



An Invitation

Memorial University is searching for its next President & Vice-Chancellor. The [Presidential Search Committee](#) would appreciate hearing your views about the future of the University and the ideal candidate profile. Specifically, we are interested in your thoughts on:

- your aspirations for Memorial University's future,
- the opportunities and challenges facing the University over the next five to ten years, and
- the qualifications that should be sought in candidates for President & Vice-Chancellor (in terms of leadership style, academic credentials, background and experience).

There are two ways to ensure that your input is received and considered by the Presidential Search Committee.

➤ IN PERSON

Committee members will be available to receive suggestions in the following public sessions:

St. John's campus

Wednesday, May 22, 10:30-11:30 am

Thursday, May 23, 5-6 pm

Grenfell Campus

Tuesday, May 28, 10-11 am

Marine Institute

Friday, May 24, 11-12 noon

Labrador Institute

Monday, May 27, 10:30-11:30 am

Details on locations and parking are available at <https://www.mun.ca/regents/about/psc/>

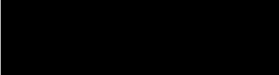
➤ IN WRITING

If you would prefer to forward a written submission and/or recommend candidates for consideration, please complete the on-line survey by May 31 available [HERE](#).

The input received will be shared with the Presidential Search Committee and used to create the position and candidate profile document, which will be posted on the Presidential Search website: <https://www.mun.ca/regents/about/psc/>

We look forward to your important contribution.

Sincerely,

 s. 40 (1)

Iris Petten, Chair
 Presidential Search Committee and
 Board of Regents, Memorial University

- your aspirations for Memorial University's future

s. 40 (1) [REDACTED] – top notch undergrad institution, indigenous groups are pushing their young people into post secondary institutions Need for a better lens on the indigenous file, current pres is open and respectful, and in spades with Jeff Keshen Indigenous programs and needs especially with regard to community size ... education is the future of indigenous people ... a person who is a Newfoundlander ... or CFA who has been living here for awhile, sense of the need for partnering with various community groups ... GK is aware and good and the net person needs to continue this. PHD level and lots of experience at universities ... leadership is utmost in importance Humiity honesty respect, love,... 7 indigenous values

s. 40 (1) [REDACTED] – university's mage in the public ha taken a hit recently ... next president needs to be able to reforge the relationship with government A really commitment to multi campus structure Hope fully the next president is as committed to Grenfell as GK

s. 40 (1) [REDACTED] ... Memorial needs to been seen with community ownership by the public ... sad when students from NL chose other universities off island. The university needs to be felt as theirs. A lot of people are put off by academia ... memorial has lost status as the people's university. Donations can help

s. 40 (1) [REDACTED] ... changes in Grenfell to Decanal system Multicampus system ... new president needs to appreciate and respect the multi campus system Grenfell's community connections are attractive ... engagement is stronger here than other places ... so the connecton b/w the campus and the community is very important and needs to be part of the mandate of the new president

- the opportunities and challenges facing the University over the next five to ten years, and

s. 40 (1) [REDACTED] Memorial has a schizophrenic role ... regional university accepting anyone who comes through the door ... horizon expansion ... one role that we play ... but we are competing on a national and international playing field ... the new president needs to be able to navigate both of those roles ... dealing with base line NL education provision while also competing in the national and international market ... while facing demographic and economic challenges (especially with regard to how close we are with the Gov't) ... high end research goes hand in hand with both bits of that issue ... capacity to do good research helps build good teachers ...

s. 40 (1) [REDACTED] Build the university into the top 500 ranking within the next 10 years

s. 40 (1) [REDACTED] Shrinking population We need to figure out how to deal with the demographic situation. ALSO need to figure out how to attract and retain high level faculty members. President who can work with the gov't ... especially the minister of AEC

s. 40 (1) [REDACTED] ... We need to do a better job of integration of our students into society once they graduate Especially with regard to international students and students with disabilities

s. 40 (1) [REDACTED] ... we need to be more competitive in our recruitment of students ... especially with regard to how the registrar processes applications and acceptances. Respectful relationship with government ... has to be respectful ... even Steven ... we lost a lot when extension services and life long learning ended.... Harris Centre Thriving Communities program

s. 40 (1) [REDACTED] 2024 is the centennial year for Memorial University ... new president needs to be involved with the planning of that really soon

s. 40 (1) [REDACTED] ... need more innovation in how we offer programming ... distance ed, evening offerings etc

s. 40 (1) [REDACTED] ... we have the opportunity to try things out and be innovative ... but there is a lot of inertia within the operations ... On another note ... other places tuition is higher so must be better

s. 40 (1) [REDACTED] ... what is our marketing doing? Also ... related to adoption of technology and changing the culture of how we operate ...

We need a president who can change the administrative "NO" culture

s. 40 (1) [REDACTED] ... Growth in international students ... is having success ... build on that

s. 40 (1) [REDACTED] – multi campus system works really well, allows the university to draw on many resources ... university has to provide high quality and safe teaching and learning environment ... to all students and cultures and accessible to NL, CDN and international , model that supports the communities and local and provincial economies Relationship with the provincial government ... need to change the way we process new ideas, Overall we need to keep our programs bringing students

s. 40 (1) [REDACTED] ... Lower tuition equals low quality ... is a perception

s. 40 (1) [REDACTED] ... increasing tuition may change the impression that people have

Low price keeps the education accessible ... excellence of the professors needs to be emphasized in our marketing

→ The new president needs to be able to direct recruitment more effectively.

s. 40 (1) [REDACTED] ... communication of what we do here is prime The new president needs to be accessible, needs to be able to tap into alumni better ... especially with regard to mentoring and life long learning

→ President needs to understand the relationship between Memorial and the people of NL ... tuition low is a really good thing,,, need to walk the line between perception of quality and keeping tuition low.

- the qualifications that should be sought in candidates for President & Vice-Chancellor (in terms of leadership style, academic credentials, background and experience).

s. 40 (1) [REDACTED] – relationships with provincial government and community engagement ... president has to be able to work with them and needs to value engagement Record of working in an engaged institution MULTI campus model experience and a track record of positive supportive relationship of the smaller campuses in the multi campus model....flexibility and innovation in the MCM ...

s. 40 (1) [REDACTED] Some one who has a different perspective ... different country, different region, different to the table

s. 40 (1) [REDACTED] key traits are transparency and accesibility President should be visible on campus (AND in the community) need to see the person

s. 40 (1) [REDACTED] – government historically has not had a buy-in of Memorial ... Memorial is a mill stone around the necks of government Communication of hwo Memorial contributes to the economy of the province.

s. 40 (1) [REDACTED] – academic credentials are imperative ... team builder, facilitator , powerful and dynamic public speaker ... especially at public functions

s. 40 (1) [REDACTED] ... collaborative leadership style, listens to people and is open to innovative solutions

s. 40 (1) [REDACTED] – Academic credentials, scholarship Not straight to administration Scholarship, teaching, and administration.

s. 40 (1) [REDACTED] has any business type person ever become a uni president ...?

s. 40 (1) [REDACTED] no but former politicians have become presidents.... By and large univ presidents are academics

s. 40 (1) [REDACTED] ..

s. 40 (1) [REDACTED] Solid undergraduate education involvement ... PhD ... need to know where MUNFA is coming from

s. 40 (1) [REDACTED] ... communicator of the economic value of Memorial to NL

	Tuesday May 21	Wednesday May 22	Thursday May 23	Friday May 24	Monday May 27	Tuesday May 28
9:00			Margot Brown Executive Director, President's Office 9:00-10:00am Room A-2028		Travel (St. John's-Goose Bay)	
9:30						
10:00						Consultation Session Grenfell Campus 10:00-11:00am LC-301 *Bob Scott *Denis Mahoney
10:30		Consultation Session St. John's Campus 10:30-11:30am IIC 2001 *Jennifer Lokash *Denis Mahoney Steve Dodge John Godfrey	Neil Bose VP Research 10:30-11:30am IIC-3003		Consultation Session Labrador Institute 10:30-11:30am Labrador North Chamber of Commerce Board Room 6 Hillcrest Road Happy Valley-Goose Bay *Jim Igloliorte *Bob Scott Denis Mahoney	
11:00				Consultation Session Marine Institute 11:00-12:00pm Hampton Hall Sue Cleyle Jennifer Lokash Denis Mahoney *Steve Dodge *Iris Petten		
11:30						Jeff Keshen VP Grenfell 11:30-12:30 AS-270A
12:00						
12:30						
1:00						
1:30		Ashlee Consulo Director Labrador Institute 1:30-2:30pm (videoconference) A-3047	Rob Greenwood Executive Director, Public Engagement 1:00-2:00pm B2006F	Glenn Blackwood VP Marine Institute 1:00-2:00pm Room C2208		
2:00	Gary Kachanoski President & Vice- Chancellor 2:00-3:00pm A-2028					
2:30						
3:00				Penny Blackwood Director, Office of Development 3:00-4:00pm A-2029	Travel (Goose Bay – Deer Lake)	Travel (Deer Lake – St. John's)
3:30		Kent Decker VP Administration and Finance 3:30-4:30pm A-2026				
4:00			Vicki Collins Executive Director, Marketing and Communications 4:00-5:00pm A-1026			
4:30						
5:00			Consultation Session St. John's Campus 5:00-6:00pm IIC 2001 *Sue Cleyle Bob Scott Denis Mahoney Steve Dodge *Mark Bradbury			
5:30						

* Morgan Cooper, General Counsel: May 29, 2019, 10:30 a.m. (NL Time) – GW to call Morgan Cooper at (709) 864-6481/3678.

*Dr. Noreen Golfman, VP Academic: June 6, 2:00-3:00 pm

MAY 31 2019

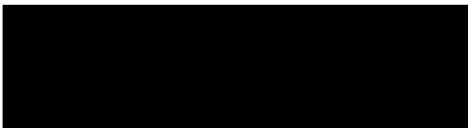
Ms. Iris Petten
Chair, Board of Regents
Memorial University of Newfoundland
St. John's, NL A1C 5S7

Dear Ms. Petten: *IRIS*

I write in response to your invitation of May 14, 2019, seeking my input on Memorial University's future; the opportunities and challenges facing the University over the next five to ten years and, the qualifications that should be sought in candidates for President and Vice-Chancellor (in terms of leadership style, academic credentials, background and experience).

An independent review of the Province's public post-secondary education system is underway and I look forward to receiving the report from the Committee of Experts completing the review. As you are aware, under the *Memorial University Act*, the President of the University is appointed by the Board of Regents in consultation with the Senate and with the approval of the Lieutenant-Governor in Council. I look forward to receiving the name of the individual appointed by the Board of Regents for consideration for approval by the Lieutenant-Governor in Council. It would not be appropriate for me to be involved in the selection process until that time.

Sincerely,



s. 40 (1)

HON. BERNARD DAVIS, MHA
District of Virginia Waters – Pleasantville
Minister

cc: Ms. Candice Ennis-Williams, Assistant Deputy Minister

Presidential Search Consultation

Wednesday, May 22, 2019-05-22 10:30 – 11:30 am, IIC-2001

Jennifer Lokash's notes

Aspirations for Memorial's future

- *the university must work actively from its special role in this province, taking a central leadership role in navigating the challenges we will face locally and globally over the next decade and beyond
- *as part of its commitment to the province, MUN must look outward to attract diverse students and find innovative ways of training students for participation in the world
- *the university must be an inclusive space that is flexible and supports learning as part of the larger ecosystem
- *MUN must continue to be a comprehensive university, which includes not only STEM, but all the other possibilities for knowledge and skill acquisition that the diversity of our programs fosters. This includes recruitment and retention of non-traditional students and thus as emphasis on education for the many
- *the university plays a key role in equipping future citizens who can engage in all aspects of social, political, and economic life
- *the responsibility to support diverse learners and student accessibility ought to be integrated throughout the university rather than being somewhat isolated in a small number of units
- *the university can play a role in better integrating the province (by bringing in Labrador more)
- *the university is actively creative an indigenization strategy; the university has an important role to play in developing relationships and building true reconciliation

Challenges and opportunities

- *Economic challenges: particularly in the waning of an oil-based economy
- *Demographic challenges: how to manage the reality of an aging and declining population and all the social and economic challenges that reality creates
- *MUN must take a lead in the province responding to challenges associated with climate and environmental change
- *MUN has been a leader in online education for 50 years and we should continue to be a leader, though this becomes more challenging as online learning is growing elsewhere in Canada and globally
- *to respond to the trend toward the instrumentalization of higher education, with its focus on STEM while sidelining other disciplines—the new president ought to stress the role of a comprehensive university, which is not solely about training students for specific industries and labour markets. It is as a comprehensive university, in which all ways of knowing and types of knowledge are supported, that MUN can play a sustainable and impactful role

Qualities and experience

- *collaborative leadership style that is meaningfully consultative and works towards common goals generative by multiple stakeholders

- *must act as a leading member of the community, a steward of a public institution rather than a CEO—must not pit department against department, faculty against faculty—ie.e get away from competitive zero sum games
- * must really listen
- *must be a vocal advocate in public for our core values (not just about labour output)
- *should be present on campus and be visible and be actively involved and engaged with members of the community
- *must have humility, which will be especially important for building reconciliation
- *should be recognized for their academic excellence, which ought not to be narrowly defined as research contributions, but should also include teaching and engagement
- *ought to understand that there are multiple ways of knowing and recognize and support different models
- *given the significant challenges we face as an institution and province, especially in terms of our relationship to government and under conditions of financial instability, the successful candidate must be able to be comfortable with the uncomfortable
- *must be good with internal and external audiences to rally community support, as that support will help to ensure that the university remains a successful and vibrant part of the province

JL / 22 May 2019

PSC Consultation #1 - St. John's Campus

May 22, 2019

Attendees: approx. 25

Question 1

- As the only University in the province, many external aspects directly impact MUN. Would like to see MUN lead the epicentre of dealing with the issues facing the province over the next quarter century, including:
 - 1) Economy - waning oil-based sector. MUN should play a role in constructing the future of the province, socio-economic landscape
 - 2) Demographics – as the province with the oldest population in the country and minimal influx of newcomers, MUN's enrolment is impacted. How do we lead transitions (rapid urbanization, decreased rural population)? MUN has a role to lead provincial thinking on these challenges.
 - 3) Climate and environmental change – how to mitigate and avoid. MUN can contribute to changes, solutions, economic adaptation. The same types of conversations are happening around the world. But MUN has a unique opportunity to be a pivot point in how those issues are discussed here.
- The University's commitment to the province requires us to look outward, attract students from abroad to come here. Help them to contribute to economic growth here. We are a comprehensive university. We should have processes to encourage community members to come back and get further training.
- As a faculty, has always wanted to contribute to ensuring MUN remains a strong and comprehensive institution for the many. Keep in sight the critical role it has for the province. Equipping future citizens to be critical citizens to engage in social, political life. MUN has a role to better integrate the province. Before there was free tuition for seniors, which really enriched her experience. It's important we talk about what kind of university we want to be.
- MUN is currently working on a university-wide indigenization strategy which will set out directions for the university. We need to position ourselves to lead in this regard. Building relationships with other indigenous groups in NL. Important to continue building respectful relationships to continue working towards reconciliation.
- Support for diverse student body. Diversity needs to be a broad term. MUN is not the institution it was in the 70s and 80s. It needs to be an inclusive place. Maybe students needs to be able to start at CNA and then come the MUN. There needs to learning and inclusivity and see learners as part of the larger ecosystem.
- Need to integrate accessibility. Need a vision and share responsibility across the institution.

Question 2

- MUN is a leader in distance/online learning. It can continue to be a national leader. It is a continuing opportunity. Challenge is that more and more universities in Canada are trying to do the same. We need a leader that can deftly negotiate that.
- More and more grad students are coming here from around the world. It is a great opportunity to attract students from away, from diverse backgrounds. Challenge is that we need to ensure we have the right supports.
- Indigenization: also need to ensure people feel welcome and safe.
- There has been a significant trend towards STEM education. It is important but it seems like the public sector sees the university as a place to pump out job-ready products. It's incumbent upon the President to communicate that MUN is not meant to fill labour market needs. It has to be a comprehensive university. STEM contributes to MUN but the President shouldn't promote one sector over the other.

Question 3

- Want to see a President with a collaborative leadership style. Reflect deeply on issues we've brought up. Works with faculty, students, and staff in collaborative effort and on common goals.
- Collegiality. We need someone who sees themselves as a steward of a public institution rather than a CEO. Don't want MUN run like a business – departments pitted against each other. Faculty, staff, and students all play a vital role.
- Concerns about a closed search as we won't get a chance to talk to that person until they are appointed. Would like the university community to have the chance to provide feedback on shortlist
- Advocate in public for core values, identity of MUN. University is facing budget cuts and PSE review focused on labour market outputs. Need a strong advocate to challenge that.
- Need someone who is present on campus and engaging with members of the university community.
- Sense of humility. Sometimes people don't necessarily think of this in a leader but important in working with indigenous communities, working towards reconciliation.
- Ability to engage with community. Academic credentials. He just went through this at another university – discussions around whether the President needs academic credentials.
- Engaging people across province and country.
- Academic qualifications recognized for their excellence. National/international leader recognized for teaching and learning.
- Want a leader who demonstrates competence. Ways of knowing. Meaningful engagement. Speaks to what we aspire to be not necessarily what we have been.
- President should have a PhD. Need to share with colleagues a sense of scholarship. Important for them to understand the work of the people they are representing.
- The decade ahead is going to be disruptive with government, PSE review, and budget challenges. We need someone with a level of comfort with discomfort. It won't be a quiet time

for a new president. There will be lots of change. With the right qualities this person can provide great opportunities.

- Community leader. Someone who can bring together faculty, staff, students, alumni. Need to build a collaborative environment inside MUN and out. Will get ahead of challenges if they can engage with the community in the right way. The right leader will lead the university through challenges without the university community feeling threatened.

PSC Consultation #2 – St. John’s Campus

May 23, 2019

Attendees: 6

Question 1

- Thinking of universities in terms of their maturity and wondering what point of maturity MUN is at. When she thinks of similar institutions established at around the same time as MUN and consider where they are in maturity – we need someone who can help MUN catch up. We need someone with skills in strategic planning due to the challenges we are facing.
- Need a team builder, not just a VP Academic who then becomes President. We need someone to be there for faculty, staff, students.
- Urge PSC to think outside the box. She came from the University of Ottawa where Allan Rock held two terms as President and did not have strictly academic credentials. He was able to engage with the university community in ways others couldn’t. She encourages PSC to look at candidates who don’t fit the traditional mold. There are individuals out there, like Ann Browne (current Associate VP administration), who come from a corporate background and who could steer MUN effectively.
- Need someone who thinks globally, who sees research as the primary driver for the university. Need someone with a good eye for research funding opportunities, partnership opportunities, and ties to federal and provincial government.
- There is a perception that NL is broke; however the province has always been broke and will continue to be for the next 15 years. This can’t be the lens from which we hire someone. The saying “either appearing or disappearing” means to appear you need to be innovative. In the 80s MUN had a tv station and it had a provincial footprint. There were visionaries. Then meat and potatoes people came and there was some decline in the institution. Think MUN is in a good place right now. The new Core Science Facility provides some hope. There are good opportunities to start enterprises here. We need to look for a visionary. And a woman, because it’s 2019. We shouldn’t look to hire someone just to go fight government for our money.

Question 2

- Budget cuts are the obvious challenge. We need someone with business planning experience, to be able to provide high end research facilities. We can’t just build a big building if there’s nothing to go in it. This person may need to make tough choices. What does MUN want to be

when it grows up? There's a declining population. What are we offering students to help them be economic drivers in the future in all areas – arts, film, engineering, science, oceans, oil and gas. There are opportunities to grow research and hone offerings for teaching and learning.

- She came here from the corporate world so looks at things different sometimes. What is our niche? What makes MUN different? What are we? What do we want to be? We need to be competitive. We need a visionary. We need someone to team build.
- MUN currently has a good leadership team; but we may need to make changes and that's not easy. We need someone who can take on government and who shows strength in that regard.
- We need more funding. Deferred maintenance is a huge issue. We need someone who can help navigate these issues and increase MUN's funding.
- Internationalization – need to offer different things and be open and welcoming, including in our infrastructure. We need someone who can look at all of those things.
- We need to be more competitive. There are new universities popping up. What is our identity and positioning? He doesn't feel a great sense of identity here. No one comes to varsity sports games. People mostly come for cheap tuition. They get good value for their money here. We need someone who can focus on our uniqueness.
- Buildings can't support the long term vision in the state they are in right now. This will be a challenge for someone coming into the role right now. There are also long-term commitments – Core Science Facility, energy contracts, Animal Care Centre, etc. They need to understand the reality that we are fairly leveraged right now. The person needs to have a good sense of the challenges and the players. We don't want someone to disrupt nor stay the course either.
- Post-Secondary Education Review is an opportunity. The province is looking for opportunities for financial diversification. MUN could be used as a catalyst for such change.
- Need someone with corporate experience, strategic planning, change management experience. Need someone who can right-size our budget situation. Need someone who understands where MUN is right now.
- We need someone with a broad scope of experience (national, international). They need a lens of – what are we doing well? what do we need to improve on? Need someone who has achieved something in areas we need help with.
- There's an opportunity in that there is still demand at MUN. Our province needs to increase its population. Immigration to this province is great. It's imperative to this province's health.

Question 3

- We should get the best person available. It could be someone with no university experience. It's up to the candidate to address that to the PSC's satisfaction.
- Want a bit of everything.
- Innovation. Need to take a bit more risks when it comes to innovation.
- Building as well as plus-ing what's here now. It's taken time to build our brand. We have a special obligation to the province. Public engagement continues to be extremely important; but

the university often focuses more on teaching and Learning, and Research. Can't forget about engagement.

- Someone good at working with the media and having more of a public face. Connecting with students, staff, faculty, Board of Regents, university community. Need someone who is charismatic.

PSC Consultation #3 – Marine Institute Campus

May 24, 2019

Attendees: approx. 22

Question 1

- MUN has an extraordinary track record and has an association to everything good that's happened in the province in the last number of years. The world is changing rapidly. The fiscal challenges of the province at this time are difficult. But MUN should have a role in that. How does MUN differentiate itself from other Canadian universities? We have a niche. We need to be outward looking – when it comes to attracting students, industry.
- MI's strengths contribute to the uniqueness of MUN. No one else has a campus like MI. MUN also has a strong business faculty, Engineering faculty, C-Core. We should build upon competitive areas and contribute to the entire marine industry for the future. How do we build upon that? MUN can play a role in building and creating that niche.
- It's important to bring in students from elsewhere. But it's even more important to bring MUN elsewhere and focus on engagement. There are opportunities internationally that we already pursue— India, China. But there could be more in the US, Europe.
- It is an increasingly global world we live in, particularly at MI. MUN's internationalization should be looked upon positively. He's interested in the future and what we aspire to be globally. There are niche areas – oceans. But there are also other global issues – nationalism and fear of the "other". We need to focus on innovations internationalization can contribute to. Make MUN the best institution in the world and for Newfoundlanders.

Question 2

- He's an environmental advocate and has concerns regarding climate change. It is a monumental moment and it is critical that decision makers at MUN take bold action. There has been very little climate change action here so far, no broad-based programs with that focus. High School students are very concerned; they are protesting. MUN isn't doing enough. It will be important to attract High School Students. Hope the next leader and senior management take the issue seriously.
- MUN is facing serious problems – from the province, demographics. The next president is going to have to deal with the demographic shift and decreased High School student numbers. There

is an opportunity as well in the next 5-10 years with the need to replace a large number of people who will be retiring. Most who are in senior management positions at the moment will be gone. It's an opportunity to change the university. Not only will the demographics of students change, but also the demographics of administration. Huge opportunity for change.

- MUN needs to be a part of dealing with the economic problems of the province. We are experiencing huge budget cuts, serious deferred maintenance issues. It is impacting the university.
- Most recent funding pots want industry input in research. The challenge is that the university structure has to be adjusted. Industry has trouble working with people within the university in the way it is currently structured. The next president needs to focus on changing that culture. MUN needs to be the ones driving that change.
- Multi-campus model presents concerns when searching for a new president. The current president has supported the multi-campus approach. It will be important to frame the multi-campus aspect during the presidential search. Do we expect a new leader to support it or be open to consolidation? MI and Grenfell have their own story. It's important that gets brought into the search process and it requires more effort from the presidential vantage point.
- Challenge right now is working with government and figuring out what the priorities are. What do the people of the province want? We need to have the public's support. Should base the search on that premise and the willingness of the university to respond to the needs of the province right now. We need someone who has a vision to take that on but an understanding that it has to be within the social/political/economic climate we are in.
- Don't think the success of MI within the multi-campus model can be understated. MI operates in a different way and this needs to be reflected in the search. The work MI does is different than the other campuses but most importantly is that it is celebrated for its uniqueness. The search needs to reflect that not all campuses are doing the same thing and they can't be managed the same way.
- There's an opportunity given the location in North America to be a world leader in oceans. Don't think we are there yet. So how do we get there? The next leader has to get us there. We need a world class leader who will support staff and students.

Question 3

- Assume the person will have an academic credential, but need experience working with industry, in the real world. There as to be that level of engagement. Can't just have an ivory tower person. We need someone who can talk to people out in rural areas, outside of the main campus, and an ability to engage effectively.

- Someone open to suggestions and different opinions than their own. Broad thinking. Someone who appreciates being surrounded by so many people with expertise.
- Research is important. Good teaching background. Ability to express themselves and represent goals coherently.
- Softer skills are important to get things done. Ability to work with different socio-economic and diverse groups and individuals.
- Technical skills in managing, connecting with people.
- Alignment with where industry and the province is going and ability to build relationships with government. MUN can't be going in another direction than everyone else. Relationship with students is key – they're our primary customer.
- If the person was a VP Academic before, they will have good academic credentials, but want someone with government relations experience. Someone who's been president elsewhere would be good though.
- Look outside province as well. There's a heavy bias in a small province. We need someone productive who can develop relationship with government.
- There are demographic changes and the student body will change. The new president will need to balance infrastructure with future labour market needs and changes in student population. Ask candidates how they've balanced new trends with technology, new programs, and evolved infrastructure to fit changes.
- Need person with more public face. Perception of universities is that upper management is not usually engaging. Everyone needs to change how we do things due to our changing demographic. President needs to be more socially active. On Twitter.
- Need someone cutting edge with social media. It is how youth engage. Someone who has knowledge in engaging with industry. Someone who understand the economics of managing a large enterprise. A globalist. Someone who understands changing realities here. Someone who understands the need for immigrants, international students, the changing student population. Someone who understands multi-campus model.
- Someone to be the face of MUN. Think the Committee should take the short list of people and allow university community to meet them and see what they're like (Town hall).
- UBC's president is a very effective user of social media. He's incorporated it into his leadership style. Might be something we look for. Engaging stakeholders effectively.

- University could benefit from someone with more entrepreneurial spirit. There are opportunities to bring things to fruition with more funding. The President should have an appreciation for research and entrepreneurship.
- Are we an academic institution or an institution that's creating a workforce for industry? Would rather be the first.
- How do we fill gaps in funding? President will have to be industry-focused. President has to be capable of transformation and entrepreneurial. Someone who can engage and pursue a shared vision. Someone who has a track-record and capacity to lead transformative change.

Presidential Search Consultation

Wednesday, May 23, 5:00 – 6:00 pm, IIC-2001

Jennifer Lokash's notes

Aspirations for Memorial's Future

- What point of maturity are we at as an institution?
- further internationalization, but by providing adequate environments and supports—if we want to recruit globally, we need to do better
- need to distinguish ourselves in unique ways
- we need to be competitive: what is our niche? What makes us different? In an increasingly competitive space, what's our identity? What's the position of the university?

Challenges and opportunities

- aging and declining population, changing demographics
- further cutbacks are coming
- fiscal situation is one of the biggest challenges
- tuition debate, declining grant from government
- how are we going to fund the programming that's being offered now, with so much deferred maintenance—infrastructure deficit doesn't allow us to move forward—how can we support innovation in the long term? We are pretty highly leveraged right now
- how to increase international enrolment and global profile when our buildings are crumbling and services and infrastructure do not support that influx?
- need to provide the pathways for students to be drivers of the economic future
- opportunities to engage productively with industries
- there's still needs in the community
- difficult to start new enterprises, but the university is already successful so should build on that
- opportunity associated with ongoing post secondary review—could help to steer us in a different direction

Qualities

- strong leader and strategic/business planner
- team builder (executive team but beyond that narrow focus as well)
- maybe someone who is not an academic? Opening the scope for the profile, should committee look at candidates that do not fit the traditional academic?
- new president could have corporate experience, entrepreneurial experience, etc.
- the ability to think globally, to think of research being a primary driver for the institution (for economic impacts on the broader community)
- someone who has a good eye for research funding possibilities
- someone who is not afraid of change
- strong individual who won't be pushed around and won't back down
- someone with a national and international perspective but who has a sense of our culture and our existing relationships
- demonstrable achievements in post secondary institutions from a broad perspective

- innovator—we need to take more risks—build new partnerships
- the three frameworks: must be able to focus on all three (not just teaching and research, but engagement too)
- someone who is good with working with the media, who can speak well to issues and connect with students, staff, faculty, the board, government, the public, our donors, etc...
- a visionary
- a woman

PSC notes from meeting in HVGB 27 May 2019 (7 people present)

What are your aspirations for memorial university's future?

Some one who is future thinking....a good job so far about honour ing it's past and present Not a sign of what the future memorial will look like in 10 to 20 years. Heavily invested in oil and gas and fisheries ... probably not part of our long term future ... new president has to think about what mun will be for grandchildren ... transiton from resource based to sustainable future ... environmentally friendly programs ... not so much emphasis on oil and gas engineers. A lot of what we need to be concerned with regard to research and teaching needs to change

New president needs to be more open to indigenization, internationalization etc ... promotion of diversity withint the presidents office

Bigger focus on the north, Labrador institute ihas some momentum right now and we need someone with knowledge and passion wrt to training in the north

s. 40 (1) [redacted] how is theh bridging program working? How do you see it working

Not really a program that is part of the LI CNA with tie in from LI LI is a beneficiariy of the CAN program Maybe the opportunity has been hampered by the life long learning termination ... bridging types of course are now lacking Briefing document to the new president's Labrador Institute's strategic task force report → not released yet....Ashley Consolo will have it

Next president needs to build on current president's momentum in Labrador

MUN's future --- clarification with the relationship to the province Seems to be subject to the province's interests which kanda makes us a political government body Awareness and ability to balance arm's length from government with a close relationship with government

"special obligation to the people of the province" interpretation by government versus MUN

What are the opportunities and challenges facing memorial university over the next five to ten years?

Decentralize the university Beyond goose bay ways to connect to the coast Individuals in the communities ... redefining rutral natura of NLd wys to connect to the larger centres Internet aninfrastrucutre development is key

Many lab communities are successful ... opulations are growing ... ways to capitalize on these growing communities Incoming candidates need to be aware of what we can do to work with the rural communities ... awareness of possibilities Live class here in goose bay linked to students in SJ and Grenfell. Multi user multip urpose facilities in cooperation with communities etc (maybe some material in report).....

Another view to this issue ... these are also ways to improve what we are offering ... not offering more ...

Novelty and growth is the current mantra ... but at the same time we need to improve what we are already doing really well Lots of really good things that are new But we need to be doing current things even better. A president who can look 20 years down the road at what we will be good at.

...size ... how big should memorial be? Indigenous students is a growing group ...

Labrador institute has a particular advantage ... working with people in the North Let's do things better not new stuff ... existing programs that MUN does well but does not recruit nor deliver

Catherine Anderson's report will be very important for candidates to look at.

Should there be a name change ? change it to Memorial University from Memorial University of Newfoundland ... seems small but not need more cultural sensitivity with regard to our memorial university traditions. ... other symbols might be better

Symbology is important ... rebranding to embrace ALL of the province ... indigenization etc..

Interinstitutional collaboration ... health is one opportunity National Parks, Better awareness of what other institutional collaborators are doing are faced with , ...

Agriculture ... LI is on the cusp of establishing a research farm ... social good of Labradorians and food security ... lines up with government initiatives and Gary's agricultural background, focus on the North, self sufficiency ... Labrador friendship centre, Nunatsiavut government food initiatives.

Agriculture is one of the thinking of the future ... economic, food security, research, engineering ... not commercial farming focus but social experiment ... not necessarily a farmer but someone who appreciates the value of food production socially, etc.

Really way to address food security in Labrador ... university as resources to benefit the region through agriculture ... renewable energy tied in with farming.

What qualifications should be sought in candidates for president & vice-chancellor (in terms of leadership styles, academic credentials, background, and experience)?

Someone with a social responsibility ... aware from the corporate mentality ... being aware that the function is to serve Indigenization, environment, relationship between NL and the rest of Canada

Strong relationship abilities .. not corporate or government \

Strong Teaching record ... our primary responsibility is teaching Often research gets placed at the top But teaching should be

Next president should be internal to Memorial Different dynamic

All will be strong in some areas ... we could use one that holds social responsibility highly as opposed to the recent history of commercial/ and research

Rank and file faculty member at some point in their career and a recent emphasis of some one with memorial experience ... some one from the academy ... strong record of teaching ... not a history of having left the classroom to run high level research output, university career ... dean of a school Too much recent focus on the corporate aspect.

Maybe we need to have a new style for awhile ... humanities have been neglected for the past little while ... not saying I want some one from humanities, just some one can value everything we do ... best candidate would be one that has experience balancing competing needs that are diverse

Demonstrated success with indigenization .

Leave room for exceptional candidates outside of PhDs..... hands off the levers type of president maybe a unique way to decision making ... from business ... would have to have demonstrated expertise



May 28, 2019

**Presidential Search Committee and
Board of Regents
c/o Iris Petten, Chair
Arts & Administration Building, A-2021
Memorial University of Newfoundland
St. John's, NL A1C 5S7**

Dear Presidential Search Committee and Board of Regents:

In response to your invitation to participate in consultations regarding the search for Memorial's next President, we are pleased to offer this written submission for consideration by the Presidential Search Committee. ARNNL also completed the online survey.

The Association of Registered Nurses of Newfoundland and Labrador (ARNNL) is the regulatory body for Registered Nurses (RNs) and Nurse Practitioners (NPs) in our province. As the organization responsible for setting a standard of excellence in nursing and being the largest group of health professionals in Newfoundland and Labrador, we wish to underscore the importance of attracting candidates for the position of Memorial University President who will demonstrate steadfast support for the Faculty of Nursing and ensure this vital profession has prominence at MUN.

Nurses are the backbone of the provincial healthcare system. As the population ages and new methods of service delivery are developed, having qualified, well-prepared RNs and NPs will be imperative. With 9-out-of-10 members of the nursing workforce having graduated from a provincial school of nursing, the Faculty of Nursing will be instrumental in ensuring the system is able to provide top-quality care to the people of our province. The Faculty of Nursing not only prepares nurses at the graduate-level, it engages in extensive nursing research driving innovation in the healthcare system.

The Faculty of Nursing at Memorial has been in place since 1966. On average between the three sites: Memorial University School of Nursing, Centre for Nursing Studies, and the Western Regional School of Nursing, 250 new nursing graduates are prepared to enter the profession each year as RNs and 12-20 as new NPs. The success rate of all those students on their respective regulatory exams and positive feedback from their subsequent employers is noteworthy and certainly speaks to the caliber of the leadership and faculty. Furthermore, research has shown that the population is highly satisfied with the care provided by RNs and NPs (rated 9.3 out of 10) and have confidence in their knowledge and skills.



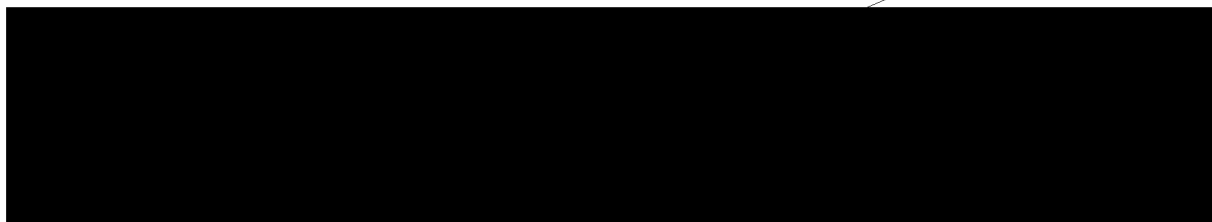
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Presidential Search Committee and
Board of Regents, MUN

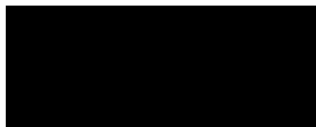
Page 2

May 28, 2019

s. 29 (1)(a)



Sincerely,



s. 40 (1)

Lynn Power
Executive Director

/cf



Newfoundland & Labrador Pharmacy Board

Apothecary Hall
488 Water Street
St. John's, NL A1E 1B3

www.nlpb.ca

Telephone
Fax
e-mail

(709) 753-5877 or 1-877-453-5877 (toll free)
(709) 753-8615
inforx@nlpb.ca

June 5, 2019

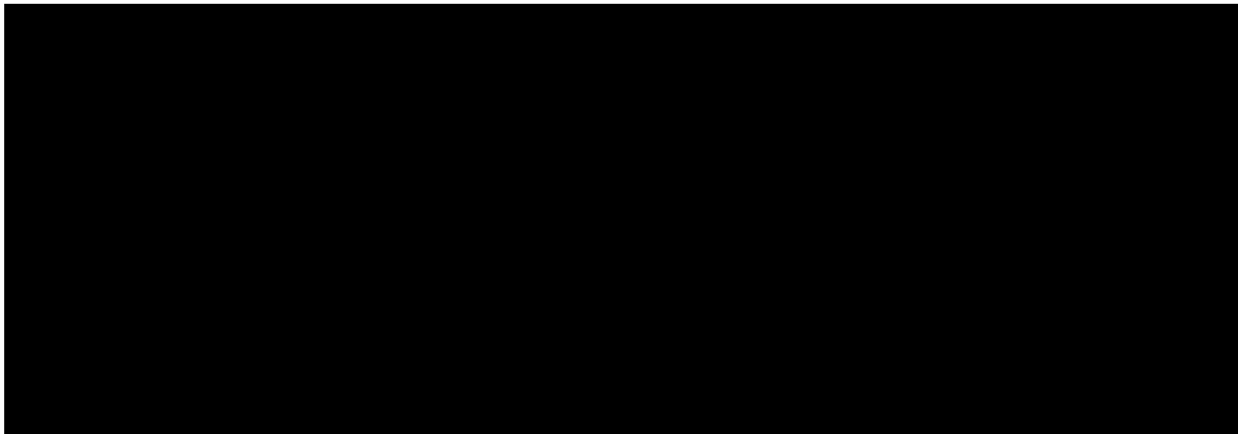
Iris Petten
Chair of the Board of Regents
Office of the Board of Regents
Memorial University of Newfoundland
Arts and Administration Building, A-2021
St. John's, NL A1C 5S7

Dear Ms. Petten:

Thank you for inviting the Newfoundland and Labrador Pharmacy Board (NLPB) to contribute recommendations for Memorial University's next presidential candidates. Many of NLPB registrants, staff, and Board members are graduates from Memorial University and so the organization is a significant influencer for us.

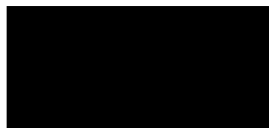
As the regulatory body for pharmacy care in Newfoundland and Labrador (NL), support and strategic guidance for health care education is our main motivation in providing insights.

Our aspirations for the university is that it continues striving for excellence in education, learning and diversity to become one of the top ten universities in Canada in terms of curriculum, program variety, and professional staffing. In particular, given the current provincial health care environment, sufficient dedicated resources and support provided to health care education programs is necessary. Realization of the need for well-educated and equipped health care graduates may be the ripple that leads to positive change in our provincial health care.



s. 29 (1)(a)

Sincerely,



s. 40 (1)

Margot Priddle
Registrar

From: [Redacted] s. 40 (1)
To: [Scott, Tina \(Regents\)](#)
Cc: [Scott, Tina \(Regents\)](#)
Subject: RE: Memorial University's Presidential Search Committee Consultations
Date: Wednesday, June 12, 2019 3:06:12 PM
Attachments: [Iris Petter 2019 0612.pdf](#)

Thank you for your message, Ms. Scott. Unfortunately, I was unable to respond by the suggested date, but I hope that the attached letter will still be of value to the Search Committee.

With kind regards,

[Redacted] s. 40 (1)

[Redacted]

This email and its contents are private and confidential, for the sole use of the addressees. If you are not an intended recipient, copying, forwarding or other distribution of this email or its contents by any means is prohibited. If you believe that you received this email in error, please notify me immediately.

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From: Scott, Tina (Regents) <tmpardy@mun.ca>
Sent: May 14, 2019 08:58
To: [Redacted] s. 40 (1)
Subject: Memorial University's Presidential Search Committee Consultations

Good day [Redacted] s. 40 (1)

On behalf of Ms. Iris Petten, Chair of the Board of Regents, please find attached an invitation to participate in consultations regarding the search for Memorial's next president.

Thank you,

Tina Scott
 Secretary to the Board of Regents
 Office of the Board of Regents
 Memorial University of Newfoundland
 Arts and Administration Building, A-2021
 St. John's, NL Canada A1C 5S7
 T 709 864 8281
tinascott@mun.ca
www.mun.ca/regents

[Redacted]

s. 40 (1)

June 12, 2019

Ms. Iris Petten
Chair, Board of Regents
Memorial University of Newfoundland

By e-mail to Ms. Tina Scott at tmpardy@mun.ca

[Redacted]

s. 40 (1)

Re: Search for President & Vice Chancellor, Memorial University of Newfoundland

In Ms. Tina Scott's e-mail dated May 14, she invited me to comment on the search for Memorial University's next President and Vice Chancellor.

[Redacted] I regret that I was unable to respond by the suggested date of May 31.

s. 40 (1)

[Redacted]

Based on this interest and my work with other universities in Canada and abroad, I offer the following thoughts in the hope that they may be of value to you and the other members of your Search Committee.

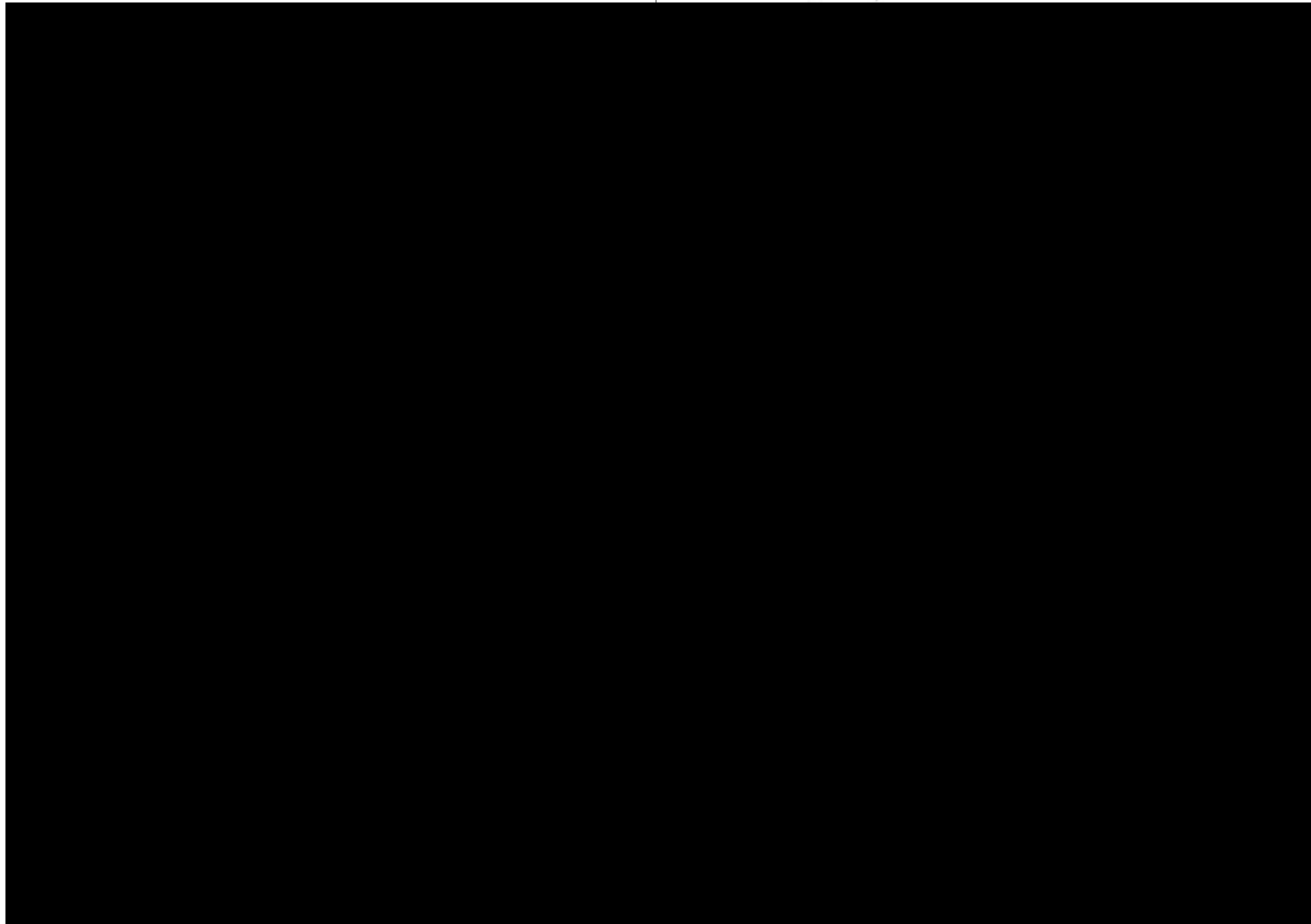
Universities have become the most important institutions that shape our world. No other type of institution influences the lives of people and the state of the world to the extent that universities do. Progress in the quality of life, measured not only in economic, but also social and cultural terms, would have been impossible without modern universities. Memorial University provides clear testimony for this view in the context of Newfoundland and Labrador.

And yet, the era of progress may be coming to an end. The men and women, who lead our public and private institutions and are predominantly university graduates, are failing to resolve the persistent and emerging challenges faced by society. While this failure cannot be solely attributed to their university education and experience, universities must take note. Universities should broaden the expertise and experiences of their graduates so that they are better prepared and motivated to meet society's needs.

[Redacted]

s. 29 (1)(a)

s. 29 (1)(a)



Memorial University and the Province of Newfoundland and Labrador offer exceptional opportunities. I am confident that you will be able to appoint an inspiring President and Vice Chancellor who meets the challenges and opportunities that I have described. I wish you success with the search.



s. 40 (1)