiatives and best practices in harassment prevention and response; also provides investigative support and develops and delivers education and training to Title IX offices and other university partners involved in preventing and responding to sexual harassment and sexual violence
- **UC Investments** - functions include Investment Funds; Investment Reports; Investment Policies; and Sustainable Investment
- **UC Legal** - department practice groups include Benefits; Business Transactions; Construction; Education Affairs; Health Affairs; Intellectual Property and Innovation; Laboratory Affairs; Labor and Employment Benefits; Land Use and Environment Health and Safety; Litigation; Nonprofit Organizations and Charitable Giving; Procurement; Public Accountability and Governance; Real Estate; Technology and Research; and Trusts and Estates
- **UC National Laboratories** - provide contract management and oversight of three U.S. Department of Energy national laboratories: contract management and oversight for Lawrence Berkeley National
Laboratory, and ensure UC obligations for the LLCs that operate Los Alamos National Laboratory and Lawrence Livermore National Laboratory

- **UC Operations** - departments include Energy and Sustainability; Systemwide Human Resources; Information Technology Services; Operational Services; Strategy and Program Management Office

- **University of California Health** - functions include Academic Health Sciences; Center for Data-driven Insights and Innovation; Clinical Strategy and Operations; Finance and Administration; Health Policy and Regulatory Affairs; and Systemwide Operations (Leveraging Scale for Volume)

**BOARD OF REGENTS**

The UC is governed by the 26-member Board of Regents, which exercises approval over university policies, financial affairs, tuition, and fees. The board appoints the university President and its principal officers. Eighteen regents, appointed by the Governor, serve twelve-year terms. The Board also appoints one student member appointed by the Regents for a one-year term, and seven ex-officio members, including the Governor, Lieutenant Governor, Speaker of the Assembly, Superintendent of Public Instruction, President and Vice President of the Alumni Associations of UC, and the President of the University. In addition, two faculty members, the chair, and the vice chair of the systemwide Academic Senate sit on the board as non-voting members.

**ACADEMIC SENATE**

Shared governance with the Academic Senate is one of the distinctive features of the UC. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. Faculty participation in governance of the University through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence. The faculty, through the Academic Senate, seek to advise the Board of Regents and the administration on the development of policies and procedures that will enhance the research and education enterprise while maintaining appropriate standards of conduct with necessary and reasonable oversight. The relationship between the Academic Senate and the administration, both systemwide and on the campuses, is a partnership that brings faculty into decision-making processes at the formulation stage. The structure of the Academic Senate, and the identity of its principal standing committees, evolves from the authorities and responsibilities delegated to the Senate by the Board of Regents. The organizational structures of the divisional senates on each of the campuses generally parallel the organization of the systemwide Senate.

**ADDITIONAL INFORMATION**

REPORTING RELATIONSHIPS

Reports to: President of the University of California, Dr. Michael V. Drake, MD

Direct reports: Associate Vice President and Director, State Governmental Relations
Associate Vice President, Federal Governmental Relations
Associate Vice President for Communications
Executive Director, Institutional Advancement
Director, Legislative Analysis
Chief of Staff

Total reports: 73

LOCATION

Oakland, CA

CONTEXT

The External Relations and Communications Division at the University of California, Office of the President, encompasses a broad range of government relations and communication functions, as well as alumni engagement and institutional advancement, and includes some teams that are not based in Oakland (e.g., State Governmental Relations in Sacramento, or Federal Governmental Relations in Washington, D.C.). The division comprises a talented group of leaders and teams with deep expertise in the many functions under the External Relations and Communications umbrella. In addition to leading this division, the Senior Vice President will contribute strategically to the leadership of the University as a member of the President’s leadership team, and will build relationships with government relations and communications leaders across the University’s campuses, academic health centers, and nationally affiliated laboratories.

Areas of particular focus for this leader include:

- Building productive personal relationships with legislators and the Governor’s office, in order to anticipate development of legislation that will affect the University, and to advocate for the University’s interests as early as possible in the legislation development cycle
- Ensuring messages about the University’s contribution to the State, the country, and the world are delivered proactively and broadly to the general public as well as in-person to individual legislators in Sacramento
- Developing proactive issues management and crisis management plans that enable the Office of the President to: anticipate and address emerging issues; correct inaccuracies; and lead crisis communications that call for a systemwide response.

The Senior Vice President will understand that approaches to government relations and communications are constantly evolving, and will develop a culture and organizational ethos that is strategic, proactive, innovative, responsive, and supportive. The division also has an opportunity to convene functional leaders across the system to share expertise and align on best practices. This strategic leadership role calls for the ability to influence across a large, complex system, as well as, ideally, familiarity with the political system in the State of California.
THE ROLE

KEY RESPONSIBILITIES

The Senior Vice President of External Relations and Communications (SVP) provides UC-wide leadership in strategic government relations, communications, institutional advancement, and public affairs as well as in engaging key constituencies such as alumni, state and federal sponsors, partners, and regulators. The SVP will report to President Michael V. Drake, MD, and will be a member of the President’s senior leadership team. The SVP will excel as an inclusive and forward-looking leader. In addition, the SVP will:

- Develop, integrate, and execute successful government relations, public relations, and media relations strategies that support the research, education, and public service missions of the UC campuses, academic health centers, and national laboratories
- Work with University executive leaders to cultivate and strengthen relationships with state and federal government legislators, agencies, alumni, donors, campuses, the UC Board of Regents, and other internal and external audiences
- Establish strategy for advocacy on UC’s overall state and federal funding and other priority issues, creating and leveraging partnerships and collaboration opportunities on behalf of the University, involving faculty, researchers, and other internal resources, as well as alumni and supporters of the University
- Oversee and manage a robust issues management operation, establishing processes and procedures that will enable “early warning” of potential crises and other issues that could impact the University, the system-wide reputation of its campuses, academic health centers, or national laboratories, and establish strategies to mitigate reputational damage
- Monitor issues and areas that affect higher educational institutions, and oversee teams that monitor and advocate for state and federal legislative proposals which may impact the University
- Develop strategies for addressing crises and other issues management, and build best practices to ensure a consistent approach for managing media events, including proactive and reactive media relations; serve as a senior advisor to the President on crises and work with the senior leadership team to manage them
- Advise the President and his executive team, the UC Board of Regents and UC campuses, academic health centers, and national laboratories executive leaders on best practices to favorably influence state and federal governments as well as the general public with regard to the University system image and individual campus brand images, and on ways to support reputational themes and minimize reputational risks
- Develop and implement an integrated communications strategy across digital communications, executive communications, internal communications, and media relations
- Serve as a senior advisor to the President on a wide range of issues, including long-range planning, and development and implementation of programs designed to enhance understanding of the University among public and private constituencies
- Serve as a key partner and influencer on philanthropic efforts and programs, working with campus and UCOP leadership
• Oversee the following units: State Governmental Relations; Federal Governmental Relations; Legislative Analysis; Strategic Communications and Media Relations; Executive Communications and Engagement; University of California Health Communications; Internal Communications; Institutional Advancement; and Constituent Engagement

• Build trust and teamwork among division staff who have experienced several leadership and organizational changes

• Develop, maintain, and enhance collaborative strategic relationships with key executive leaders in UCOP as well as with administrative and academic leadership throughout the UC system to enable the establishment of robust, coordinated external relations and communications strategies that effectively support the various constituencies across the university system at the campuses, academic health centers, and national laboratories

• Cultivate, champion, embody, embrace, and support diversity, equity, inclusion, and a sense of belonging; demonstrate empathy and respect for all people, inclusive of differences, and promote fairness and equity.

THE CANDIDATE

REQUIRED EXPERIENCE, KNOWLEDGE, AND ATTRIBUTES

• Demonstrated success developing, integrating, and executing government relations, public relations, and media relations strategies

• Demonstrated expertise and experience in external relations, serving as a successful spokesperson for a large, complex, and high-profile organization communicating executive initiatives and decisions

• Proven track record as a relationship manager who effectively leads crisis management and communications that successfully mitigate reputational damage

• Demonstrated experience successfully advising and coaching executive leadership on communication-related issues, and navigating multiple internal and external constituencies in support of the organization’s reputational themes

• Demonstrated ability to build trust and credibility by exhibiting judgment, tact, diplomacy, and the sophisticated political acumen necessary to advise and collaborate with executive leadership throughout the organization

• Demonstrated ability to think strategically and serve as a thought partner to executive leaders, assess short-term and long-term business challenges, identify opportunities, and recommend strategies to accomplish organizational objectives

• Demonstrated exceptional interpersonal and relationship management skills to develop collaborative and productive partnerships, and act as a team player in all circumstances by contributing to the successful outcome of initiatives, accountabilities, and operations of others

• Demonstrated ability to effectively lead in a diverse, mission-driven environment with a variety of different constituencies

• Proven track record as an inclusive and forward-looking leader; proven team building and people management experience leading a diverse functional team in a matrixed organizational structure with local and remote teams
• Expert written, verbal, and presentation skills, including the ability to communicate clearly, logically, persuasively, and with appropriate sensitivity while maintaining trust and strong working relationships with internal and external stakeholders

• Outstanding judgement, impeccable integrity, and a transparent and honest style that embodies the University’s values

• Enthusiasm for challenges and a strong desire to ensure a high level of excellence in achieving the University’s legislative and communications priorities

PREFERRED EXPERIENCE, KNOWLEDGE, AND ATTRIBUTES

• Over ten years of experience in government relations, communications, media relations, public affairs, or similar with a background in implementing earned, owned, and paid media strategies on behalf of large organizations or high-profile individuals

• Demonstrated expertise and experience in both government relations and communications

• Knowledge of the California state and federal political landscapes and deep experience with the governmental affairs process; a comprehensive, nuanced understanding of California political dynamics

• Possesses and cultivates a robust network among key stakeholder groups including state, regional, and local media; state, local and federal policymakers; and other influencers.

• Firm understanding of the issues and challenges that affect major public research university systems, higher education, research, and health care in California and nationally

• Familiarity with philanthropy and advancement development needs of higher education institutions

• Advanced knowledge of the University of California, its achievements, mission, vision, goals, objectives, programs, policies, and infrastructure

• Experience as an advisor and thought partner to an executive-level organizational leader, a political leader, or a high-profile principal; and accustomed to the pace of a large, complex organization

• Experience working in a diverse public research, postsecondary academic institution; academic health center; government; research organization; or other regulated environment of similar complexity

• Demonstrated success working in complex organizational structures, involving constant change and management of multiple and sometimes conflicting stakeholder agendas

• Demonstrated agile thinker who adapts and enables change when and how situations or environments require it

• Demonstrated management and coaching skills to motivate and drive results among a large and diverse team of communications and/or government affairs professionals

• Demonstrated success leading, developing, or participating in initiatives and programs that support the representation and inclusion of underrepresented groups, and that have a positive impact on organizational values, culture, employment practices, and reward structures

• Recognizes the value and importance of a workplace and a workforce that embrace, support, and promote broad and inclusive diversity in talents and backgrounds at all levels of the organization
• Demonstrates inclusivity by listening to, supporting, and including people with diverse perspectives and backgrounds at all levels of an organization
• Demonstrates expert interpersonal skills to interact effectively and develop and maintain respectful and productive working relationships with an array of diverse individuals and constituencies
• Demonstrates self-awareness and active commitment to and engagement with others to enhance equity, diversity, and inclusion in decisions and actions

EDUCATION

• An earned baccalaureate degree is required
• An advanced degree is preferred

SPECIAL CONDITIONS OF EMPLOYMENT

• Work hours beyond the standard 8:00 a.m. - 5:00 p.m. work day
• Travel (inside and outside of normal business hours) required
• Successful completion of a background check
• Financial disclosure requirements of the California Reform Act of 1974
• Annual disclosure of outside professional activities
• Mandatory trainings as required by the University of California
APPLICATION INFORMATION

Review of candidate materials will begin immediately and the ability to apply or nominate will continue until the position has been filled. The complete position profile and application information can be found at: https://caldwell.thriveapp.ly/job/1107. Applications should include a cover letter, resume, a statement of contributions to Diversity, Equity, and Inclusion*, and the University's self-identification forms (found at: https://caldwellpartners.wufoo.com/forms/r1x50iy19m6b1w/).

The University has retained Caldwell Partners, a national executive search firm, to assist with this search. Please email confidential inquiries, nominations, or referrals to: UCOPSVPERC@caldwell.com.

The University of California, Office of the President is required to provide a reasonable estimate of the compensation range for this role. This range takes into account the wide range of factors that are considered in making compensation decisions including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. It is not typical for an individual to be offered a salary at or near the top of the range for a position. Salary offers are determined based on final candidate qualifications and experience. The budgeted salary range that the University reasonably expects to pay for this position is $325,000 to $435,000.

Successful completion of a background check (Background check process at UCOP) is required for this critical position.

The University’s vaccination policy can be found here: policy.ucop.edu/SARS-CoV-2_Covid-19.

The University of California is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status, or other protected categories covered by the UC nondiscrimination policy. The complete University of California nondiscrimination and affirmative action policy can be found at: https://policy.ucop.edu/doc/4000376/DiscHarassAffirmAction

The University of California, Office of the President, strives to make position postings accessible to any and all users. If you have comments regarding the accessibility of UC’s website or need assistance completing the application process, please contact: Accessibility or email the Human Resource Department at epost@ucop.edu.

“We recognize that excellence is inextricably linked to the diversity of our faculty, staff, and student body. The University of California defines diversity very broadly and takes seriously Regents Policy 4400 which states:

“The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the state’s history into the present. Diversity - a defining feature of California’s past, present, and future - refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.”

In a “Statement of Contributions to Equity, Diversity and Inclusion,” please describe your understanding of the barriers that exist for historically underrepresented faculty, student, and staff groups in higher education. Include past, present, and/or potential future contributions to promoting an equitable, diverse, and inclusive environment, which is a key requirement of the role of every leader at the University of California.

There are numerous ways to demonstrate contributions to equity, diversity, and inclusion. A commitment to this part of the University of California mission can be reflected through leadership, research, teaching, supervision, mentoring, community engagement, service, and any of the other varied activities that are a part of one's career, or personal and other professional experiences. Please be specific about the context; your role, scope, or level of effort; and the impact. In describing your future plans, please discuss activities you plan to pursue and how they fit into your vision for the position of Senior Vice President of External Relations and Communications at the Office of the President.
CALDWELL CONTACTS

Our goal is to ensure you have a positive experience with our client, the University of California Office of the President, as well as with our Caldwell team. Should you have any questions during this process, please feel free to contact us at UCOPSVPERC@caldwell.com, or at any of the emails below:

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