

Q9 - 6. What is your primary affiliation with Memorial University? - Selected Choice



Q2 - 1. In your view, what are the opportunities available to Memorial University?

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Strong research culture, increasingly unique financial accessibility, community partnerships and engagement

Improved relationships with communities outside the Avalon peninsula, and a tangible understanding that the majority of the population of this province is not located on the Avalon.

Research and sharing knowledge of highly respected, preserved cultural and natural resources across the Island and through Labrador. This would include the exploration of boreal, tundra, oceans, freshwater systems, Inuit, Innu, and early settler depth of culture.

Increase the enrolment of international students.

Going tuition free to support education in this province and working with gov to implement the model

Significant leadership turnover and pressures from the province to restructure our operations present an opportunity to implement significant change in order to respond to these challenges.

Connecting with researchers in the business community.

To actually behave like a first class university

Strong national and global connections, affiliations and alliances, locations, faculty and staff resilience, accessibility, space and place

Marketing our programs for student growth, transparency

Unique location and programs

Lack of internal movement

to have the strongest School of Music in Canada, since this province is rich in music and the arts

Very at present few given the terrible funding situation, MUN just needs to keep afloat

Reimagining administrative and reporting structures; centralization of key operations to improve efficiency (e.g. recruitment, IT, space management)),

Focus on increasing student enrolment in units which can attract students. Research in certain areas, which needs the right support.

Housing prices are cheap compared to the rest of country?

We are the only University in the province and have great people at the bottom that are being hindered by poor leadership.

Reviving Lifelong Learning. Working on community engagement. Creating/renewing on-campus communities.

Great researchers, not only in Ocean related research

Strong Science and Engineering program responding to regional and national need; Community engagement;

Not sure what you mean

Being at the forefront of economic development in the province and being a leader of innovation. s. 40 (1)

Numerous opportunities! MUN has amazing faculty and research opportunities. We, [REDACTED] are severely restricted by the opportunities that are available to our colleagues at other institutions. One of the primary reasons for this is the deplorable relationship between MUN and the provincial government. We have facilities. We have space. We have young minds. However, senior administration continues to place severe restrictions on hiring and does not listen to the opinions of the Deans. This university has tremendous potential. Unfortunately, the university has failed at convincing the public, government, potential donors, and other stakeholders that MUN is worth the investment. As senior leaders, you should already understand and be aware of the "opportunities available to MUN". The fact that you are asking this questions somewhat illustrates that you are not aware of the ongoing on campus and require feedback to "remind" you what the opportunities actually are. Senior administration have received a lot of feedback regarding strategic planning. Has senior leadership not reviewed this document?

Natural resource research (e.g., critical minerals, water, fish, forest, and ocean resources). Climate change research. Sustainability in remote locales. Cold ocean engineering and technology. Maritime (including Newfoundland and Labrador) culture, history, and music.

Decolonization/Indigenization, increased enrolment numbers, increased programming

Develop northern research

not sure

Leadership and excellence in place-based higher education, both provincially and regionally.

As the only university in the province, Memorial University plays a key role in a pivotal time for the province to help address social, economic, and political issues facing our communities. Our strength is in our commitment to our province and its people. We have an opportunity to reassert and recentre education, knowledge, and the people as guiding principals of our leadership.

There is a big void where a real vision for our institution could live. There is a tremendous opportunity (and need, in my opinion) to define what and who we are based on values, as opposed to the nebulous and generic strategic priorities.

We have experts on nearly every subject imaginable, let's lean into them and let them lead an initiative unencumbered

Smart passionate faculty; engaged students

The province is in the midst of an energy transition and projects like World Energy GH2 are the forefront of this transition. MUNL needs to strategically invest in academic programs and research targeting renewable energy systems, cultures of renewable energy, environmental and socio-cultural sustainability (especially in rural areas like Western Newfoundland and Labrador), and justice within energy transitions. If the university doesn't move fast, we will be left behind during what is likely the largest technological and social shift of this century.

To chart our own way — if government is cutting us loose, we can pursue academic excellence wherever it leads, rather than pursuing the government's political priorities and niceties

Our location and our faculty.

The best professors across the world to attract talent

opportunities to create communities of practice, create pathways between mun and other areas of work, be a leader in change

We are a uniquely positioned university: the public feels a strong sense of ownership, and it is also easy for us to collaborate w health, education, etc. let's respond to the needs of the province. Also, oceans!

To realize its role in the Province, and stand up and be a truer University. I feel MUN is poised on a precipice where it can either go towards being a polytechnic kind of provincial / state University with little research innovation, and a mediocre international profile, or one where it really lives up to research informed teaching, leadership, and a high profile international presence as the strongest and most prestigious university in Atlantic Canada.

Memorial has the opportunity to clean up their act and practice what they preach. MUN publicly puts on a good front and is great at finding the few that speak of it in a highly positive light to paint the false narrative that MUN is a good place to learn/work. MUN has the potential to be a great place, but the lack of proper management and the thought process that certain people are protected from disgusting and illegal behaviour is archaic and needs to be changed in all academic institutions.

To become more relevant in 2024. To choose to do things that are more relevant and to choose to stop doing things that are less relevant. In a word, to be strategic. To be more responsible when it comes to international student recruitment, and fair and just labour relations and compensation. To pay for important things by stopping doing and paying for things that are not important anymore, or less important. To let some things go on purpose. To sustainably build Memorial back as an excellent institution, which it only patchily is now.

Memorial has exceptional experience in responding to the needs of our province and our student population. Rooted in elevating the people of the province with the gift of advanced knowledge we have come a long way from these modest roots in participating as a global academic institution for our comprehensive academic programs AND research excellence. Imagine what we could achieve if we all worked together on a vision - the opportunities are many, just need to focus on a few select ones for the next 5 years.

To reinvigorate its relationship with the province (its population AND the government), to provide more input (based on our excellent faculty members and world-class research) that has impact on the province and more widely; To improve the public's understanding of what the university does and why; To improve the balance with regards to where resources are used in the university

Growth in student body, connections to other universities and the local economy

Q3 - 2. In your view, what are the challenges facing Memorial University?

2. In your view, what are the challenges facing Memorial University?

Potential students being priced out of life-changing education by tuition and cost of living, lack of student housing, leadership challenges and lack of trust of leadership

Huge fiscal challenges due to government neglect and disregard for the important role Memorial plays for the province--and that same government continuously meddling in university operations in harmful ways.

Underlying systemic covert and overtly sexist and racist structures that harm valuable collaborations and connections. The university's reputation with other institutions is teetering on the verge of outdated and therefore will be disregarded as a serious place of research and learning.

Budget cuts, crumbling infrastructure (it is getting really bad: demoralizing and embarrassing).

Overspending on administrative positions, lack of applied learning opportunities

Insufficient resources to maintain operations, and zero political will/courage to make challenging decisions and actually prioritize Memorial's activities, partly due to the incredible number of acting/interim appointments. "Peeling the skin off the onion" while refusing to acknowledge that some activities must cease has everyone stretched to the breaking point.

Extremely slow process for sign outside agreements. While the president has a cost free time frame to review possible agreements, business/investors have to meet payroll and work within a budget.

Avoiding the current trajectory to being third rate at best

Funding cuts, declining enrollment (undergraduate), service provision, direction, ambiguity, morale

Public misperceptions, loss of connections between administration and faculty and students

misinformation in media skewing public perception of the university, and, government inserting itself into university affairs

Financial mismanagement, lack of support for staff and faculty, too much high-management positions and too few tenure-track positions (too much dependence on PCIs), lack of consistent staff in department offices, too much staff turn-over

Low wages beside for management positions

Scholarships for our students

Funding - we cannot function with all these cuts

Our structure especially not actually fully adopting a true provost model that represents to full institution.

Lack of trust; some people work hard while others do not; budget cuts; no plan of re-structuting the university; no plan toward the future in a dynamic world

Relations with provincial government. Public beliefs & perceptions around MUN and institutional autonomy in Newfoundland & Labrador. Funding. Physical plant maintenance deferrals.

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severe and ongoing challenges relating to IT services. These services are crucial to the academic enterprise and research, but it seems like we cannot hire the talent we need.

Leadership - it's not stable and clearly not currently competent. With little to no permanent leaders the University is faltering. Budget - constant cuts have left the university paralyzed and unable to deliver its mandate and keep day to day services running efficiently. Human Resources - while we have good people it's becoming increasingly difficult to retain them or recruit new people with the necessary skills. Reputation - the university's reputation has gone downhill since Kachonosky left. Vianne's time as president is a black mark on this institution and recent responses to the MUNFA strike and Grenfell IT outage show that the current leadership are not capable of steering us during turbulent times. Infrastructure - our buildings are crumbling around us. Academic programs - we are trying to be everything for everyone as the only university in the province. We cannot sustain all the programs we currently have and cuts are needed to find efficiencies and savings. Student recruitment - we have to stop relying on and increasing international student numbers. They come with increased burdens to support services and they are not adequately funded.

Provincial funding metrics. Crumbling infrastructure. Commuter campus trend. Horrific online courses (so embarrassing what is in so many of those).

Bad administrative culture, which is more driven by current political trends than fundamental principles on education and research.

Contemporary education program Strong engineering curriculum Student enrollment

Barriers for international students to flourish (new visa requirements, housing, departments that do not provide a living stipend, racism), massive staff turn over and lack of situational memory and management skills in upper admin, research barriers ion huge gaps in RIS and FAS services such as creating accounts and transferring funds, buildings falling apart around us

Public perception/scrutiny, reduced government funding, faculty/staff morale

1) Relationship with government. Currently extremely poor and government officials have virtually no confidence in the ability of senior leadership to run this institution. Regaining this trust MUST be priority #1. The premier and cabinet must be able to trust that correct decisions are being made. 2) Communication. In my opinion, MUN has done a terrible job in terms of convincing stakeholders that this is a fantastic institution worth investing in. Donors should be proud to donate to MUN. The AG's report on MUN was not short of embarrassing for the faculty, students, and staff. This severely damaged MUN's reputation nationally. 3) Infrastructure. I don't think I need to elaborate here. You have built new buildings while letting the other buildings literally left to rot with the expectation that productivity and resources are equally available across campus. This is not true. 3) Hiring competent and skilled senior leaders. Many current senior leadership positions are help by individuals that have been quickly appointed as temporary. Individuals holding these positions are overwhelmed, do not understand the portfolios that they are responsible for, and have thus made very poor decisions that have affected teaching and research at MUN. MUN must hire competent people. A President should know "how to be a president". A VPR should understand research and have an internationally recognized research program and be highly skilled in all aspects of research. A Provost must have MUN and Newfoundland as a #1 priority.....not to be a stepping stone or use it as leverage to get a better job elsewhere.

Administration is a clown show.

Fiscal challenges. Commitment to the province. There is a complete and utter disregard and damage to the relationship with the people of the province - this must be fixed. Institutional decision making transparency. Duplication of staff and administrative resources. Admin bloat. We are a cultural hotbed globally, but this isn't valued by the administration at MUN. Lack of sufficient focus on the core mission of a university: teaching and research.

Budgets, increased tuition which is impacting recruitment/enrolment, lack of focus on Indigenization (throughout all aspects of MUN - not just the great work being done by the OIA)

Building maintenance (many buildings are decrepit) and budget cuts. Difficulty to recruit strong graduate students.

Toxic Work Culture and bureaucratic laziness

Money, vision, leadership.

There is a considerable lack of vision and leadership at the university - financial constraints and real economic challenges has led to decisions that prioritize capital over education. Top heavy administration and inequitable pay and support across all levels of faculty and staff has created a dysfunctional system with low morale. There seems to be little recognition for the foundational requirements and integral roles of support staff necessary to allow faculty and students to excel in their work.

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Basic needs like a dedicated IT computer support person are not provided

This directly affects student success -

and faculty's ability to conduct research, secure (and execute with no administrative support) grant funds, etc. These are just two foundational examples of the severe lack of leadership that overlooks how a university runs and the kinds of support needed in order for us to all achieve academic success.

Budget, obviously. Lack of clarity and shared understanding re vision and values. Constant change in administration and leadership at multiple levels. Inefficient and ineffective administrative processes. Difficult relationships with labour unions, particularly on academic side. Pervasive culture of distrust.

The Memorial time line ... we can't get out of our own way, too often too many people way in on too many things.

negative public image; poor communications; unwieldy budgeting process; top heavy administration; poor recruitment and retention of staff

low morale amongst everyone; bloated admin; support services that dont work

MUNL has a special obligation to the people of this province yet funnels so much of its spending to the top level of administration, rather than to supports for students, staff, or faculty who engage in the vital work of education, research, and community engagement. Administration needs to realign its priorities to the needs of those this university serves, rather than a business model of governance which confuses hefty pay cheques with a person's qualifications.

Diminishing support from government

Our government, and its continued cuts and the resultant razor focus on money over everything else. Also too many administrators!

Transportation system to facilitate students better

rigid work structure (less flexibility in days of work and remote work), International student cap, low staff capacity in key areas and high capacity in less key areas, geographic spread

The events of the past two years have shaken the public's trust in us. We need to strive for relevance and show our value to this province.

Being a University and not an administrative mess, and talking like it's a school, not a broad community focused on learning and research. Administrative modernization is key; reining in admin processes; Academic Unit organizational structures; non-degree programs; falling down buildings and infrastructure. Faculty retention, grad student funding and opportunities; administrative tools and modernization. Getting non-academic units (FacMan, HR, ITS, and FAS) to realize they're support units, and not tasked with the primary mission of the institution, and to come to heel rather than being tails that wag the dog.

Improper handling of harassment and sexual harassment cases, silencing students, inappropriate behaviour by staff and professors meant to degrade and scare students/those under them, improper allocation of resources/finances, poor quality education, poor consistency over courses/content/difficulty level, racism/sexism, not practicing what is preached in terms of policies/procedures, poor/unsafe/unhealthy work/study environments.

s. 40 (1) [REDACTED] senior leadership positions have not been fully staffed. Senior leaders have been doing two jobs and without an adequate org chart to support them. It is not functional and it is not healthy. I am a new employee at Memorial U and have been here less than a year. The word I use to describe the culture and ways of working here to the people in my life are "shockingly unprofessional", and I used these words within the first six weeks of working here.

Governance (decision making) is the challenge. We need leaders at the table to make strategic decisions with a future outlook. We cannot continue to operate the university as we did 20 years ago, resources are limited and wasted resources (people, money and critical assets) should not be tolerated.

The public (and that of government officials) perception of the university - especially with regards to the university's governance, accountability and financial prudence. The public, rightfully, often sees the administrative inefficiencies and the movement away from our core activities of teaching and research to be too focused on administration for its own sake, inequity between higher level admin and the frontline academic and staff. Instructors and researchers are stripped of resources to deliver high quality but upper admin appears to have money to pursue their own interests and

Public perception of misuse of funds

Q4 - 3. In your opinion, what should be the priorities of the future Provost and Vice President (Academic)?

3. In your opinion, what should be the priorities of the future Provost and Vice President (Academic)?

Keeping Memorial accessible to all, increasing supports for students meeting basic needs so they can excel academically, supporting staff doing innovative community outreach and partnerships, ensuring all departments have sufficient resources

People. Everyone. The 50-year-old first-time university student, the single mom who only wants to take one class per term, the student from northern Labrador who only wants to attend university one term per year due to community obligations and cultural connections to community. Respect for the work that staff do, and a shift in the culture on the "academic side" of the university that so often completely disrespects staff--in fact, why are there academic and non-academic "sides" anyway. Staff are increasingly doing the job that ASMs will not do--remedial learning, accommodations, creating culturally-safe environments to combat the racism experienced in the classroom under the guise of "academic freedom," and so on. Create an atmosphere that very deliberately removes the divide.

Responsibility, respect, reflective leadership with strength to move MUN away from the colonial, patriarchal foundations.

Making sure that the core mission of the university (teaching/learning and research) gets sufficient support. As it stands, there is too much administration and too little money for academic units.

Cutting bloat, improving graduate outcomes, restoring HSS to former levels.

Memorial is NL's institution, not the ASMs' institution. Hard and important decisions have to be made and cannot all be assigned to committees of ASMs who are primarily interested in (a) maintaining the status quo, (b) enshrining ASMs control over the institution, and (c) personal benefit/priorities. The Provost must play a key role in repairing our relationship with the government and the people of NL. Memorial has to have value and must be responsible for its spending decisions, or the province will continue to tighten the reins until we show that we are capable of governing ourselves responsibly and demonstrating a measure of sensible leadership. Right-sizing the academic program and setting Memorial up for the future. Actual strategic direction, and not just assembling a laundry list recitation of all the things Memorial does for fear of someone feeling left out. There is a line between being a comprehensive university and being a university that cannot say no to anything, and will offer every program under the sun. Seizing opportunities for training the workforce of the future. LEADERSHIP. The VPA is the day-to-day leader of the institution. They need to know what all the other VPs are doing and cannot simply put up the blinders and focus blindly on academics, because all the VP portfolios are intertwined.

Building technological connections with start up and outside researchers who are willing to fund research in medical, education, STEM, projects that will create a jobs doe those graduating with degrees not only in business or engineering but the liberal arts.

Having and rewarding faculty for research productivity; not for being compliant to those who think they have power

Supporting an holistic journey for students; ensuring academic quality is paramount, academic offerings plentiful and diverse, and ensuring essential supports and opportunities are available, accessible, and utilized.

Good communication and listening, relationship building, strong decision making

bridging the growing divide between students / MUNSU and admin, as well as faculty and admin, promoting the quantity and quality of programs at memorial, and showcasing student success stories

Building up and supporting a strong faculty, including moving away from PCIs towards more tenure-track and tenure positions, ensuring that all departments and campuses are heard and treated with respect

Promote internally & increase pay of non-management

creating collaborative creative partnerships with global partners

Petition the province for increased funding and copy Florida and remove all DEI initiatives

Taking a hard look at all academic programs. We can not continue to try to be everything to everyone. A review of programs to "rightsized" the institution is needed. By doing so, we can better position ourselves to improve the retention of existing students.

Re-structuring the academic and non-academic units; Clear vision of where the university is going; Handle the financial situation.

I know physical plant and IT services do not directly fall to this portfolio, but we certainly need a strong advocate and someone who can articulate the impacts deficits in these areas have on the academic mission of the university.

Streamlining academic programs. Reducing reliance on PCI's. Increasing domestic student recruitment and retention. Increasing supports for international students. Increasing/improving housing options for students. Focus on graduate students, in particular the changing demographic and need for family supports.

Truth and Reconciliation. Refusing the tuition differential for international students. Rebuilding the university on a model of co-operative governance. EDI and ethics in student application assessments. Ethical and equitable distribution of student funding to graduate students. Fixing financial procedures so that people begin bringing their grants back to Memorial instead of asking partners to put projects through their institutions. Expanding faculty service to recognize and include community teaching. Expanding promotion and tenure to include teaching and activism tracks. Supporting existing programs first before creating new ones so that capacities are grounded and strengthened, not spread out and weakened.

Re-establish standards in teaching to improve students' learning experience at the university. Re-establish standards in academic administration, which is a position of service for the university community rather than leadership.

Strong leadership to bring changes in core Faculties: Science, Engineering, and Medicine

Students first, and health and safety. Then things like teaching, research etc

innovation and a focus on sustainability. Improving faculty and staff morale

Hire more faculty to meet teaching and research expectations.

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Start-up packages MUST be competitive with other universities across Canada. 2) The provost MUST mend the relationship with government. 3) The provost must respect the opinions and feedback from the Deans. 4) Not leaving contract negotiations with unions to last minute. Meet with the union leaders! Come to common ground on issues!

Student recruitment, reinvestment into facilities and education staff

Focus on core mission: teaching and research. Ensure that we have real connections to the province, not Harris Centre- and Upper Administrator-level talking at people about how it should be here, but listening to the public and their needs. Ensuring fiscal stability for long term sustainability of the institution. Infrastructure renewal.

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Decolonization/Indigenization, Indigenous cluster hire (GRENFELL - not just SJ [REDACTED] Mi'kmaw territory) and particularly within STEM, increased involvement of staff in decision making spaces (not just faculty)

Creating and sharing a clear vision with teaching and research priorities. Developing our international credibility.

Focusing on quality of enrolment and not just quantity, especially in the grad programs.

Money, vision, leadership.

Long-term commitment to our university. Engagement with faculty and students and a commitment to consulting with and genuinely listening to faculty experiences and needs as a way to address problem solving. A genuine commitment to reevaluating pay scales at the university and the discrepancies between salaries at all levels (in short, administrative bloat while cutting programs and support to the individuals who make the university possible - staff, graduate student workers, contract workers, etc)

Given the differential fees, international students are contributing almost as much financially to the university as Canadian students. Int'l students comprise ~25% of the population. Their supports, esp. language, have been cut year after year. We need to do more to support these students, upon which MUN is financially dependent.

In my opinion the next Provost needs to work on building a stronger culture of trust and accountability across the institution. They also need to be a strong voice for and champion of the academic portfolio. (Related to this, the university should actively work toward moving to a full provostial model - this will be important in order to enable a new Provost to gain traction and inhabit the full scope of the role.)

Attracting and keeping quality students and faculty

rationalizing the budgeting process; increasing the full-time faculty complement; building bridges

reducing the administration; improve support services so that teaching and research is prioritized over all other pet projects

1. Promoting equity hiring and EDI in academic programming and research priorities; 2. Supporting research, teaching, and service to a just energy transition and rural sustainability.

Improving the quality of academic programs, breaking from traditional practices if need be

Reduce administrative bloat, campaign for either better public funding, or to find a sustainable model to fund the university otherwise. Improve faculty/administration relations.

Increase fundings, scholarships for every program, specially interdisciplinary (that comes directly under SGS without any base funding), Eliminate or reduce special fee

modernizing uni, focusing on human rights, prioritizing student services

Providing relevant, real-life learning opportunities for students. Right now, only 20% of learning opps include experiential or publicly engaged opportunities.

Amalgamation / merger of non-departmentalized Faculties and Schools into 2 or 3 faculties headed by Deans, with existing units as Schools under them headed by Principals or Directors (Education, Business, Social Work as the Faculty of Applied Human Sciences; Pharmacy, HKR, and Nursing as the Faculty of Allied Medical Sciences [rather than merging them with Medicine]; merge Grenfell Fine Arts and Music into a single cross-campus Faculty with 2 Schools) to reduce admin overhead, the number of Deans, and rationalize academic administration. Articulating the difference between a school and a University - as a learning and scholarly community where teaching is informed and shaped by innovative research. Articulate to the Province and the public what the needs of a university are - which include faculty retention, much like the retention of doctors and other medical staff. Leading the way with better coordination of instruction and courses outside of academic units, etc. Why are we offering strange courses for professionals in some places without coordinated approaches to learning across the board? It seems messy. Clear and obvious spaces and places for all major academic units - HSS lives in the rafters in Arts Admin and Education, and in the Old Science building. Queen's College is falling down. Decrepit buildings are not appropriate learning spaces. Rein in CITL - it thinks it needs to do everything, and is getting in the way sometimes. Articulating the university as something more than just oceans related research and teaching. Listening to faculty members and leading in collegial governance of the University. Empower senate to act more decisively, and make sure faculty feel like they can invest - emotionally - in the University. Put faculty above admin and staff in central units who ignore their needs, and see them as 'come from aways', not paying attention to the wealth of experience they have from outside of the NL bubble.

Ensuring enforcement of policies/procedures and properly training individuals for the work they are conducting to ensure a safe, violence and harassment free work/study space. Proper management of budgets and assurance that all are receiving the same quality of education/same resources (some departments/faculties are favoured - this is well known).

Leading decision makers to focus on strategic goals and modernizing operational processes to shift resources from inefficient administrative activities to academic focused support in order to achieve the strategic goals of an academic institution.

To improve the image of the university; to really add value to the province; to be more transparent; to facilitate the teaching and research activity of members of the university; to engage in more productive relations with the government; to be devoted to the university; to deliver on TRC and EDI-AR in a real and meaningful way that benefits the university community and the wider community

Eliminating waste while improving quality of education

Q5 - 4. What do you see as the most important experience, knowledge, skills, abilities and other qualities of the next Provost and Vice President (Academic)?

4. What do you see as the most important experience, knowledge, skills, abilities and other qualities of the next Provost and Vice President (Academic)?

Relationship-building given major ruptures between MUN leadership and the broader MUN community (financial report findings, passing tuition hikes during a global pandemic, etc), long-term thinking and prioritization

The capacity to build actual relationships--not glad-handing when it's convenient. Yes there are skills specifically related to running a huge piece of the university, but you also need true people skills, some humility, and to desire to lead by example.

A proven ability to scan and assess the environment they work within. Experience in leadership across large, diverse regions. A proven record of providing diversity, equity, and inclusion as foundational aspects of their areas of oversight. Proven collaborations with Indigenous communities. Knowledge, understanding, and actionable leadership to support safe workplaces. Transparency and a clear ethical record. An understanding of the distinct cultural and physical regions within the province.

In the first place, the candidate should have significant accomplishments in research and experience in teaching. Secondly, a successful record of academic administration.

Understanding of NL, desire to make MUN succeed, willingness to work with gov

Senior administrative experience; business acumen; a principled listener, uniter, consensus-seeker and problem-solver who isn't afraid to do the right thing, admit mistakes, and to make difficult decisions; someone who understands that - despite the complaints of those who fear disruption to their comfortable way of life - making sound business decisions is necessary for Memorial to repair its relationship with the province and to become relevant and effective in the future. The VPA has to be able to make important decisions...not everything can be subject to the whims of a collection of ASMs who do not have Memorial's best interests in mind.

Getting things done even at the cost of walking paperwork around the campus and up on the hill.

Definitely someone from outside who has a respectable academic record

Senior leadership experience, knowledge of working with unions (Faculty, staff), deep knowledge of recruitment and retention, strategic focus and alignment, strong communication, and direct decision-making ability.

Communication and listening skills, good decision maker

A eloquent, thoughtful speaker when addressing the public, media, students or senate and the board. (Dr. Lokash has been terrific in this capacity.) Any provost needs to respect both student demands and admin demands of the role. It takes a specific skillset and combination of compassion and competence to straddle this role, the way Dr. Lokash has been doing so well.

understanding of NL and the unique concerns of Memorial, a proven record of fighting for better academic environment and support for faculty and related staff , someone who is committed to the position and not going to move on in a year or two

Ability to see the value of current employees

creative thinking in order to solve our budget issues

In this case it has to be stabilizing funding - once that is in place we can explore other avenues

Team building, decisiveness, ability to listen to all opinions, synthesize that information and communicate decisions. Ability to rally all members of the institution to look beyond their own campus, embrace "Team Memorial".

Experience with various financial models and re-structuring of the units within the university environment. The Provost should be the CEO of the university.

I really hope to see someone with some technological competence. They don't need to code, but they need to have an understanding of the systems that underpin everything here and how these could be used better. Someone who is curious about how things work at Memorial and then goes to work from that perspective would be great. An academic, obviously.

Leadership is first and foremost and second would be respect and understanding of the administrative functions of the university with a willingness to break down the silos and work together. Third is communication and openness.

Ability to engage with complexity; having a vision; experienced in participatory processes and policy consultation practices; responsive to communication from all community members; enabling people to work together rather than creating fissures and silos; valuing teach/learning as much as researching/producing; not afraid to be experimental, accept unsolicited proposals and offers of help, run pilot projects, and consult with the communities outside of Memorial

A respected scholar with strong leadership Young and dynamic that connect well with people Global experience to bring a fresh perspective Committed to making changes Science or Engineering background Committed to provide better learning experiences to our students A scholar with strong leadership

A real ability to create and maintain teams (skills, not lip service)

negotiation, creativity

The ability to listen and communicate is #1. Well-intentioned is #2 - all too often, senior administrators want these jobs to put a feather in their cap so they can go on to become President at a university. The future provost must have a connection to Newfoundland, want to stay here, want to see MUN thrive, and do everything in their power to boost morale and make MUN the best it can be.

Someone who understands the core mission of a university. Someone who isn't part of the "administrator class" floating between institution to institutions and their next gig. Someone who understands the culture and history of the province and its people. Someone willing to tell other administrators that are unfocused what our core mission is. Someone who will be taken seriously by the province and not "just another one of them eggheads from MUN". Someone who probably has a financial or STEM background as they seem to be more rational and respected by political folks these days, and that's needed for fiscal reasons.

Involvement with community in a good way, ability to work well across departments, able to bring people together to work as a team, leadership, communications

International academic experience. Academic management experience

Having successfully led at a high functioning university

Attunement to the unique qualities of Memorial and its relationship to the province and region. Responsive, rather than demonstrative leadership. Vigorous defense of the role and place of the university in public life and the values of higher education and scholarship. Commitment to equity.

Leadership skills that prioritize communication, listening, and hands-on engagement with ALL aspects of the university. I personally would love to see someone with a Humanities background who understands the importance and role of university culture - on campus, locally, provincially, nationally, and globally - and its direct impact on the university's social, economic, and political responsibilities. I would also love to see someone who has a progressive (meaning engaged and innovative) and committed vision to the role of education in society. I think this has been waning here - and across universities - in favour of business-minded, dollar-first policies and decisions. We are an important part of the economy, but we are university first. I think when we keep our priorities on education and our mission, we will foster innovation, become a desirable place for individuals to work, and create the environment that allows for economic growth and support. We have to have the foundations for this firmly established and I would like to see our administrative leaders address this and engage genuinely with re-centring education at Memorial.

Good communicator with the public, staff, and students; knowledgeable about academics as it pertains to student work; dedicated to improving rather than maintaining the status quo

Existing institutional knowledge would be a huge advantage; failing that, a willingness to spend time learning and listening is essential. The last thing we need is a careerist administrator coming in hot with big plans and ideas that may or may not serve Memorial and our province. That said, experience in a similar role would be a huge asset - we need someone with deep experience and a bit of a playbook in terms of how to think about and act on complex issues and challenges. I don't think someone with potential but little experience is what our institution needs right now. Essential qualities include being collaborative, a good communicator (including listening), ability to persuade but also open to being persuaded (i.e. not stuck on an agenda), ability to lead change and all that change entails. Integrity, transparency, and a view of leadership as service are essential in my opinion. We also need someone with the will, empathy, imagination, and intellect to understand the complex needs of diverse academic programs.

building team/community

strong knowledge of and experience with Memorial; understanding of Memorial's culture; in-depth experience and insights from both academic and non-academic roles; community building; having the trust and respect of diverse communities inside and outside Memorial

extensive background in teaching and research; someone who recognizes that the university is not a business, but a public institution that benefits society. Critically, they recognize that the university cannot be run like a business, and they need to challenge people that claim otherwise.

1. An actual commitment to this province. MUNL has a leadership crisis with far too many interim positions. Whoever is hired in this position should be willing to actually do the job and remain for the duration of the term. I would also add that there needs to be far more racial and gender diversity in this institution, especially within leadership. Equity within MUNL's hiring practices is a must.

A deep commitment to the long-term health of the institution and the boldness that will be required to make substantive changes

Leadership within academia, excellence in research and teaching, a track record of working well with faculty in different disciplines, a willingness to move to and remain in St John's.

Understand ground level issues of students while navigating life alone in new country (financial constraints)

Ethical, thoughtful decision maker, knowledgeable about social issues as they are approached and understood post-covid, has scope of work and experience beyond academia

Confident, creative leadership. Speaking truth to power. Taking smart risks for big rewards.

Strong leadership and organizational skills, someone who has been a Dean or VP of a large departmentalized academic unit or smaller institution. Someone with who can rein in the admin mess. which listens and assesses what's needed. A clear vision for a comprehensive medical university with diverse academic disciplines.

Someone who knows how to lead and how to utilize others strengths towards a common goal. Someone who is empathetic and genuinely cares about those at the university. Someone who is safety/procedurally focused and can tighten the free reign that many believe they have (and do have because they are protected).

The next Provost should understand the Memorial Culture and history, this is unique and navigating this environment is challenging. A quality that is necessary is demonstrated leadership in change management. Energy will be required as significant changes need to occur in the next 5 years if the university endeavors to pursue opportunities. The next Provost should not be a Fairweather leader, rather someone who as the motivation to take on the challenge.

common sense; trustworthiness; openness; receptive to criticism; able to deal with conflict; numeracy; not too distanced from teaching (an administrator who actually has taught recently and understands the challenges and needs); good communicator (less politician-like); belief in NL and belief in MUN; understanding of and connection to the community (university, area and province); open to change; not too fixated on names/credentials - more on substance!; needs understanding of next generation of learners and ASMs; open to succession planning; ability to change and drive real transformation where necessary; treats university and public money as if its their own (i.e. makes responsible financial decisions that pass the smell test - not putting money into vanity projects or hires)

Experience in a similar role, open-mindedness and curiosity, humility, willingness to hear different perspectives

ha;a;edslf;eslfca;lfhd;slfaihd;lfhasl;dfhdl;asfjlsefjad;lah;deiah;ldfa;ldha;lehd;laHS;DLFAHDF;LHA;LDFHALDHF;LA
SDHF;LADHSFL;ADHS;FLASDHF;LADSHF;LADSH;LADH;LDH;LADSHF;LADSHF;LDAEH;LADH;LADSHF;LAD
HFL;ADSHF;ALDSHF;ALDSHF;LADSF;ALDSHF;ALDSHF;LASDEF;LADH;LAEH;ALEH;LOHD;LSFHA;LDSOHF;
AOSDHF;OSDAHF;ODS;HOH;LFADSH;ALSDHIF;ALDSHF;ALDSHF;LASD

Q7 - If you have additional comments to share, please do so here:

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MUN is the only university that made education accessible to me. It truly changed my life, and talking to other students, this is the for a lot of students here. I don't want to see MUN become another closed door where an education means a lifetime of debt. I realize a lot of my comments have been about financial factors, but those are honestly the biggest barrier to academic success facing students right now, and MUN has been moving in a dangerous direction of continuing to squeeze students for more money in times of extreme instability, and we feel the effects of those decisions in the classroom.

We do not need another corporate CEO or career bureaucrat.

While the primary focus of the VPA has to be academics, they are a leader of the institution and a powerful voice so they must be aware of these issues as well. Must understand the role of the other portfolios, and be able to have an informed voice in the discussions. The current "students-first/only" focus is reactionary and myopic, and many research-active ASMs are frustrated and looking to other institutions for better environments to work in as a result. Similarly, heeding the call of many ASMs to slash administrative staff leads to that workload falling back onto the same ASMs, who then decry the lack of support they receive and the increased wait times for administrative tasks to be completed. SMART decisions are required, not eg. 3% budget cuts across the board. They have to be leaders in helping everyone at the institution through the current cost of living crisis...cuts to the Leadership salary scale while increasing workload and cutting salaries/staff have destroyed morale. Without research you lose most of the institution's PIs, nearly all grad students, and the cutting-edge equipment and facilities that the institution loves to advertise to attract people and funding...loss of these things leads to erosion of student enrolment.

The stature of MUN MUST be upgraded and improved

The next provost should be Jennifer Lokash. She has demonstrates the correct balance of compassion and competence required for the job. The role places the provost as an intermediary between student concerns and admin demands of the role, and requires someone both students and the admin can believe in, and Dr. Lokash is perfect in this position. To displace her for ANOTHER new head figure at Memorial would serve little purpose and exasperate the notion of instability at the helms of the university

MUN needs someone with a backbone that will make the changes that need to be made

Morale is at an all time low - given that funding is getting cut further I cannot see this improving

It would be good to have one that would stick around

This must be an open search. If someone really wants this job, they MUST be willing to state this publicly. MUN does not need a potential provost that is not dedicated to this institution and not willing to scream from the rooftops that they genuinely WANT this job. If the search committee cannot find someone willing to do this, MUN has much larger problems. DO NOT HIRE Odgers Berndtson! Their track record is horrible and gave us a president that was forced to resign and a VPA that left after 6 months - stop making this same mistake. This search can be done internally with competent HR staff

We need to make sure that people of the province see and value us, that we are looked as their university, not a bunch of people that look down on them and think they are "colonizers". This message is constantly being sent and needs to stop and that can start by hiring someone who respects the people and the place. If not, we are doomed fiscally and will be without public support.

The Provost is a hard job, for sure. I think it has been a bit shadowy in the past, even for employees, but due to the leadership chaos at Memorial it has been thrust into a more visible role. It should maintain that visibility while also attending to the important internal work of building a forward-looking, responsive and collegial university community.

Here's a revised version with corrected grammar and sentence structure: "This university is recognized as one of the best and top-ranking institutions in Canada, offering high-standard education, excellent research facilities, and a distinguished faculty. However, within a span of a few months, I have noticed a significant increase in program fees. For prospective students considering admission, the fluctuating fees make financial planning challenging, especially for new international students. From researching the fees to applying, the costs can change unexpectedly, making it difficult to manage finances effectively.

Would like to see someone come in ready to make big changes that are thoughtful and evidence based

We are never going to be the "best" generic Canadian university: let's take advantage of our unique circumstances and strive to be different: more relevant, more engaged, more creative.

Hire someone who is not afraid to modernize the administrative processes and backend of this institution.

There should be obligation of upper academic administrators, Provost included, to have to teach each year (or every second year) to they actually experience our student body, our classrooms, our challenges. And so that students actually know that the administrators are real.

Q6 - 5. If you wish to share suggestions of potential candidates (either internal or external to Memorial University) for the committee to consider, please share your suggestion(s) below.

5. If you wish to share suggestions of potential candidates (either internal or external to Memorial University) for the committee to consider, please share your suggestion(s) below.

Not an internal candidate. Work hard to assess the ability and eagerness to learn about our province instead of promoting from within.

s. 40 (1)

We have gone too long with interim and acting appointments from within, and there is far too much inertia to change and clinging to the old ways of doing things. I don't often think that external candidates are necessarily better, but given the state of most of our leadership over the past 4-5 years I definitely feel that new perspectives are required. Whomever the candidate, they need support to make changes. Unfortunately this is where Memorial is perhaps the weakest, as any threats to the status quo are aggressively opposed by those who contribute the least and serve to lose the most from changes to their comfortable situation.

s. 40 (1)

[REDACTED] s. 40 (1)

Someone who won't cave to the internal politics and willing to break down the silos in all departments

consider leadership from within MUN, since no one knows our challenges better than we do

[REDACTED] s. 40 (1)

Please no one internal, this university promotes too many people in house who have no business being in leadership positions

s. 40 (1)

[REDACTED] I would prefer a qualified internal candidate, but someone from outside with the right profile and with a demonstrated commitment to Memorial as an institution and community might be a fit.

[REDACTED] s. 40 (1)

None

[REDACTED] s. 40 (1)

I recommend [REDACTED] for the next Provost.