

# Agenda

- Introduction
- Case Study: [REDACTED]
- Experience
- Openness and Transparency
- Consultation Methodology
- Commitment to EDIA
- Rigour in our Academic Search Process
- Supporting the onboarding process
- Proactive National & International Outreach
- Cost and Efficiencies

s. 29 (1) (a), s. 39



ROYER THOMPSON

# Introduction

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Royer Thompson is a Canadian executive advisory firm focused on capturing the full potential of people in pursuit of leadership and organizational excellence



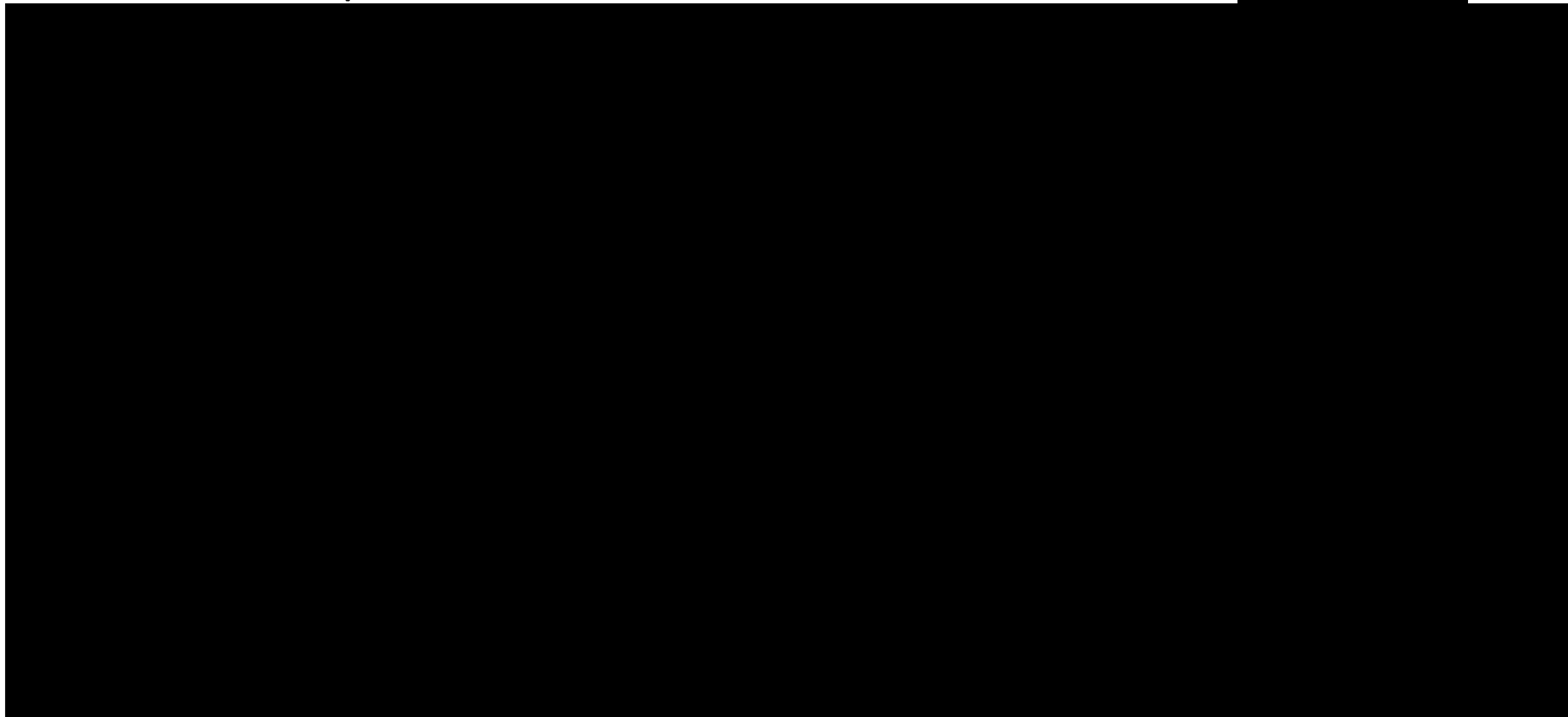
Transparency with search committees is fundamental to our success

# Case Study- Presidential Recruitment



s. 29 (1) (a), s. 39

# Case Study Presidential Recruitment – [REDACTED]



s. 29 (1) (a), s. 39

6 | Royer Thompson

# Case Study Presidential Recruitment – [REDACTED]

[REDACTED]

[REDACTED]

s. 39

# Case Study Presidential Recruitment –



s. 29 (1) (a), s. 39



Government Information Act  
Access to Information Act  
Freedom of Information Act

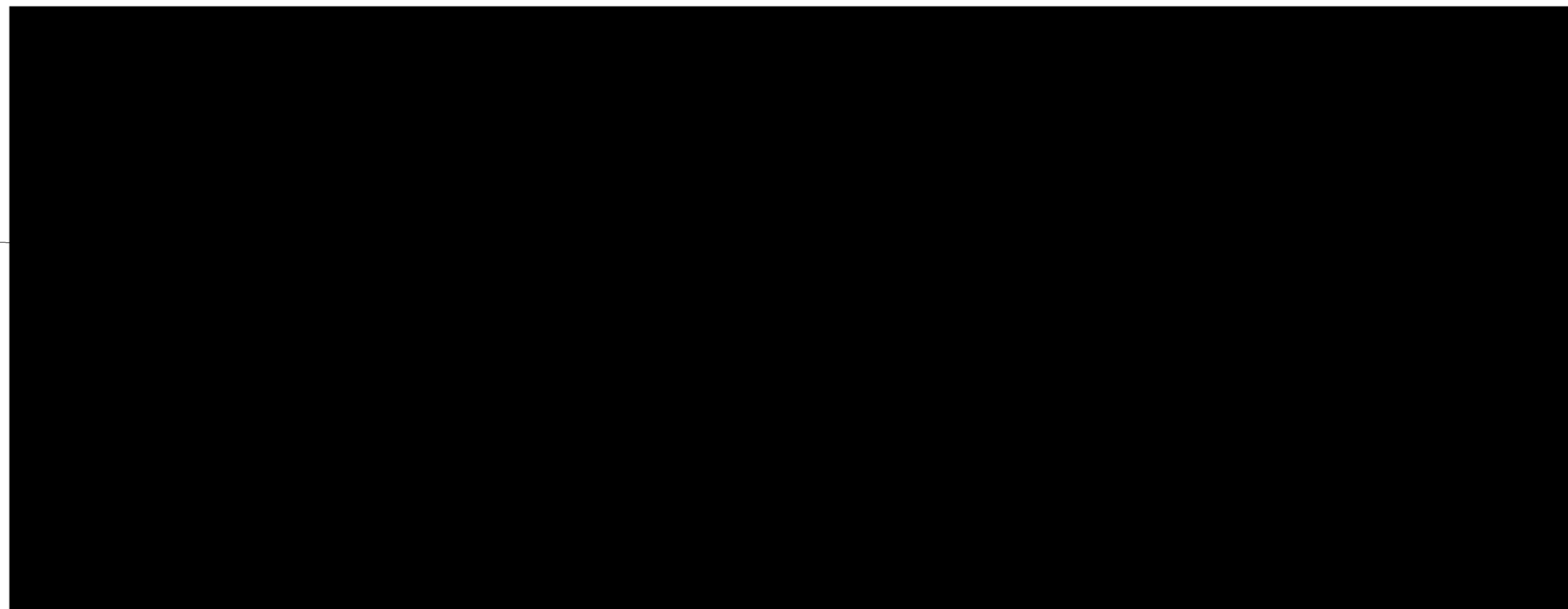
s. 40 (1)

Case Study Presidential  
Recruitment –

s. 29 (1) (a), s. 39

# Experience

25 years of experience



s. 29 (1) (a)

## Search Team

- Kim West: President / Search Lead
- Amy Reid: Partner, Vice President Executive Recruitment / Search Advisor
- Sarah Crown: VP, Talent & Culture Advisory / Assessment Lead
- Dr. Dominique Roche: Search Consultant
- Jenna Gromack: Search Associate
- Edgarson Moxey: Executive Recruitment Coordinator

# Openness and Transparency



Lack of rigour, lack of consultation, lack of information, and lack of transparency by many search firms are destabilizing Canadian universities

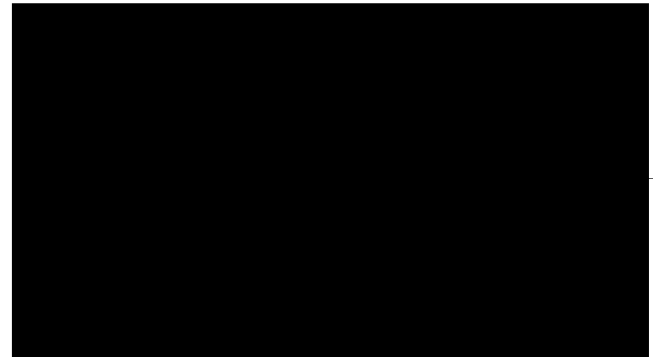


Executive recruitment firms, particularly those supporting universities with senior administrative and academic searches, must be held to account and do better

# Openness and Transparency



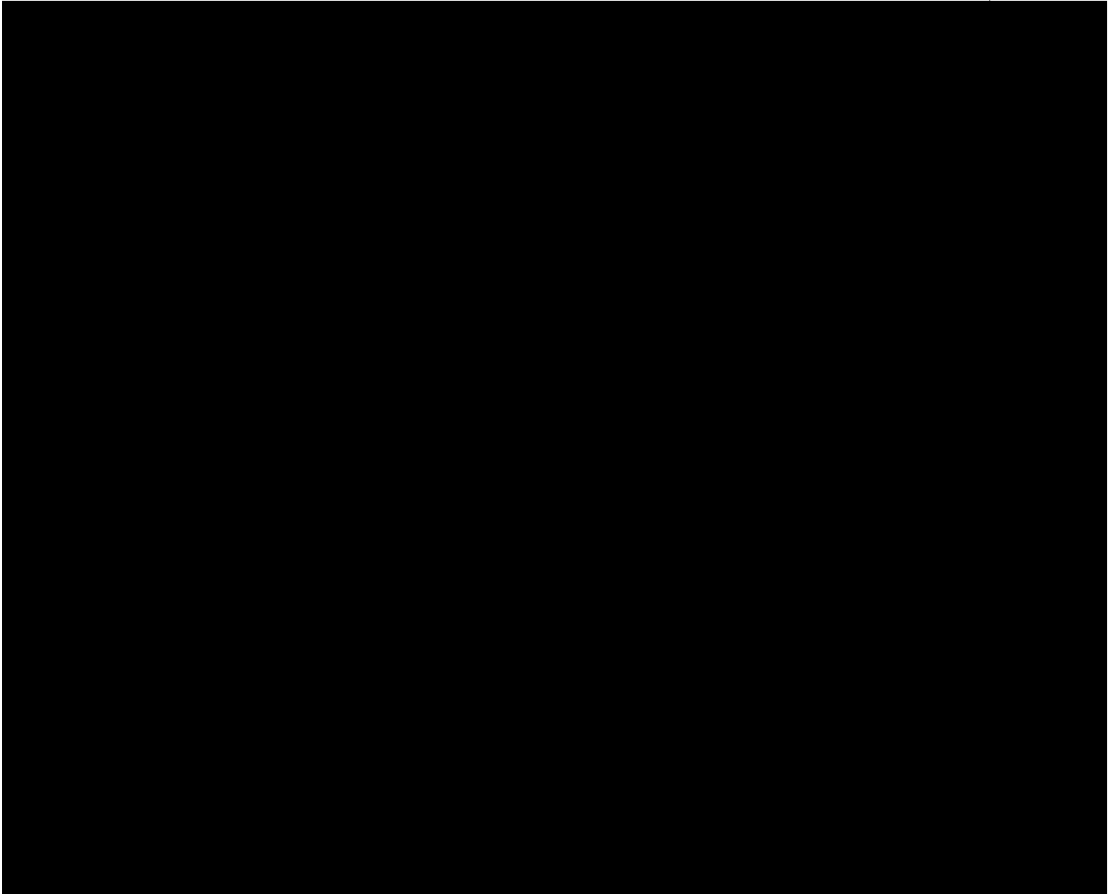
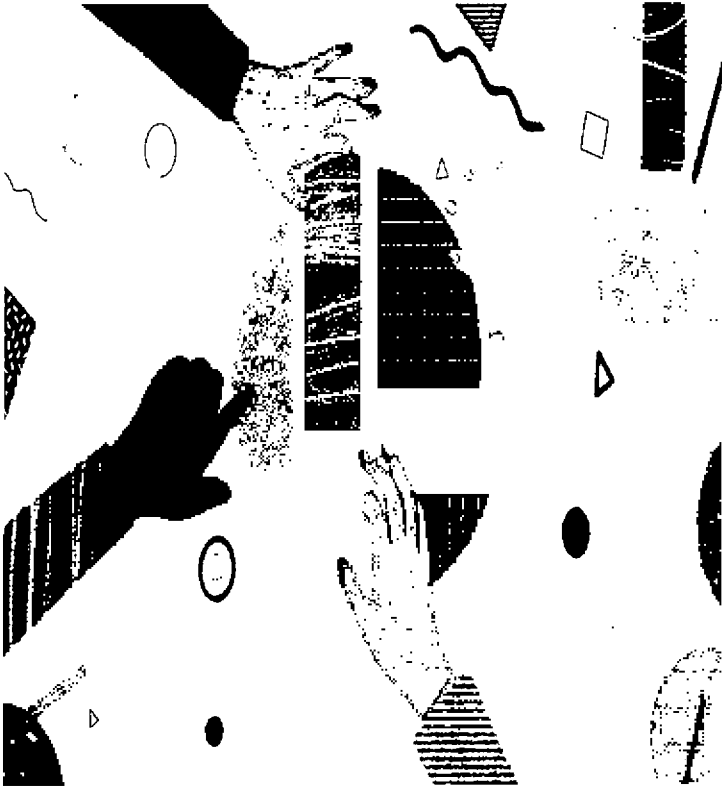
# Confidentiality with Transparency



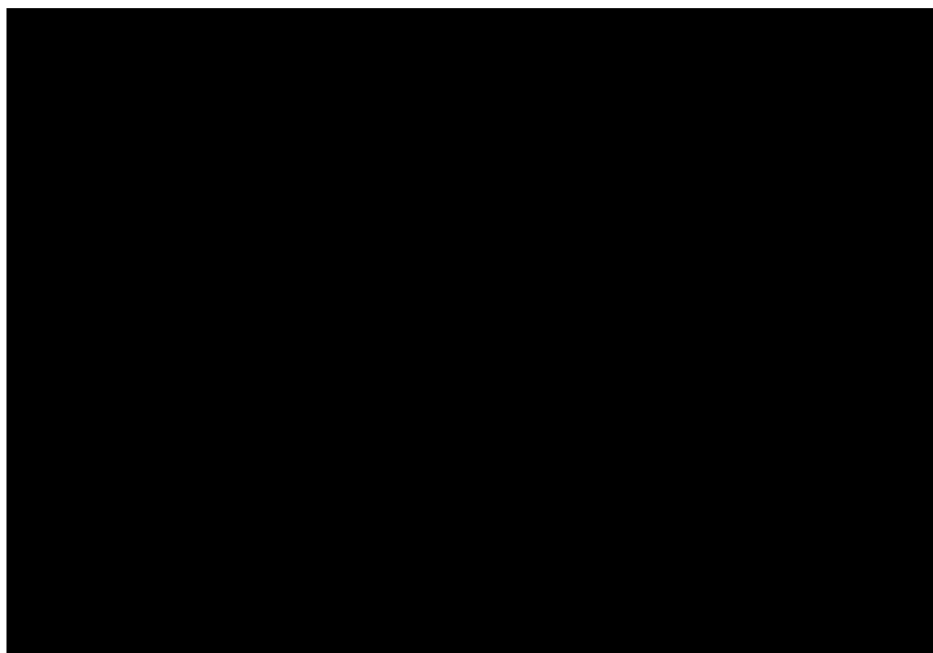
s. 29 (1) (a)

# Consultation Methodology

s. 39



# Consultation Methodology



s. 39

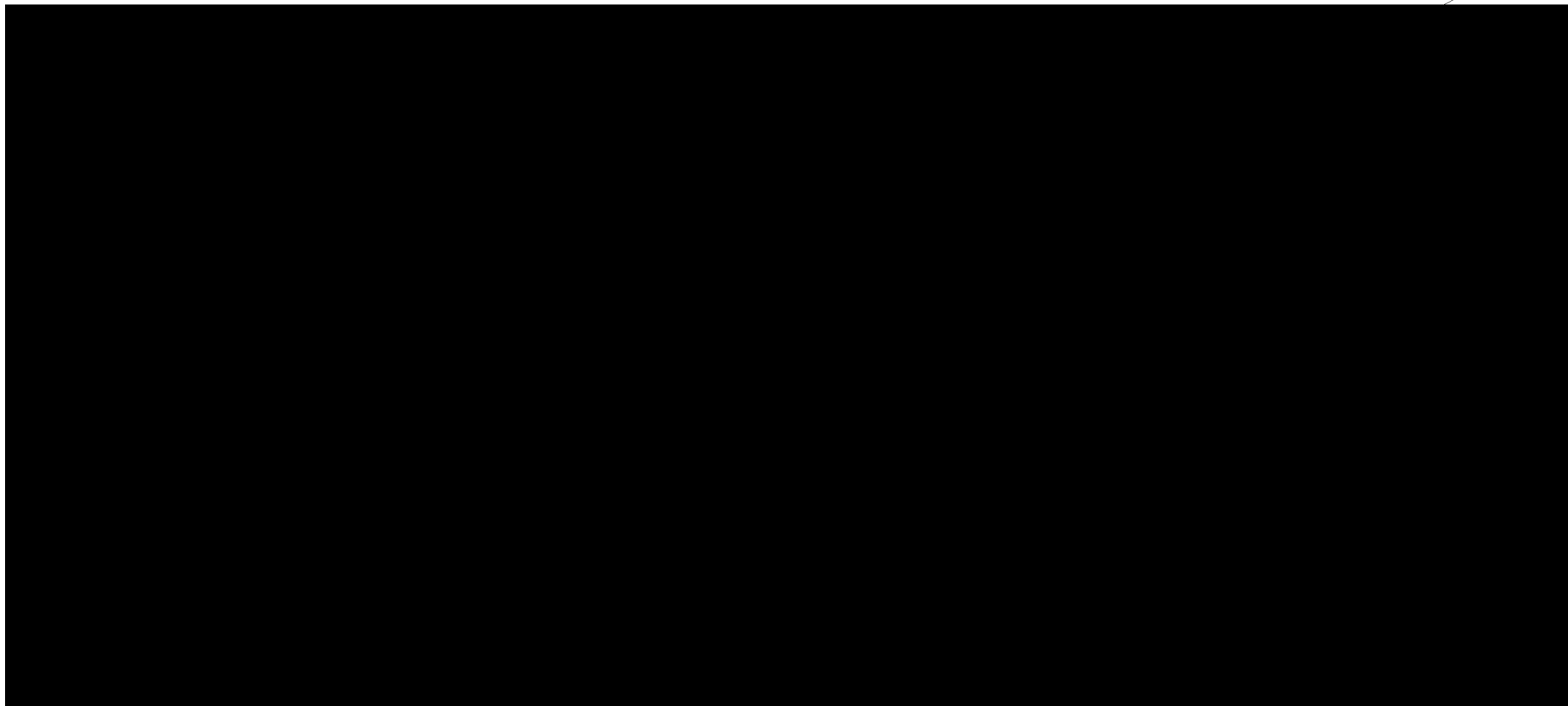
# Consultation Methodology

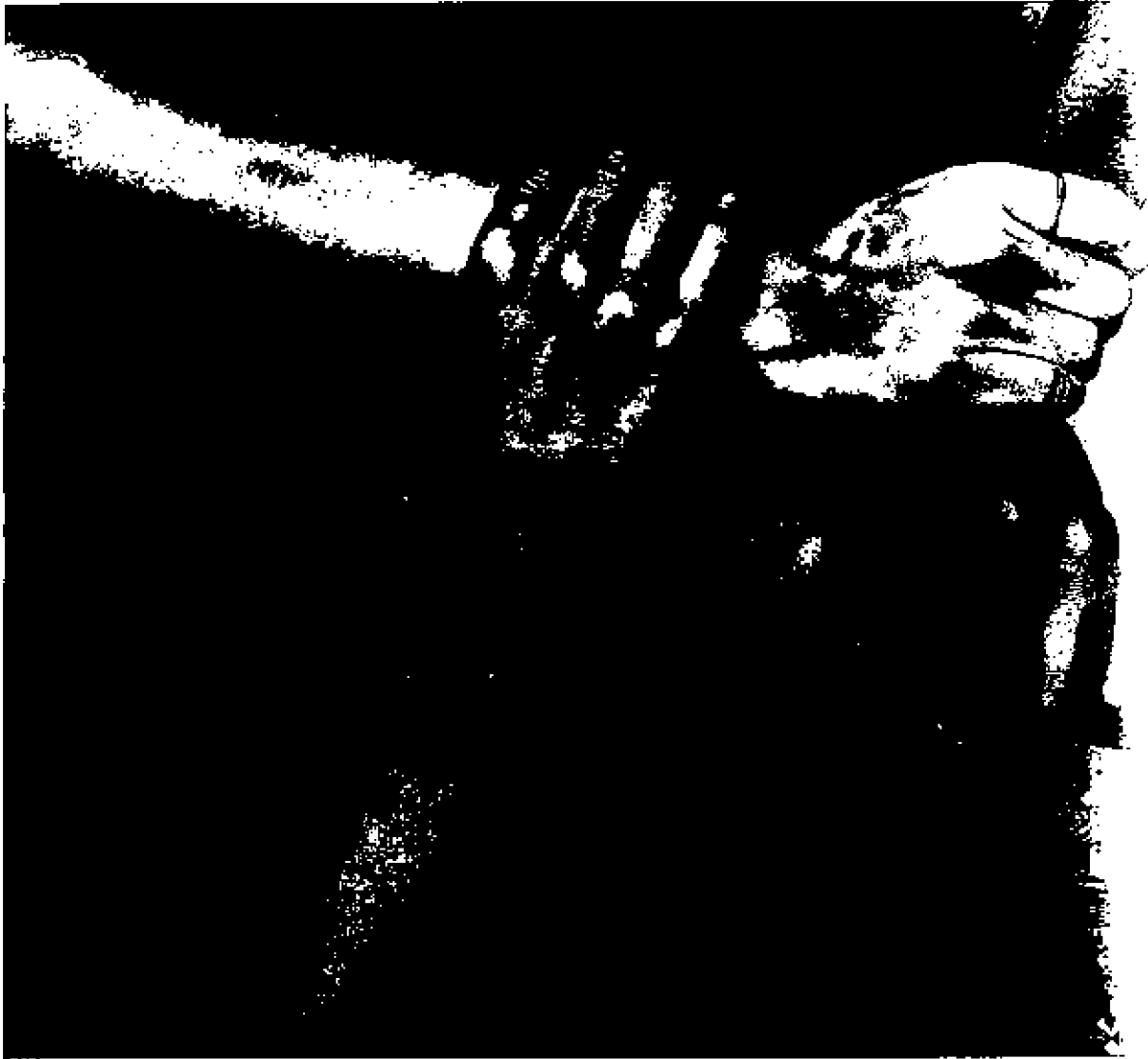
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17

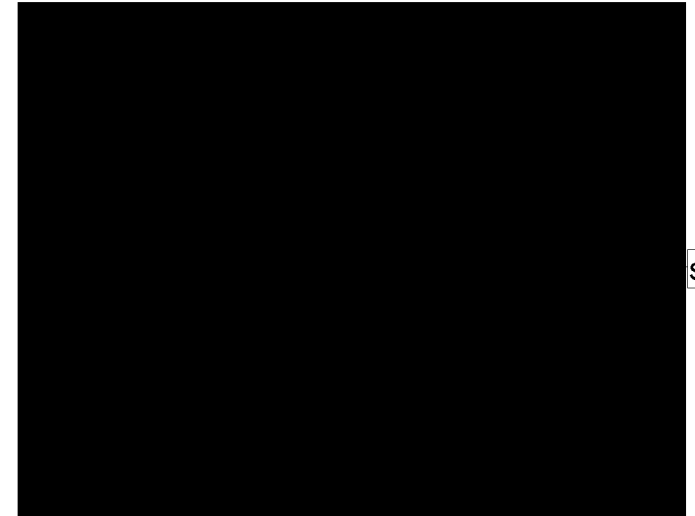
s. 39

s. 39



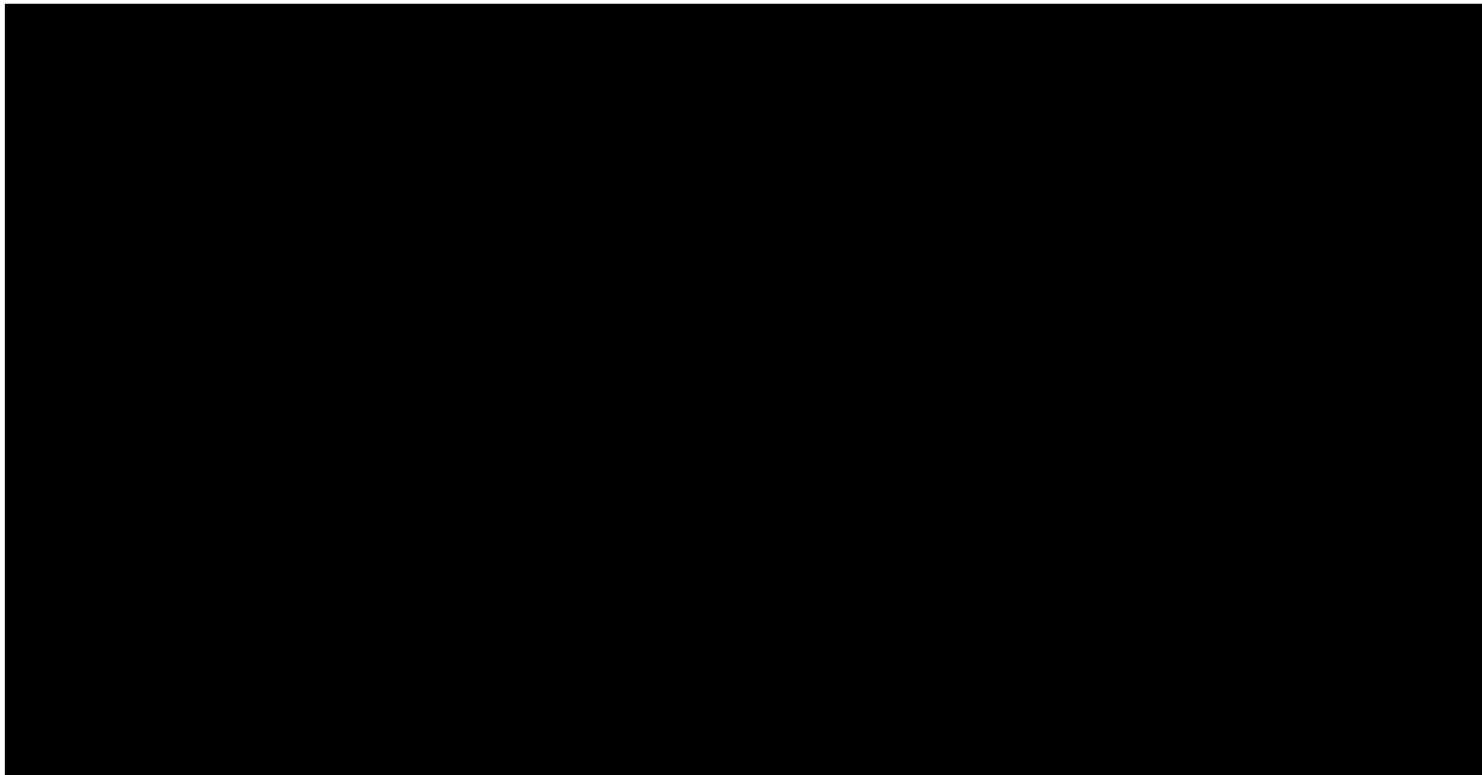


## Commitment to Diversity, Equity, Inclusion, and Accessibility



s. 29 (1) (a)

# Rigour in our Executive Search Process

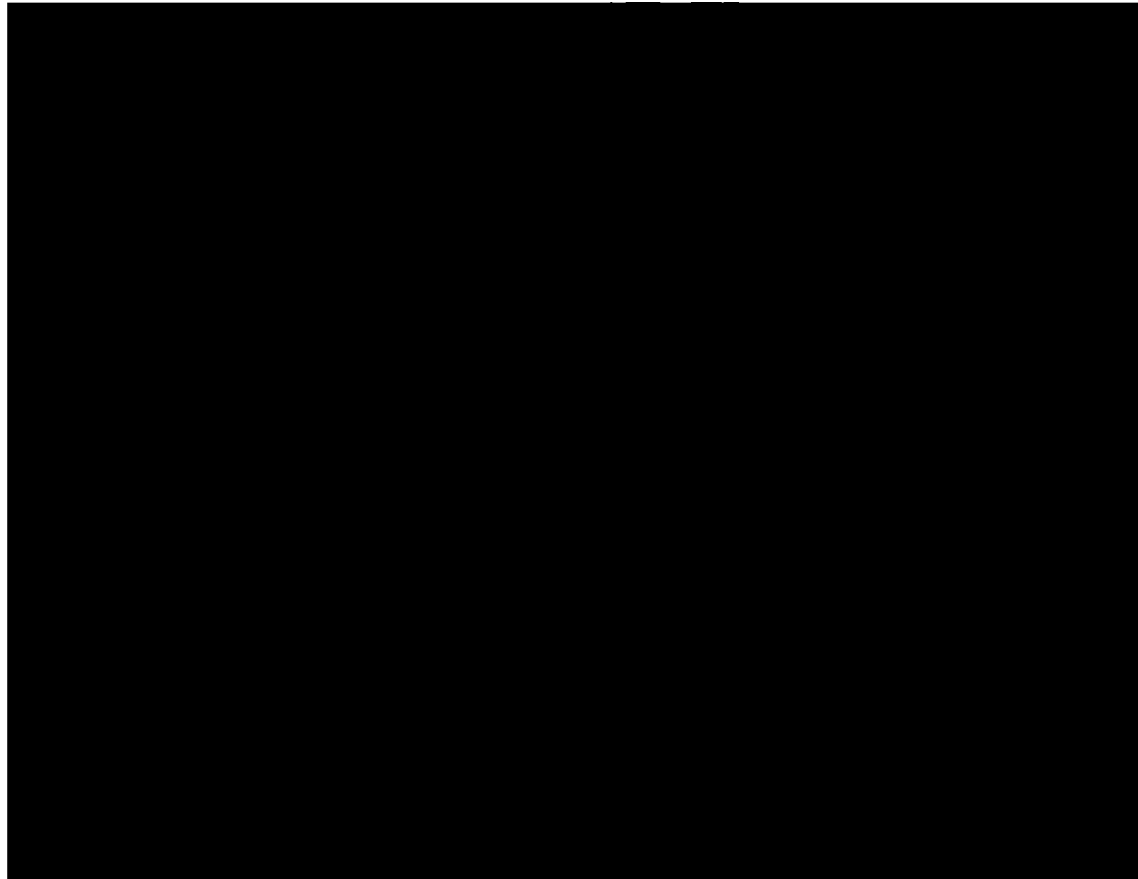


s. 39



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# Assessing for Candidate Alignment

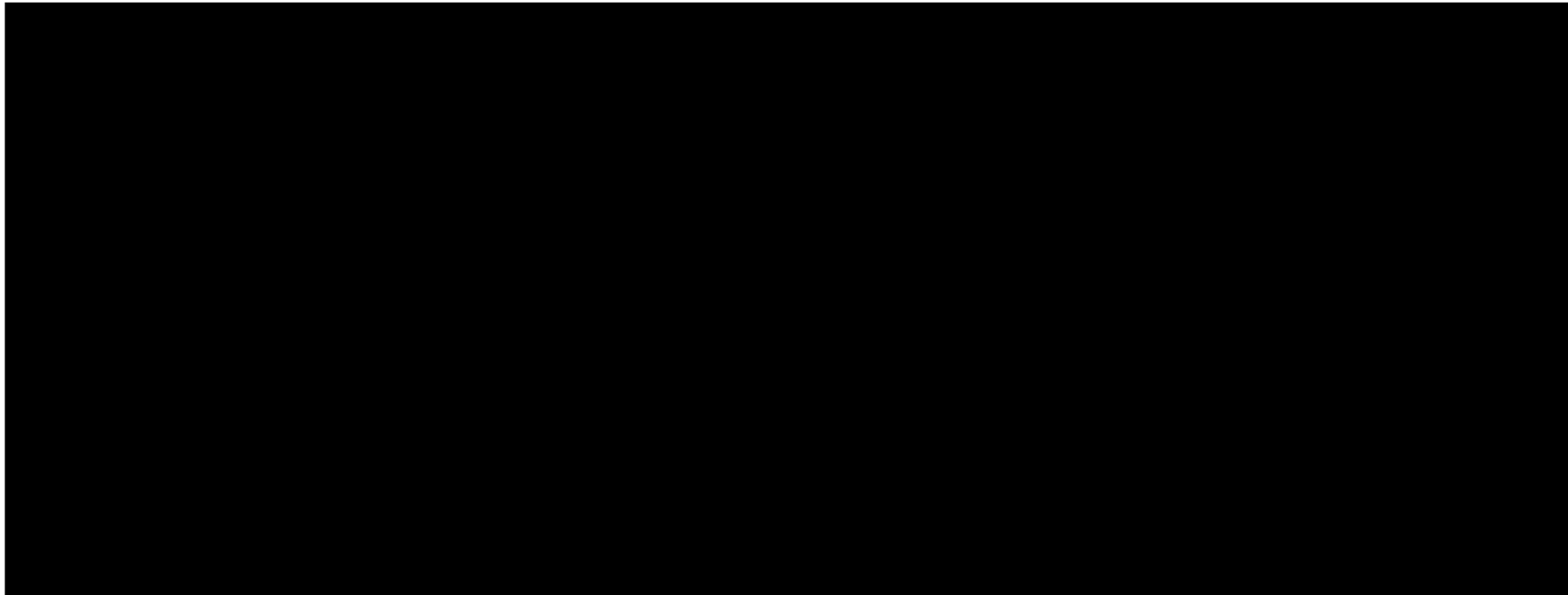


s. 39



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# Supporting the Onboarding Process

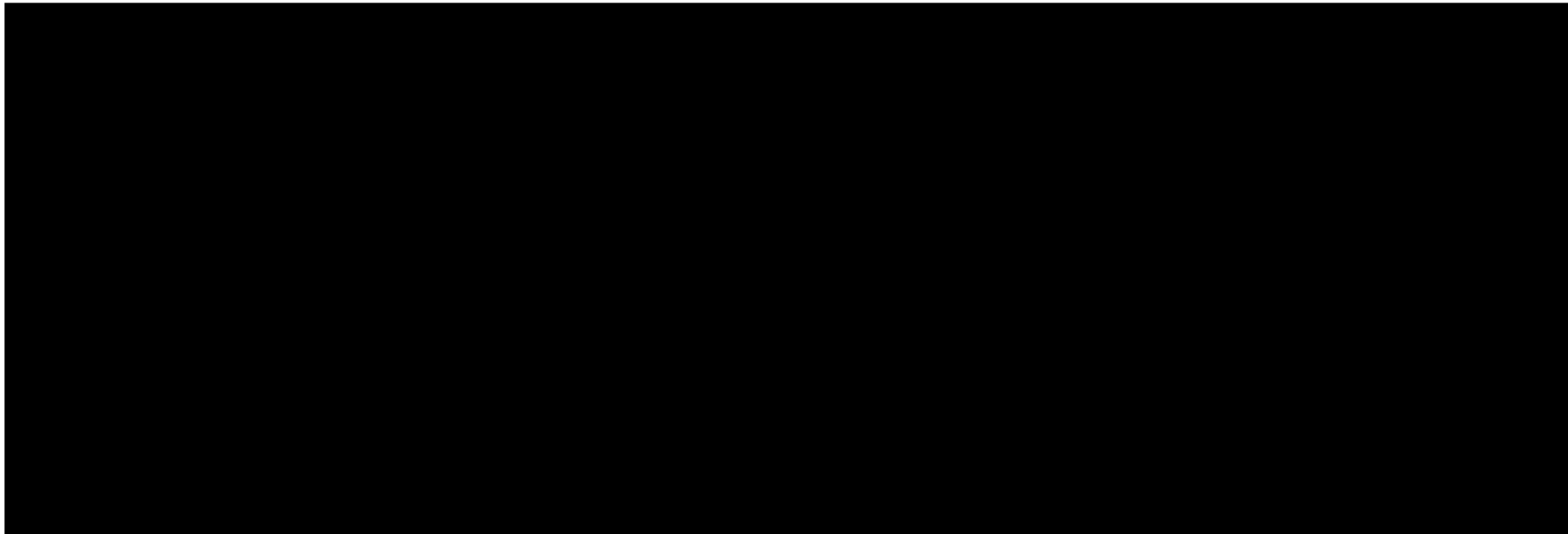


s. 39



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# National & International Search Capabilities

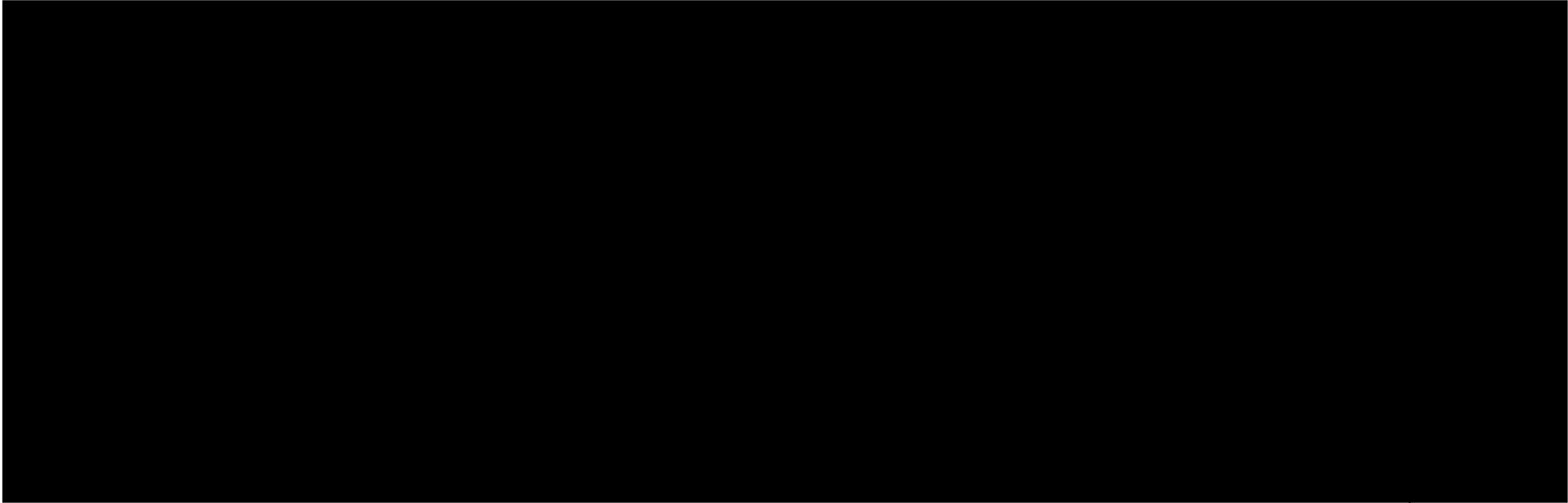


s. 29 (1) (a)



# Sample Advertising & Social Media Engagement

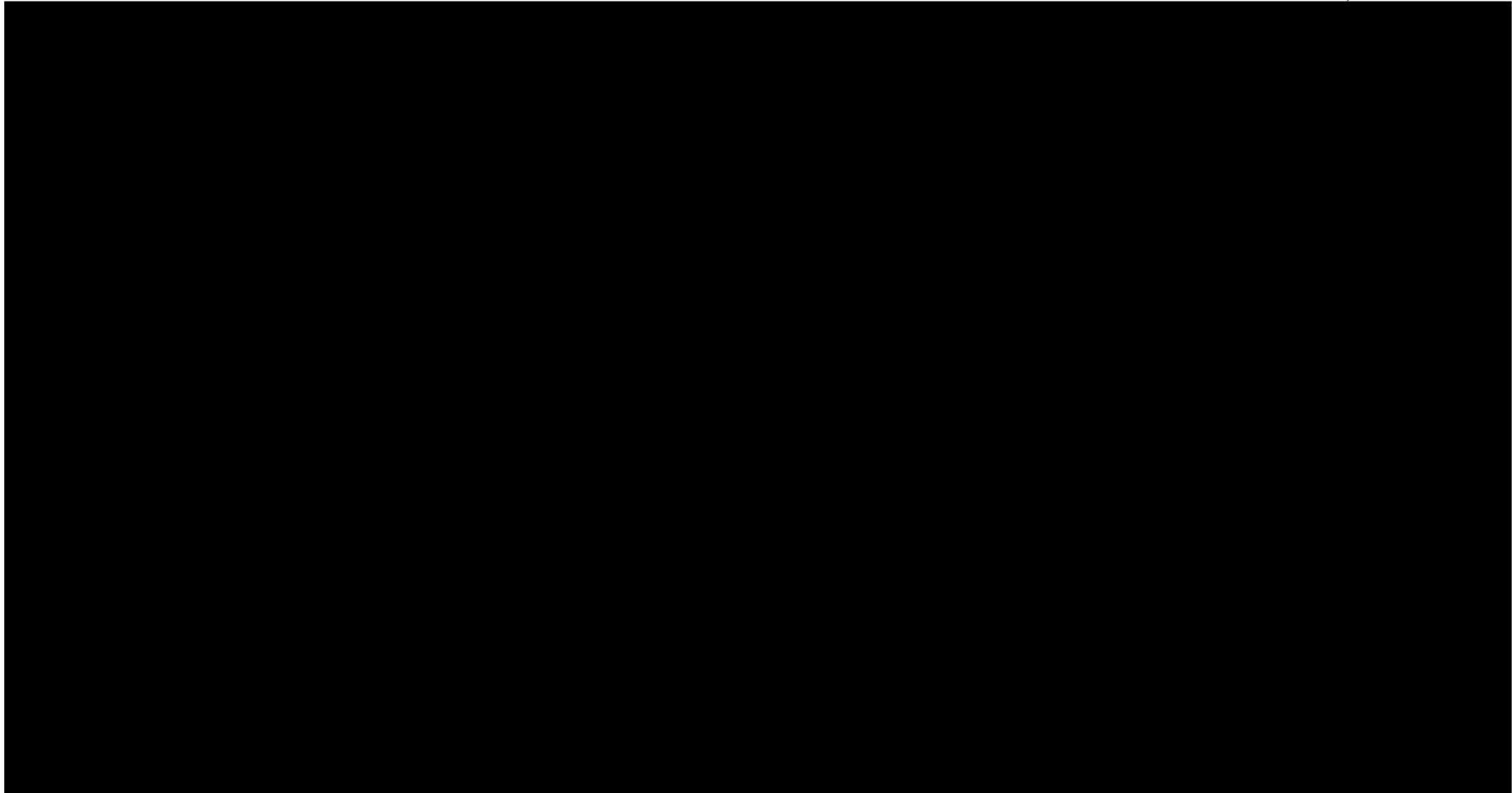
Advertising Platform



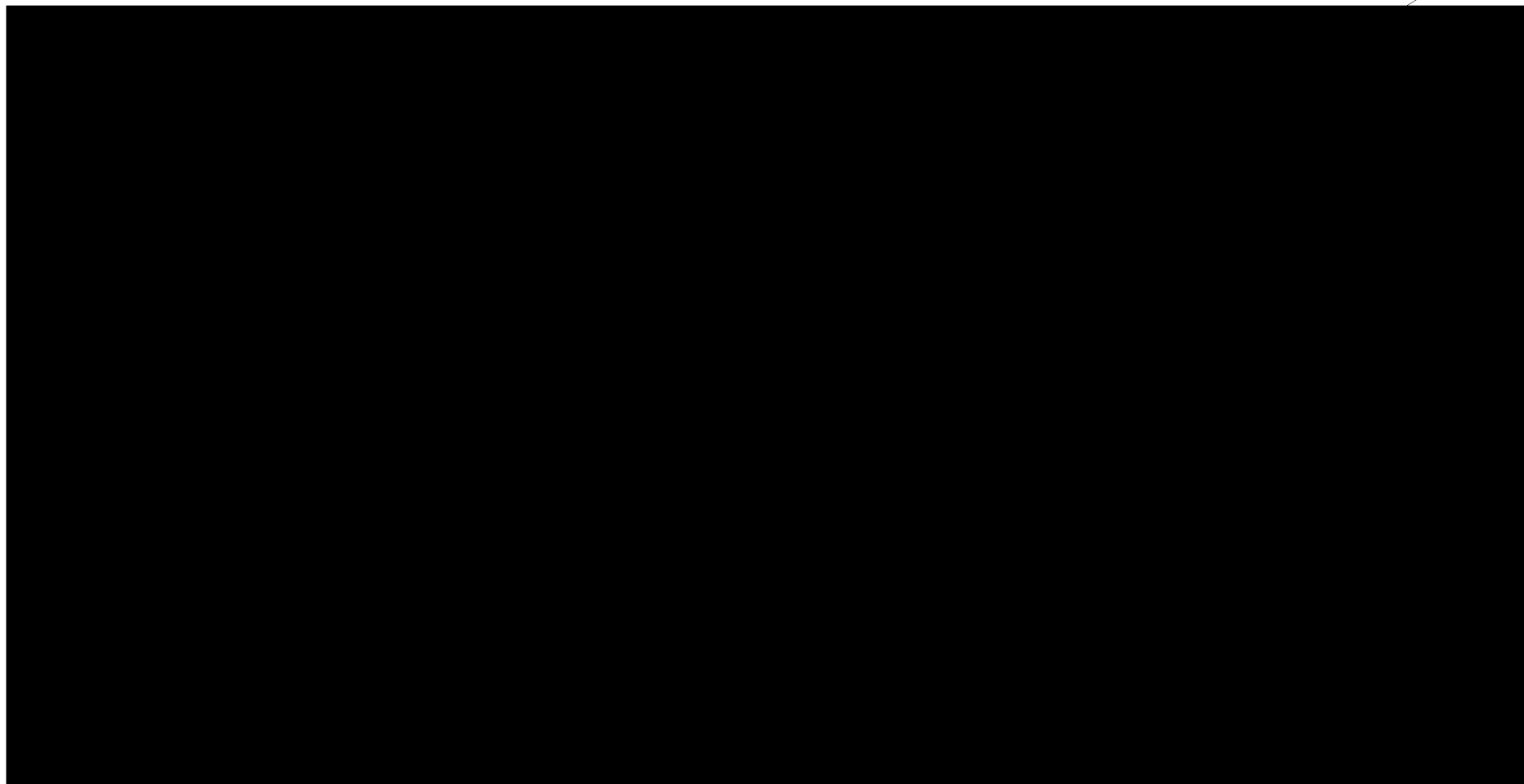
s. 29 (1) (a)

# Fixed Costs

s. 39



s. 39



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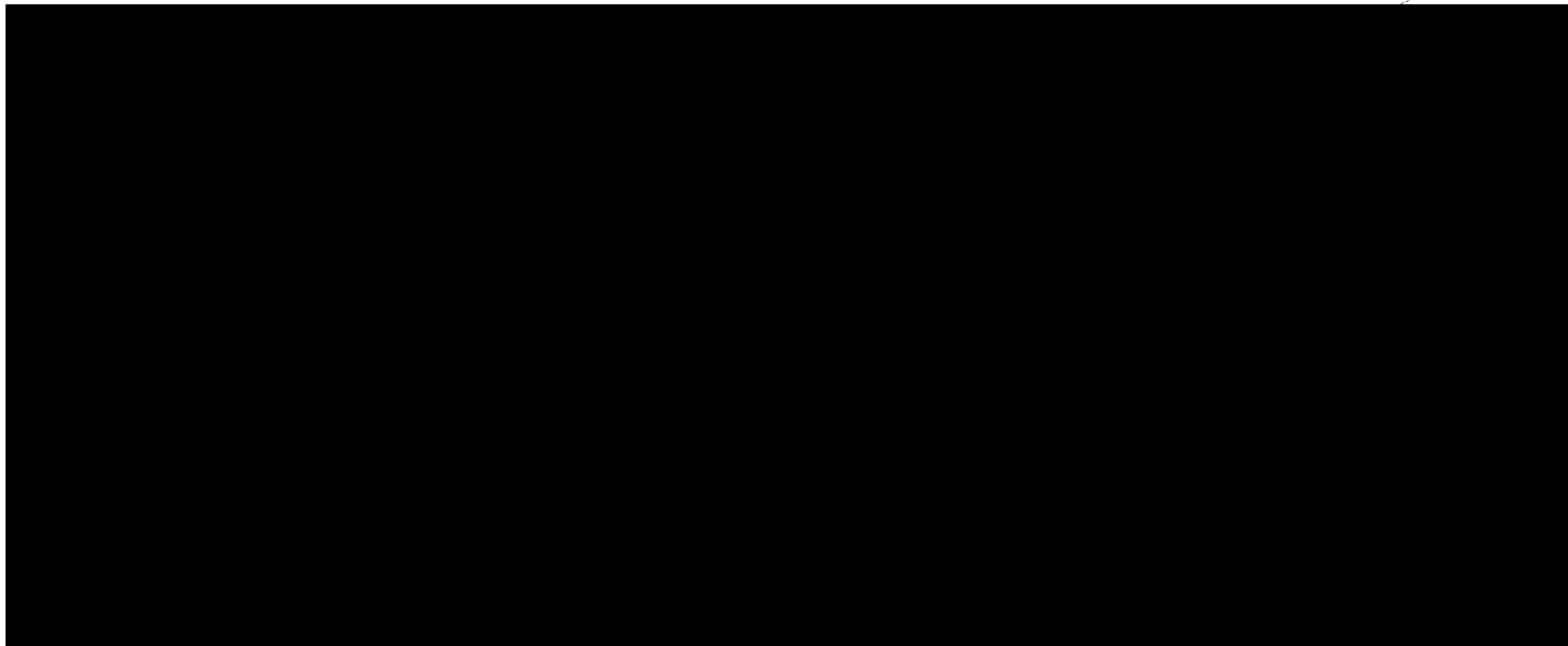


# QUESTIONS



# Milestones

s. 39



ROYER THOMPSON

**Dawe, Emily Abigail**

**From:** Piercey, Deanne  
**Sent:** Friday, June 14, 2024 2:25 PM  
**To:** Cyr Couturier; Collins, Victoria; Gibson, Alex  
**Cc:** McDougall, Greg; Scott, Tina (Regents); Field, Keith Eric; Chief Risk Officer; Russell, Lisa  
**Subject:** IMPORTANT: FOLLOW UP QUESTIONS  
**Attachments:** Follow up questions.docx

**Importance:** High

Hi,

Please review the attached document for proposed questions. [Redacted]

[Redacted] s. 29 (1) (a)

Thanks  
Deanne

Deanne Piercey, B.COMM, SCMP, SPF  
Associate Director – Strategic Procurement  
Department of Finance & Administrative Services  
Memorial University of Newfoundland  
310 Elizabeth Avenue  
St. John's, NL  
A1C 5S7  
709-864-7593  
[Redacted] s. 40 (1)  
[Redacted] [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

**From:** Cyr Couturier <Cyr.Couturier@mi.mun.ca>  
**Sent:** Friday, June 14, 2024 1:47 PM  
**To:** Collins, Victoria <vcollins@mun.ca>; Gibson, Alex [Redacted] s. 40 (1)  
**Cc:** McDougall, Greg <gmcdougall@mun.ca>; Piercey, Deanne <deanne.piercey@mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>; Field, Keith Eric <w94kef@mun.ca>; Chief Risk Officer <cro@mun.ca>; Russell, Lisa <lisar@mun.ca>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>  
**Subject:** RE: RFP Follow up

[Redacted] s. 29 (1) (a)

Hope all is well.

[Redacted] s. 29 (1) (a)

Cheers,

Cyr

**Cyr Couturier**  
Marine Biologist & Aquaculture Scientist

Chair MSc Sustainable Aquaculture Program  
School of Fisheries  
Marine Institute of Memorial University  
T 1-709-778-0609  
M [REDACTED] s. 40 (1)  
E [cyr@mi.mun.ca](mailto:cyr@mi.mun.ca)  
W [mi.mun.ca](http://mi.mun.ca)  
Twitter: @aquacanada

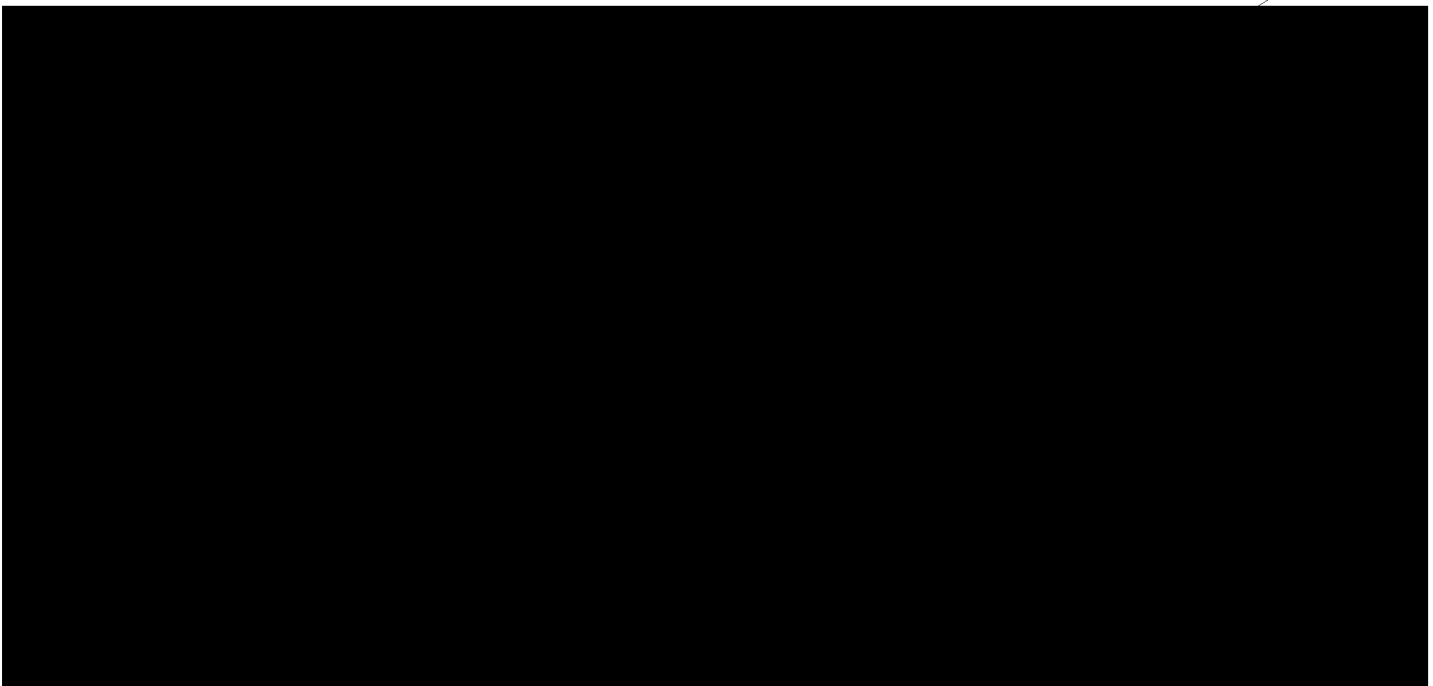


s. 40 (1)

*We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*

**From:** Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>  
**Sent:** Thursday, June 13, 2024 9:54 AM  
**To:** Collins, Victoria <[vcollins@mun.ca](mailto:vcollins@mun.ca)>; Gibson, Alex <[Alex.Gibson@pennecon.com](mailto:Alex.Gibson@pennecon.com)>  
**Cc:** Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>; McDougall, Greg <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>; Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Field, Keith Eric <[w94kef@mun.ca](mailto:w94kef@mun.ca)>; Chief Risk Officer <[cro@mun.ca](mailto:cro@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Subject:** RE: RFP Follow up

s. 29 (1) (a)



s. 29 (1) (a)

[Redacted]

[Redacted]

I have nothing further to add.

s. 29 (1) (a)

cheers,

[Redacted]

s. 40 (1)

Cyr

Cyr Couturier  
Marine Biologist and Aquaculture Scientist  
School of Fisheries  
Marine Institute of Memorial University  
Tel: 1-709-778 0609  
Cel: [Redacted] s. 40 (1)  
Email: [cyr.couturier@mi.mun.ca](mailto:cyr.couturier@mi.mun.ca)  
Twitter: @aquacanada

----- Original message -----

From: "Collins, Victoria" <[vcollins@mun.ca](mailto:vcollins@mun.ca)>

Date: 2024-06-13 7:18 a.m. (GMT-05:00)

To: "Gibson, Alex" [Redacted] s. 40 (1)

Cc: "McDougall, Greg" <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>, Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>, "Piercey, Deanne" <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>, "Scott, Tina (Regents)" <[tinas@mun.ca](mailto:tinas@mun.ca)>, "Field, Keith Eric" <[w94kef@mun.ca](mailto:w94kef@mun.ca)>, Chief Risk Officer <[cro@mun.ca](mailto:cro@mun.ca)>, "Russell, Lisa" <[lisar@mun.ca](mailto:lisar@mun.ca)>

Subject: Re: RFP Follow up

s. 29 (1) (a)

Folks — After further consideration, [Redacted]

Vicki  
Victoria Collins  
Special Advisor,  
Office of the Board of Regents  
Memorial University  
[www.mun.ca](http://www.mun.ca)

s. 40 (1)

On Jun 13, 2024, at 8:04 AM, Gibson, Alex <[Redacted]> wrote:

Morning All,

I know we spoke on the questions below from Vicki on our call [REDACTED] s. 29 (1) (a)

[REDACTED]

Best,

s. 29 (1) (a)

Alex

**Alex Gibson**

Human Resources Advisor s. 40 (1)

Direct [REDACTED] Office: 709-782-3404

Email [REDACTED] | Web: [www.pennecon.com](http://www.pennecon.com)



**From:** Collins, Victoria <[vcollins@mun.ca](mailto:vcollins@mun.ca)>

**Sent:** Wednesday, June 12, 2024 5:22 PM

**To:** McDougall, Greg <[gmcdougall@mun.ca](mailto:gmcdougall@mun.ca)>; Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>; Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>; Gibson, Alex [REDACTED]; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Field, Keith Eric <[w94kef@mun.ca](mailto:w94kef@mun.ca)>

**Cc:** Chief Risk Officer <[cro@mun.ca](mailto:cro@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>

s. 40 (1)

**Subject:** RE: RFP Follow up

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Folks – Here are my suggested questions:

s. 29 (1) (a)

[REDACTED]

Vicki

VICTORIA COLLINS (she/her)  
Special Advisor, Office of the Board of Regents

Memorial University  
709 864-8408  
[www.mun.ca](http://www.mun.ca)

**From:** McDougall, Greg <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>  
**Sent:** Wednesday, June 12, 2024 2:01 PM  
**To:** Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>; Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>; Collins, Victoria <[vcollins@mun.ca](mailto:vcollins@mun.ca)>; Gibson, Alex <[REDACTED]>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Field, Keith Eric <[w94kef@mun.ca](mailto:w94kef@mun.ca)>  
**Cc:** Chief Risk Officer <[cro@mun.ca](mailto:cro@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Subject:** Re: RFP Follow up

s. 40 (1)

Hello all,  
Thanks Cyr.  
This is just a reminder to get the questions in by end of day tomorrow.

Greg

Greg McDougall  
Chief Risk Officer  
Office of the Chief Risk Officer  
Memorial University of Newfoundland  
FM 1020, 14 Phelan Road  
St. John's, Newfoundland | A1C 5S7  
Cell: [REDACTED]  
Email: [gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)

s. 40 (1)

*We acknowledge that the lands on which Memorial University's campuses are situated in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*

**From:** Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>  
**Date:** Wednesday, June 12, 2024 at 7:46 AM  
**To:** "Piercey, Deanne" <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>, "Collins, Victoria" <[vcollins@mun.ca](mailto:vcollins@mun.ca)>, "Gibson, Alex" <[REDACTED]>, "McDougall, Greg" <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>, "Scott, Tina (Regents)" <[tinas@mun.ca](mailto:tinas@mun.ca)>, "Field, Keith Eric" <[w94kef@mun.ca](mailto:w94kef@mun.ca)>  
**Cc:** Chief Risk Officer <[cro@mun.ca](mailto:cro@mun.ca)>, "Russell, Lisa" <[lisar@mun.ca](mailto:lisar@mun.ca)>, Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>  
**Subject:** RE: RFP Follow up

s. 40 (1)

Thank you.

[REDACTED]

s. 29 (1) (a)

Best wishes,

Cyr

**Cyr Couturier**

Marine Biologist & Aquaculture Scientist  
Chair MSc Sustainable Aquaculture Program  
School of Fisheries  
Marine Institute of Memorial University  
T 1 709 778 0609  
M [redacted] s. 40 (1)  
E [cyr@mi.mun.ca](mailto:cyr@mi.mun.ca)  
W [mi.mun.ca](http://mi.mun.ca)  
Twitter: @aquacanada



s. 40 (1)

*We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*

**From:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>  
**Sent:** Monday, June 10, 2024 1:28 PM  
**To:** Collins, Victoria <[vcollins@mun.ca](mailto:vcollins@mun.ca)>; Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>; Gibson, Alex <[redacted]>; McDougall, Greg <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Field, Keith Eric <[w94kef@mun.ca](mailto:w94kef@mun.ca)>  
**Cc:** Chief Risk Officer <[cro@mun.ca](mailto:cro@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Subject:** RE: RFP Follow up

s. 40 (1)

Hi,

Here are the presentations for the 3 vendors.

Deanne

Deanne Piercey, B.COMM, SCMP, SPF  
Associate Director – Strategic Procurement  
Department of Finance & Administrative Services  
Memorial University of Newfoundland  
310 Elizabeth Avenue  
St. John's, NL  
A1C 5S7  
709-864-7593

s. 40 (1)

[redacted] [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

Original Appointment

**From:** Piercey, Deanne

**Sent:** Thursday, June 6, 2024 12:30 PM

**To:** Piercey, Deanne; Collins, Victoria; Cyr Couturier; Gibson, Alex; McDougall, Greg; Scott, Tina (Regents); Field, Keith Eric

**Cc:** Chief Risk Officer; Russell, Lisa

**Subject:** RFP Follow up

**When:** Monday, June 10, 2024 1:00 PM-2:00 PM (UTC-03:30) Newfoundland.

**Where:** Microsoft Teams Meeting

Changing back original time.

Deanne

---

## Microsoft Teams [Need help?](#)

### Join the meeting now

Meeting ID: [REDACTED] [s. 31 \(1\) \(l\)](#)

Passcode [REDACTED] [s. 31 \(1\) \(l\)](#)

For organizers: [Meeting options](#)

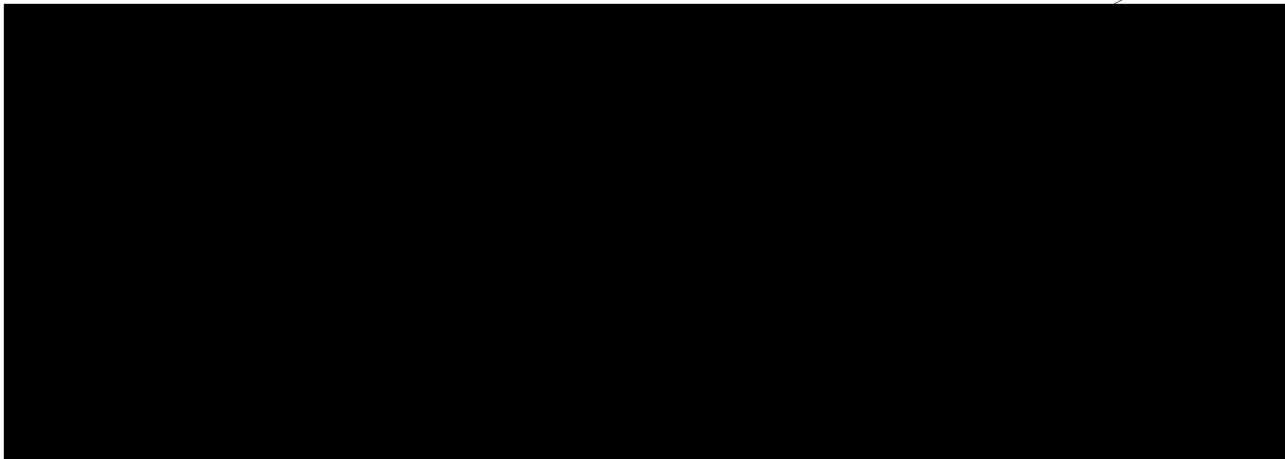
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**External Sender:** Use **caution** when clicking links, opening attachments, or responding.

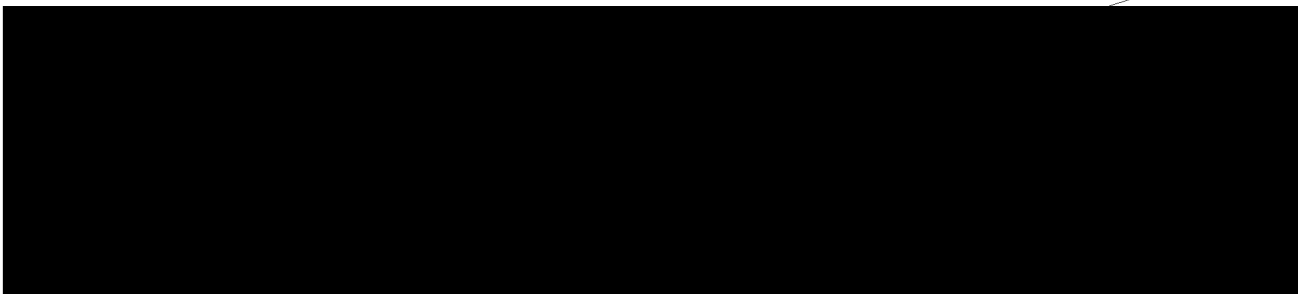
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**External Sender:** Use **caution** when clicking links, opening attachments, or responding.

s. 29 (1) (a)



s. 29 (1) (a)



**Dawe, Emily Abigail**

**From:** Collins, Victoria  
**Sent:** Friday, June 14, 2024 2:59 PM  
**To:** Piercey, Deanne  
**Cc:** Cyr Couturier; Gibson, Alex; McDougall, Greg; Scott, Tina (Regents); Field, Keith Eric; Chief Risk Officer; Russell, Lisa  
**Subject:** Re: IMPORTANT: FOLLOW UP QUESTIONS  
**Attachments:** image001.png; image002.png; image003.jpg; image004.png; Follow up questions.docx

Folks [redacted] s. 29 (1) (a)

V  
Victoria Collins  
Special Advisor,  
Office of the Board of Regents  
Memorial University  
www.mun.ca

On Jun 14, 2024, at 2:24 PM, Piercey, Deanne <deanne.piercey@mun.ca> wrote:

Hi,

Please review the attached document for proposed questions. [redacted]

[redacted] s. 29 (1) (a)

Thanks  
Deanne

**Deanne Piercey, B.COMM, SCMP, SPF**  
**Associate Director – Strategic Procurement**  
**Department of Finance & Administrative Services**  
Memorial University of Newfoundland  
310 Elizabeth Avenue  
St. John's, NL  
A1C 5S7  
709-864-7593

s. 40 (1) [redacted] [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

**From:** Cyr Couturier <Cyr.Couturier@mi.mun.ca>  
**Sent:** Friday, June 14, 2024 1:47 PM  
**To:** Collins, Victoria <vcollins@mun.ca>; Gibson, Alex [redacted] s. 40 (1)  
**Cc:** McDougall, Greg <gmcDougall@mun.ca>; Piercey, Deanne <deanne.piercey@mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>; Field, Keith Eric <w94kef@mun.ca>; Chief Risk Officer <cro@mun.ca>; Russell, Lisa <lisar@mun.ca>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>  
**Subject:** RE: RFP Follow up

1 NOTE TO APPLICANT: The remainder of this email thread is previously located in the records.  
IAP Office

**Dawe, Emily Abigail**

---

**From:** Scott, Tina (Regents)  
**Sent:** Wednesday, June 19, 2024 10:15 AM  
**To:** Russell, Lisa  
**Subject:** FW: KBRS Presentation - RFP-015-24 SERVICES OF A SEARCH CONSULTANT FOR A NEW PRESIDENT AND VICE CHANCELLOR  
**Attachments:** RFP 015 24 Responses.pdf

**From:** opencalls <opencalls@mun.ca>  
**Sent:** Tuesday, June 18, 2024 3:40 PM s. 29 (1) (a)  
**To:** Collins, Victoria <vcollins@mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Gibson, Alex <[REDACTED]>; McDougall, Greg <gmcdougall@mun.ca>  
**Cc:** opencalls <opencalls@mun.ca>  
**Subject:** FW: KBRS Presentation - RFP-015-24 SERVICES OF A SEARCH CONSULTANT FOR A NEW PRESIDENT AND VICE CHANCELLOR

Hi,

Please see response to questions sent to KBRS.

Thanks  
 Deanne

Deanne Piercey, B.COMM, SCMP, SPF  
 Associate Director – Strategic Procurement  
 Department of Finance & Administrative Services  
 Memorial University of Newfoundland  
 310 Elizabeth Avenue  
 St. John's, NL  
 A1C 5S7  
 709-864-7593 s. 40 (1)  
 [REDACTED] [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

**From:** Lesley D'Souza <ldsouza@kbrs.ca>  
**Sent:** Tuesday, June 18, 2024 10:08 AM  
**To:** Piercey, Deanne <deanne.piercey@mun.ca>  
**Cc:** opencalls <opencalls@mun.ca>; Jennifer Massey <jmassey@kbrs.ca>  
**Subject:** RE: KBRS Presentation - RFP-015-24 SERVICES OF A SEARCH CONSULTANT FOR A NEW PRESIDENT AND VICE-CHANCELLOR

Hello Deanne,

Thank you for your follow-up. Please find our responses to these questions in the attached document.

Let me know if you have any questions!

Cheers,

Lesley

Book time to meet with me



**Lesley D'Souza, MA**



T.

This e-mail is intended only for the person to whom it is addressed (the "addressee") and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use that a person other than the addressee makes of this communication is prohibited and any reliance or decisions made based on it, are the responsibility of such person. We accept no responsibility for any loss or damages suffered by any person other than the addressee as a result of decisions made or actions taken based on this communication or otherwise. If you received this in error, please contact the sender and destroy all copies of this e-mail.

If you choose to use our services/or submit your personal information then you are providing your consent for our firm to use your personal information to conduct business activities as described in our [Privacy Policy](#) on our website

If you do not wish to receive future contact from KBRS via email, please send your request to [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca) and your request will be honored within 10 days. Thank You.

Your request will be

**From:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>

**Sent:** Friday, June 14, 2024 2:21 PM

**To:** Lesley D'Souza <[ldsouza@kbrs.ca](mailto:ldsouza@kbrs.ca)>; Jennifer Massey <[jmassey@kbrs.ca](mailto:jmassey@kbrs.ca)>

**Cc:** [opencalls@mun.ca](mailto:opencalls@mun.ca)

**Subject:** KBRS Presentation - RFP-015-24 SERVICES OF A SEARCH CONSULTANT FOR A NEW PRESIDENT AND VICE CHANCELLOR

**Importance:** High

[EXTERNAL EMAIL]


Good day,

Kindly see the attached follow up questions from the evaluation committee. Please note, deadline for responses are Tuesday, June 18<sup>th</sup>, 4:00 NDT.

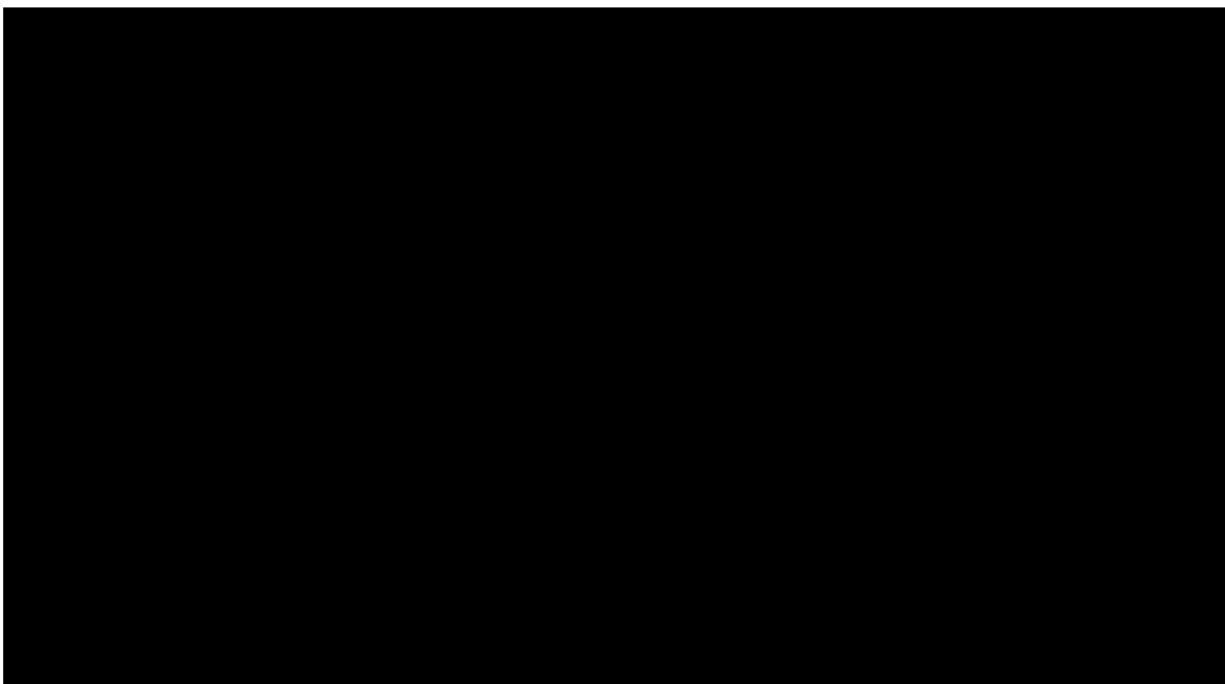
Thanks  
Deanne

Deanne Piercey, B.COMM, SCMP, SPF  
Associate Director – Strategic Procurement  
Department of Finance & Administrative Services  
Memorial University of Newfoundland  
310 Elizabeth Avenue

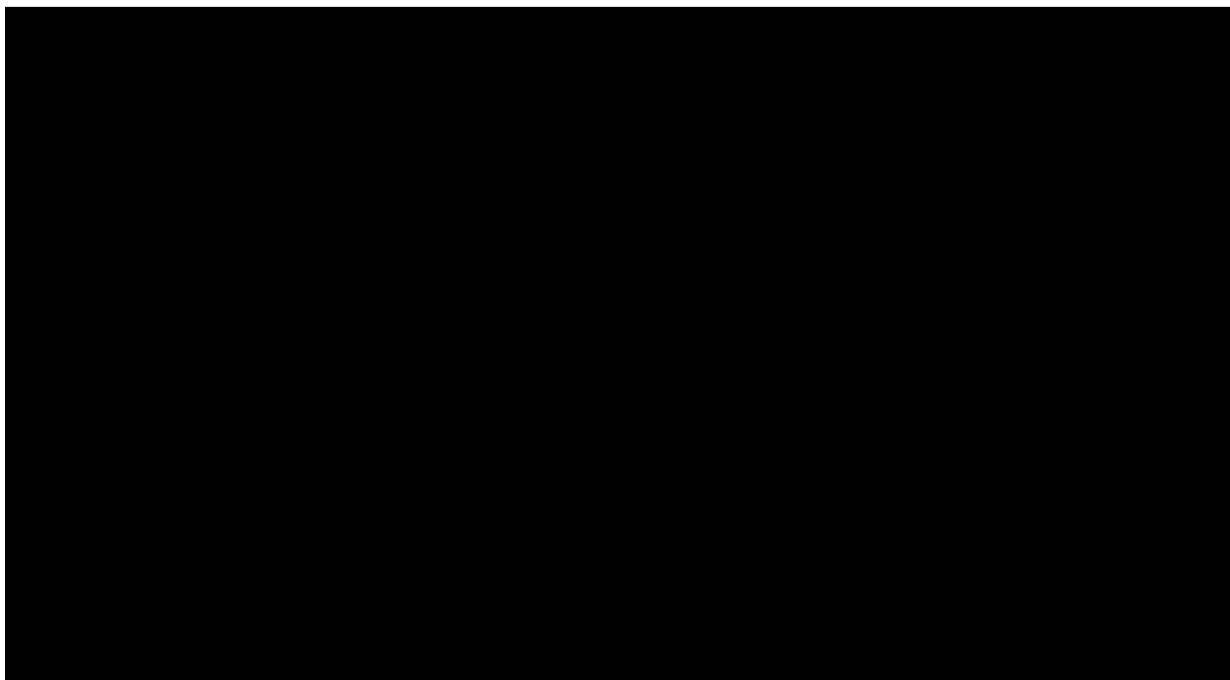
St. John's, NL  
A1C 5S7  
709-864-7593

 [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

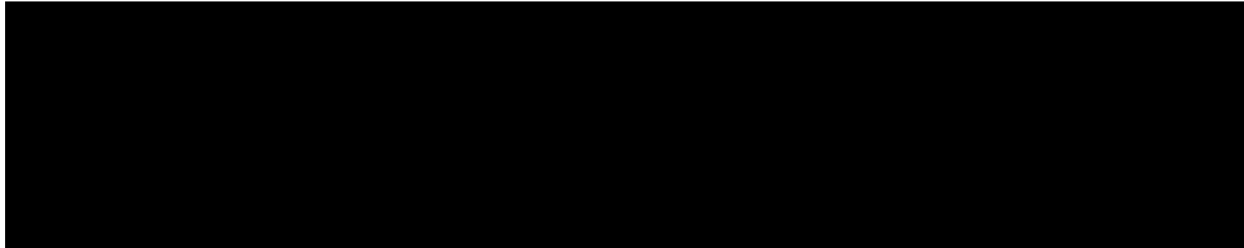
s. 40 (1)



s. 39



s. 39

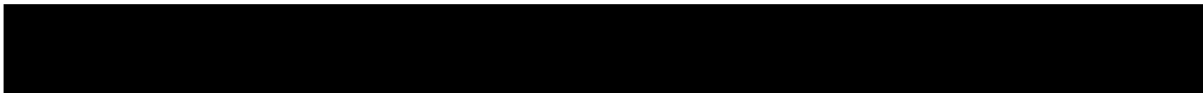


s. 39

# RFP-015-24 Follow-up Responses

President and Vice-Chancellor, Memorial University of Newfoundland

**KBRS**



s. 39

**Dawe, Emily Abigail**

---

**From:** Collins, Victoria  
**Sent:** Monday, June 24, 2024 9:49 PM  
**To:** McDougall, Greg; Piercey, Deanne; opencalls: Field, Keith Eric  
**Cc:** Scott, Tina (Regents); Russell, Lisa  
**Subject:** FOR REVIEW: Draft submission to the PSC and Board re search consultant  
**Attachments:** PSC Submission selection of search consultant 2024 DRAFT.docx

Folks – I am pulling together a submission to the PSC regarding the search consultant selection process and would appreciate your feedback on the attached draft. Deanne or Keith, can you provide the final price based on your calculations? Greg, [REDACTED]

s. 29 (1) (a)

Given the time crunch, can you get back to me by noon on Wednesday, June 26?

When we have this info (and any other you think relevant) I will provide the draft to the full sub-committee for comment and to ensure that the submission and the presentation to the PSC that Alex is drafting are aligned.

Many thanks!!

Vicki

VICTORIA COLLINS (she/her)  
Special Advisor, Office of the Board of Regents  
Memorial University  
709 864-8408  
www.mun.ca

**Meeting of the Presidential Search Committee 2024  
June XX, 2024**

For Action

For Information

**Title:** Recommendation for Appointment of Search Consultant, Presidential Search 2024

**Purpose:** This submission seeks Presidential Search Committee approval of the recommendation for a search consultant to support the work of the committee.

**Recommendation:** That the Presidential Search Committee recommend to the Board of Regents the appointment of Perrett Laver as the search consultant to support the 2024 presidential search as presented in the supporting background documentation.

**Background and Analyses:**

At a meeting held on April 5, 2024, the Presidential Search Committee (PSC) agreed to proceed with recruiting a search consultant and to form a sub-committee to solicit and evaluate proposals. The Chair called for expressions of interest from committee members to join the Sub-Committee; three members put their names forward. On April 10, 2024, the Chair appointed:

Greg McDougall, Chair  
Alex Gibson, Vice-Chair  
Cyr Couturier  
Victoria Collins, Interim Executive Director, Office of the Board of Regents  
Tina Scott, Secretary to the Board, provided support to the Sub-Committee

The mandate of the Sub-Committee was to issue a call for proposals from search firms, evaluate the proposals, determine whether the search firms met the requirements of the Committee, and prepare a recommendation for consideration of the PSC.

The Sub-Committee engaged the University's Strategic Procurement Office to support the RFP process; Deanne Piercey, Associate Director, Strategic Procurement provided guidance and advice. University procurement is governed by the Government of Newfoundland and Labrador's *Public Procurement Act* and Public Procurement Regulations which outline requirements for an "Open Call for Bids". An Open Call for Bids was conducted from April 24 to May 16, 2024.

The Sub-Committee met on three separate occasions to develop and issue a request for proposals, and to evaluate the proposals received from five search firms in a process facilitated by the university's Strategic Procurement Office. The criteria for evaluation were:

- Understanding of Memorial's request and demonstrated ability to achieve deliverable requirements
- Expertise and experience in provision of recruitment search services in higher education sector, including the expertise and experience of the lead personnel assigned to the project (i.e. CV of lead Search Consultant, bios of others on the team)
- Quality of proposed work plan
- Presentation (as deemed necessary by Memorial)
- Cost and fee structure

Following individual assessment of the submitted proposals by committee members, the Sub-Committee conducted video conference interviews with the three whose submitted proposals received the highest rankings. Each Bidder was asked to make a presentation on their proposal, including a case study of a recent presidential search, and to take questions.

Based on the request for proposals document, evaluation and subsequent bidder interviews, the Sub-Committee recommends that Perrett Laver be appointed as the Search Consultant for the Presidential Search 2024. A copy of the proposal and the presentation as submitted by Perrett Laver are attached.

**Anticipated Financial and Human Resource Impacts:**

[Redacted]

s. 29 (1) (a)

[Redacted]

s. 29 (1) (a)

**Considerations:**

Indigenous and Equity, Diversity and Inclusion – Anti Racism Considerations:

[Redacted]

s. 29 (1) (a)

**Jurisdictional Information:**

[Redacted]

s. 29 (1) (a)

**Communication:**

The recommendation of the PSC on the search consultant appointment will be communicated to the Board of Regents for their consideration and decision. Subsequently, the successful bidder and other bidders will be advised and contract negotiations will be undertaken. The Procurement Office will assist in this process.

June 25, 2024

---

Victoria Collins  
Interim Executive Director/Special Advisor, Office of the Board of Regents

s. 29 (1) (a)



s. 31 (1) (l)



**Dawe, Emily Abigail**

**From:** opencalls  
**Sent:** Tuesday, June 25, 2024 10:12 AM  
**To:** Piercey, Deanne; Collins, Victoria; McDougall, Greg; opencalls; Field, Keith Eric  
**Cc:** Scott, Tina (Regents); Russell, Lisa  
**Subject:** RE: FOR REVIEW: Draft submission to the PSC and Board re search consultant  
**Attachments:** Perrett Laver - Responses to Follow up Questions - Memorial President Search.pdf

Hi Vicki, please see attached response from Gordon Lobay at Perrett Laver.

Thanks,

**Keith Field, B.A.**

Manager - Strategic Procurement  
 Financial and Administrative Services  
 Memorial University of Newfoundland  
 310 Elizabeth Ave., St. John's, NL A1B 1T9  
 Ph: 709-864-4605 Email: [keith.field@mun.ca](mailto:keith.field@mun.ca)

**From:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>  
**Sent:** Monday, June 24, 2024 11:17 PM  
**To:** Collins, Victoria <[vcollins@mun.ca](mailto:vcollins@mun.ca)>; McDougall, Greg <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>; opencalls <[opencalls@mun.ca](mailto:opencalls@mun.ca)>; Field, Keith Eric <[w94kef@mun.ca](mailto:w94kef@mun.ca)>  
**Cc:** Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Subject:** Re: FOR REVIEW: Draft submission to the PSC and Board re search consultant

Hi Vicki

The final price for Parrett Laver would been answered on the email where they responded to the questions. I don't have access to the emails [REDACTED] s. 40 (1)

Keith maybe you can pull that for Vicki.

Thanks  
 Deanne

**From:** Collins, Victoria <[vcollins@mun.ca](mailto:vcollins@mun.ca)>  
**Sent:** Monday, June 24, 2024 8:19:21 PM  
**To:** McDougall, Greg <[gmcDougall@mun.ca](mailto:gmcDougall@mun.ca)>; Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>; opencalls <[opencalls@mun.ca](mailto:opencalls@mun.ca)>; Field, Keith Eric <[w94kef@mun.ca](mailto:w94kef@mun.ca)>  
**Cc:** Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Subject:** FOR REVIEW: Draft submission to the PSC and Board re search consultant

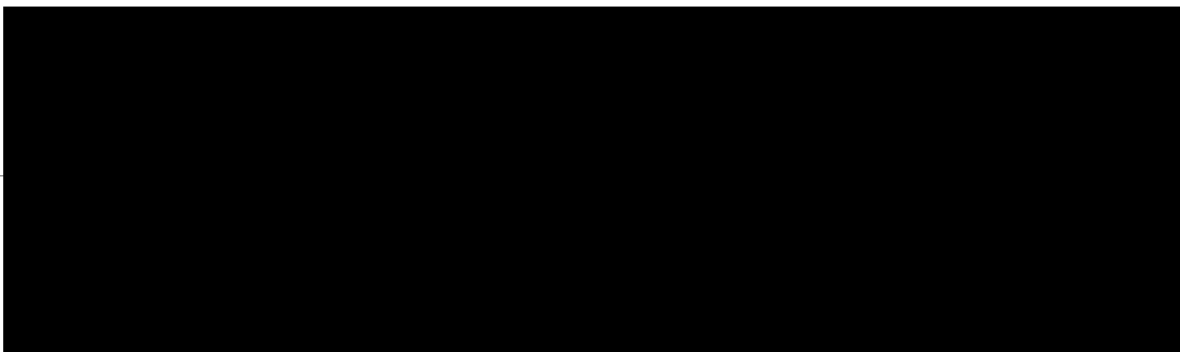
Folks – I am pulling together a submission to the PSC regarding the search consultant selection process and would appreciate your feedback on the attached draft. Deanne or Keith, can you provide the final price based on your calculations? Greg, [REDACTED] s. 29 (1) (a)

Given the time crunch, can you get back to me by noon on Wednesday, June 26?

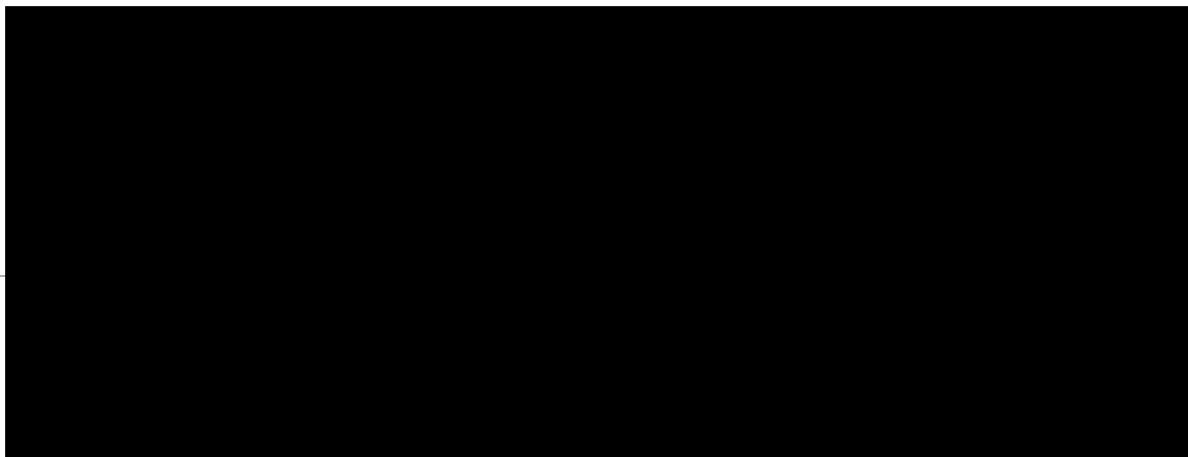


Perrett Laver – Responses to Memorial’s Follow up Questions – 17<sup>th</sup> June 2024

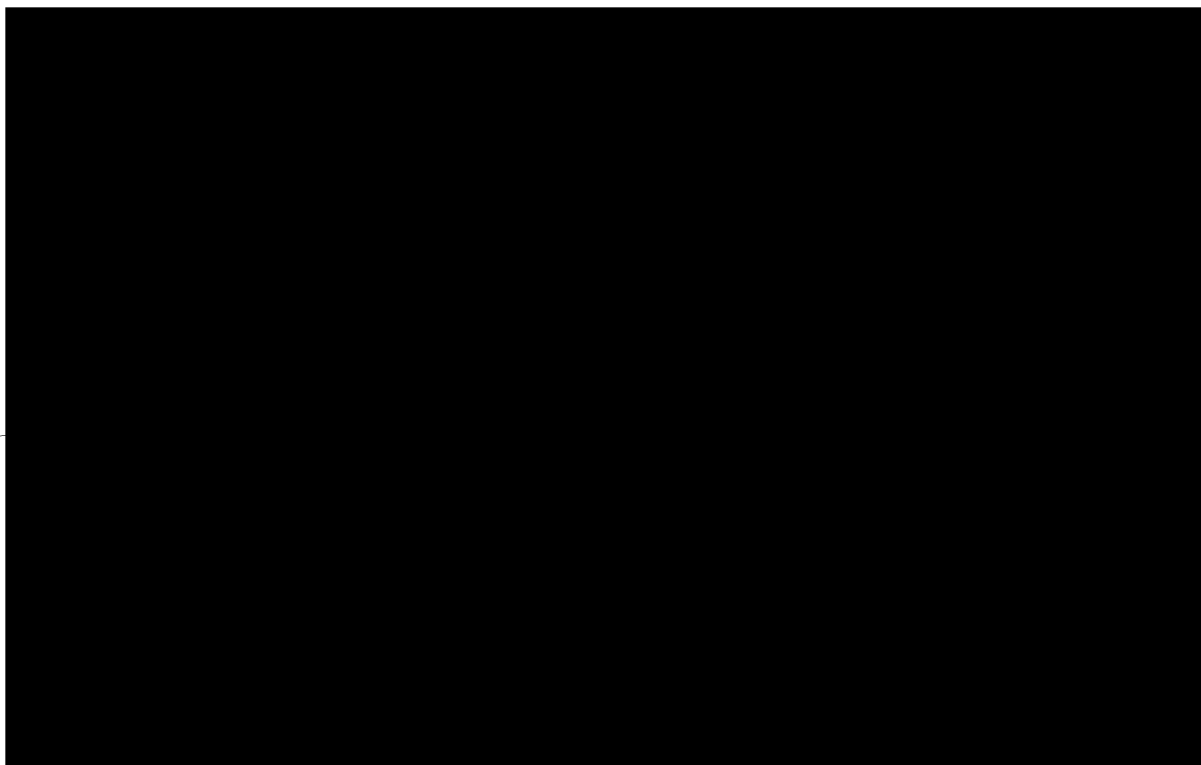
s. 29 (1) (a)



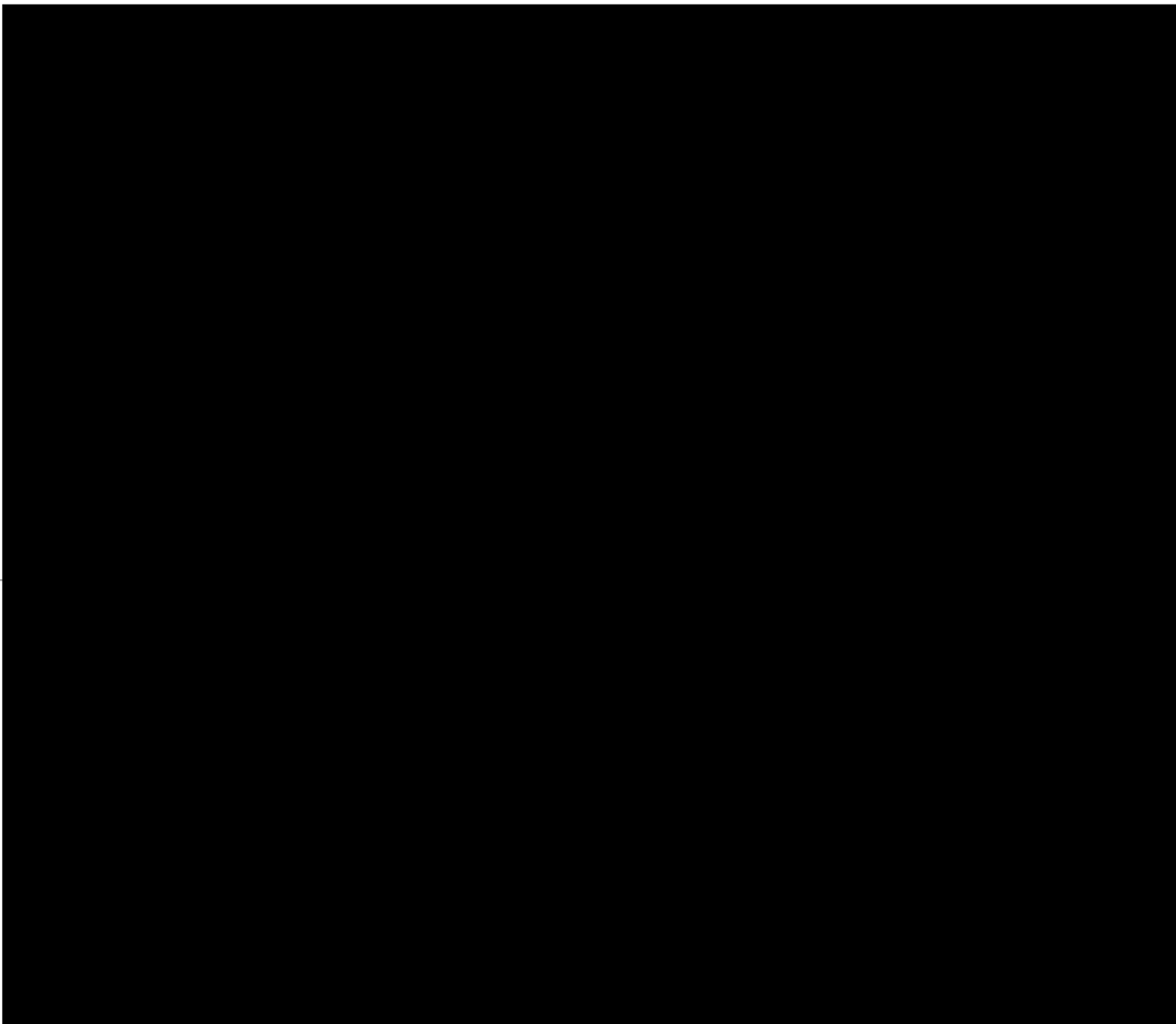
s. 29 (1) (a)



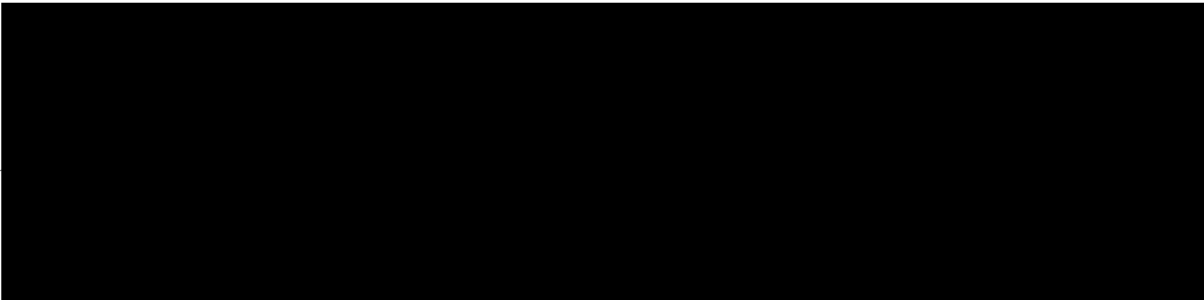
s. 29 (1) (a)



This document contains private and confidential information intended for a specific individual or company. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or the taking of any action based on the contents of this information, are strictly prohibited. You are also requested to advise Perrett Laver immediately if you receive information not addressed to you.



s. 29 (1) (a)



s. 29 (1) (a)

**6. Please provide your firm and final price for this RFP?**

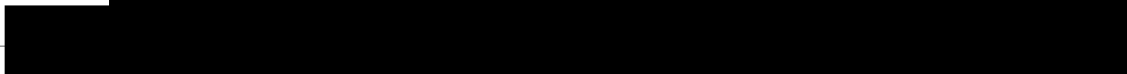
s. 29 (1) (a)



our fee to

\$75,600,

s. 29 (1) (a)



This document contains private and confidential information intended for a specific individual or company. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or the taking of any action based on the contents of this information, are strictly prohibited. You are also requested to advise Perrett Laver immediately if you receive information not addressed to you.



**Board of Regents**

St. John's, NL Canada A1C 1S7  
Tel 709 864 8281  
[www.mun.ca/regents](http://www.mun.ca/regents)

July 4, 2024

Dr. Josh Lepawsky  
President, Memorial University of Newfoundland Faculty Association

Dear Dr. Lepawsky:

Thank you for your letter of April 14, 2024. I provide this response on behalf of the Presidential Search Committee, following the first meeting of the committee on April 5, 2024.

The composition of the Presidential Search Committee is found on the PSC web page and is in accordance with the Presidential Search, Selection and Appointment Policy. This policy also outlines the scope of work to be undertaken by the committee. Communications on the work of the committee can also be found on the PSC web page.

The process of securing the services of an external consultant to support the work of the committee is underway. Issues relating to the logistics of the candidate search and selection process will be discussed further at a future meeting of the Presidential Search Committee.

Sincerely,

A solid black rectangular box redacting the signature of Glenn Barnes.

s. 40 (1)

Glenn Barnes  
Chair, Presidential Search Committee



# RFP Subcommittee - Review and Recommendation Overview

Memorial University of Newfoundland  
Presidential Search Committee

July 9, 2024

# Process Review

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RFP Review Subcommittee Team

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RFP Criteria

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RFP Responses

---

RFP Presentations

---

RFP Review Subcommittee  
Recommendation

# RFP Review Sub-committee Team

The RFP Review Sub-committee Team consisted of the following members:

- Greg McDougall, Non-Academic Administrator, Chair
- Cyr Couturier, Faculty Member
- Alex Gibson, Public Representative, Vice-Chair
- Victoria Collins, Interim Executive Director, MUN Board of Regents
- Tina Scott, Secretary to the Board of Regents (non-voting)

\*Deanne Piercey, Associate Director – Strategic Procurement (non-voting, support)

---

## RFP Criteria

The RFP Subcommittee met twice and had fulsome discussions through email to arrive to the following weights within the RFP:

Rated Criteria Category	Weighting – Points
Understanding of Memorials request and demonstrated ability to achieve deliverable requirements	20
Expertise and experience in provision of recruitment search services in higher education sector, including the expertise and experience of the lead personnel assigned to the project (i.e. CV of lead Search Consultant, bios of others on the team)	20
Quality of proposed work plan	20
Presentation (As deemed necessary)	10
Cost and fee structure	30
<b>Total Points</b>	<b>100</b>

# RFP Responses

The RFP was issued externally over a period of three weeks from April 25, 2024, to May 16, 2024. There were five (5) submissions received:

- Royer Thompson
- Knightsbridge Robertson Surette (KBRS)
- Leaders
- Vogel Group
- Parrett Laver

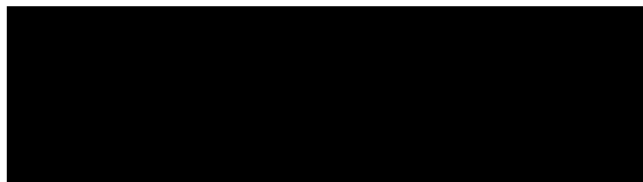
The sub-committee reviewed all submissions and scored independently of each other to eliminate biases and influence within the process. All scores were sent to Associate Director – Strategic Procurement Deanne Piercey for totals calculations.

# RFP Responses

An important element, but not the only, for the sub-committee was on cost. The cost having the highest weight to the RFP at 30% is reflective of this position.

To the right, is a table breakdown of the initial costs in the RFP submissions (Note some of these costs were decreased when final/best price was requested later in the selection process).

Company	Cost Structure
Royer Thompson	[Redacted]
KBRS	
Leaders	
Vogel Group	
Perrett Laver	



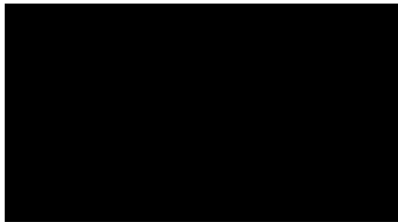
s. 29 (1) (a), s. 35 (1) (b)

s. 29 (1) (a), s. 35 (1) (b)

# RFP Presentations

s. 29 (1) (a)

Upon review, the [REDACTED] RFP submissions were selected to go to the presentation stage. These recruitment firms were:



s. 29 (1) (a)

# RFP Presentations

s. 29 (1) (a)

The [REDACTED] presentations occurred throughout the week of June 3, 2024. Each presentation was up to one hour, consisting of 45 minutes presentation along with 15 minutes of Questions & Answers. On the Q&A, each committee member was given the opportunity to ask at least one follow-up question.

Each firm was asked to go into more detail in the following within their presentation:

- Provide a relevant case study
- A further overview of their team's expertise
- Their thoughts on openness and transparency within a Presidential search
- Overall cost efficiencies

All presentations were independently scored and sent to Associate Director – Strategic Procurement Deanne Piercey for totals calculations.

# RFP Review Sub-committee Recommendation

Additional questions were asked of [REDACTED] s. 29 (1) (a)

Answers to questions were independently evaluated by the committee, and revised independent scores were provided to the Procurement Office for tabulation.

The RFP Review Subcommittee met to review and finalize their recommendation to the MUN PSC on June 20, 2024.

The RFP Review Subcommittee recommends ...

# RFP Review Sub-committee Recommendation

Perrett Laver

---

# RFP Review Subcommittee Recommendation

s. 29 (1) (a)

The final averages scores of the [REDACTED] after the presentations, as tabulated by the MUN Strategic Procurement Office with all committee members' independent scores, were:

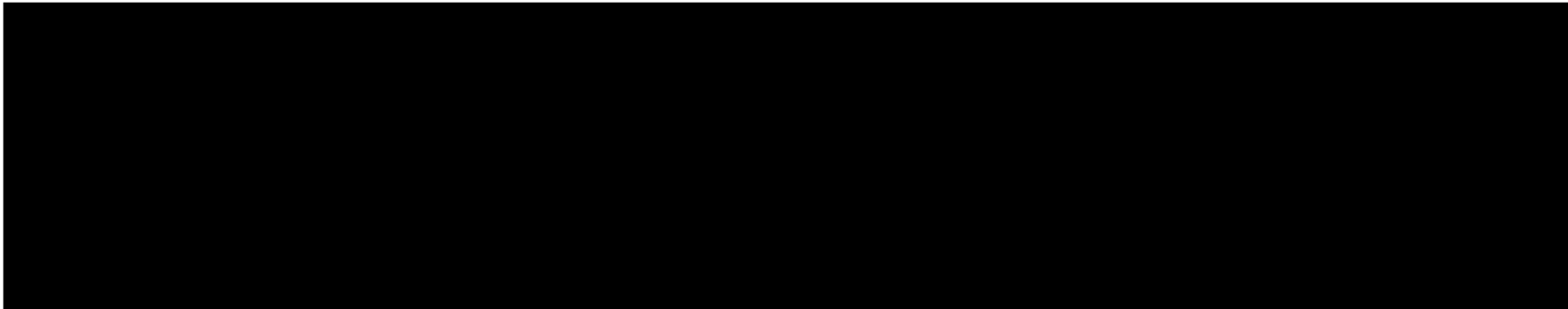
Company	Final Average Score (%)
Perrett Layer	[REDACTED]
KBRS	[REDACTED]

s. 29 (1) (a)

PL – includes to hiring, [REDACTED] s. 29 (1) (a)

# RFP Review Sub-committee Recommendation

A few key points on the selection of Perrett Laver:



s. 29 (1) (a)

# RFP Review Sub-committee Recommendation (cont'd)

- **Cost** -- \$75,600 for their search support services. [REDACTED] With our RFP weight of cost at 30%, [REDACTED] A couple of notes for transparency on this:

s. 29 (1) (a)

- [REDACTED]
- **Perrett Laver** – administrative expenses are charged extra at 10% of total fee, including research costs, directories, subscriptions and telephone calls, and all costs related to domestic travel for one consultant.

s. 29 (1) (a)

# Questions

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Questions for the RFP Subcommittee?



**Board of Regents**

St John's, NL Canada A1C 5S7  
Tel: 709 864 8281  
regents@mun.ca www.mun.ca

July 16, 2024

**TO:** Mr. Glenn Barnes, Chair, Board of Regents  
**FROM:** Tina Scott, Secretary to the Board of Regents  
**SUBJECT:** Appointment of Search Consultant, Presidential Search 2024

This is to advise that the Board of Regents, at a meeting held on July 11, 2024, approved the appointment of Perrett Laver as the search consultant to support the 2024 Presidential Search as outlined in the background documentation.



s. 40 (1)

Tina Scott  
Secretary to the Board of Regents

**c:** Ms. D. Piercey

Clear Form

EMAIL to: procurement@mun.ca

002-17-400-24



MEMORIAL UNIVERSITY OF NEWFOUNLAND

PURCHASE REQUISITION

Prepared by: Tina Scott Date: 07/25/24

Contact Person (if different from above) Page: of

Phone Number: 864-8281 Dept: Board of Regents

Date Required: 26 / 07 / 2024 (D M Y)

Suggested Suppliers (refer to purchasing policy)

- 1)
2)
3)

Shipping Address: Perrett Laver Inc. 1021 West Hastings Street, Floor 9 Vancouver, BC V6E 0E3

\$CAD Estimated Total Cost (excluding applicable tax)

Table with 4 columns: Item, Quantity, Price, Detailed Description of Goods/Services Required. Rows include Professional Fee - On Engagement, after 30 days, after 60 days, and On Completion.

Please attach any additional background information, specifications, drawings, model #'s, etc.

Table with 6 columns: Fund, Org, Acct, Program, Activity, Location. Values: 100001, 10001, 75302, 4100.

Requestor: Tina Scott Finance Office:

Approver: ICT (if applicable)



July 17, 2024

Perrett Laver Inc.  
1021 West Hastings Street, Floor 9  
Vancouver, BC  
V6E 0C3

Attention: Dr. Gordon Lobay


**RE: RFP-015-24 The Services of a Search Consultant for A New President & Vice Chancellor**

We are pleased to advise you that you have been successful with your proposal submission on the abovementioned Open Call.

All Terms and Conditions of the Request for Proposal Document apply. A representative from Memorial University will contact you regarding further instructions, including a service agreement and purchase order.

Memorial University of Newfoundland looks forward to working with you on this Open Call.

Sincerely,

 s. 40 (1)

Deanne Piercey, B. Comm. SCMP, SPF  
Associate Director, Strategic Procurement

Cc: Tina Scott  
Secretary to the Board of Regents

s. 40 (1)

**From:** Scott, Tina (Regents)  
**To:** Alex Gibson; Andrew Mercer; Cyr Couturier; Glenn Barnes; [REDACTED]; McDougall, Greg; Pope, Johnathan Howard; Justin Latha; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Hurley, Natasha; Nicolas Keough; Moore, Sylvia; Tim Powers; Collins, Victoria; Vicky Quao GCSU; Benjamin Crase, Perrett Laver; Emily Jarvis, Perrett Laver; Gordon Lobay; Maria Rivas-Rivero, Perrett Laver; Peggy Lei, Perrett Laver  
**Cc:** Burke, Charlene; Konechny, Jennifer; Kimberly Jones  
**Subject:** Presidential Search Committee Date of Next Meeting and Updates  
**Date:** Thursday, July 18, 2024 10:55:52 AM  
**Attachments:** image001.jpg  
**Importance:** High

Hello,

I am arranging the next meeting of the Presidential Search Committee. Please provide me with your availability for:

- July 23<sup>rd</sup> between 4pm and 5pm
- July 24<sup>th</sup> between 2pm and 5pm

Please note that this meeting will be virtual.

s. 40 (1)

At a meeting held on July 11, 2024, the Board of Regents approved the appointment of Nicolas Keough who will replace [REDACTED]. On behalf of Glenn Barnes, Chair of the Presidential Search Committee, I would like to welcome Nicolas to this Committee.

In addition, the Board considered the recommendation of the PSC and approved the appointment of Perrett Laver as the search consultant to support the Presidential search. In this regard, I would like to welcome and introduce Dr. Gordon Lobay, Partner, Perrett Laver and his team to this Committee. In the meantime, please provide me with your availability as noted above, at your earliest convenience.

Thank you,

Tina  
 Secretary to the Board of Regents  
 Office of the Board of Regents  
 Memorial University of Newfoundland  
 St. John's, NL A1C 5S7  
 709-864-8281  
[www.mun.ca/regents](http://www.mun.ca/regents)



*We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*

**From:** [Russell, Lisa](#)  
**To:** [Worsfold, Scott](#)  
**Cc:** [Scott, Tina \(Regents\)](#); [Piercey, Deanne](#)  
**Subject:** FW: RFP-015-24 The Services of a Search Consultant for a New President and Vice-Chancellor  
**Date:** Thursday, July 18, 2024 3:39:25 PM  
**Attachments:** [image003.png](#)  
[0.png](#)  
[1.png](#)  
[2.png](#)  
[4.png](#)  
[MUN President Perrett Laver Fee Note.pdf](#)

Hello Scott,

[Redacted]

s. 30 (1)

Thank you,

Lisa

**From:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>  
**Sent:** Thursday, July 18, 2024 3:07 PM  
**To:** Collins, Victoria <[vcollns@mun.ca](mailto:vcollns@mun.ca)>, Russell, Lisa <[lizar@mun.ca](mailto:lizar@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>  
**Cc:** [opencalls@mun.ca](mailto:opencalls@mun.ca)  
**Subject:** FW: RFP-015-24 The Services of a Search Consultant for a New President and Vice-Chancellor

Hi,

I have removed the vendor and sending along a follow up email.

s. 29 (1) (a)

[Redacted]

Also, once it is approved and signed I will require a copy. If you could keep me in the email loop it would be much appreciated.

Thanks  
Deanne

**Deanne Piercey, B.COMM, SCMP, SPF**  
**Associate Director – Strategic Procurement**  
**Department of Finance & Administrative Services**  
Memorial University of Newfoundland  
310 Elizabeth Avenue  
St. John's, NL  
A1C 5S7  
709-864-7593

s. 40 (1)

[Redacted]

[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

**From:** Peggy Lei <[Peggy.Lei@perrettlaver.com](mailto:Peggy.Lei@perrettlaver.com)>  
**Sent:** Thursday, July 18, 2024 3:01 PM  
**To:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>; opencalls <[opencalls@mun.ca](mailto:opencalls@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Cc:** Gordon Lobay <[Gordon.Lobay@perrettlaver.com](mailto:Gordon.Lobay@perrettlaver.com)>; Maria Rivas-Rivero <[Maria.Rivas-Rivero@perrettlaver.com](mailto:Maria.Rivas-Rivero@perrettlaver.com)>; Benjamin Crase <[Benjamin.Crase@perrettlaver.com](mailto:Benjamin.Crase@perrettlaver.com)>  
**Subject:** RE: RFP-015-24 The Services of a Search Consultant for a New President and Vice-Chancellor

Dear Deanne and Team,

Pleasure to e-meet you. My name is Peggy and I am a Project Manager at Perrett Laver who will be supporting this search's logistical needs alongside with Gordon, Ben and Maria. On behalf of the Perrett Laver team, I am sharing the contract/fee note for your review.

Please see attached and let us know if you have any questions. If all looks good on your end, please do sign the attached and share a signed copy with us for our records. If there is a service contract that Memorial wishes to work with, we are happy to pivot to your preferred form of agreement as well.

We look forward to working with you.

Very best,  
Peggy and PL Team

**From:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>  
**Sent:** Wednesday, July 17, 2024 9:33 AM  
**To:** Gordon Lobay <[Gordon.Lobay@perrettlaver.com](mailto:Gordon.Lobay@perrettlaver.com)>  
**Cc:** opencalls <[opencalls@mun.ca](mailto:opencalls@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>; Emily Jarvis <[Emily.Jarvis@perrettlaver.com](mailto:Emily.Jarvis@perrettlaver.com)>; Benjamin Crase <[Benjamin.Crase@perrettlaver.com](mailto:Benjamin.Crase@perrettlaver.com)>; Maria Rivas-Rivero <[Maria.Rivas-Rivero@perrettlaver.com](mailto:Maria.Rivas-Rivero@perrettlaver.com)>  
**Subject:** RE: RFP-015-24 The Services of a Search Consultant for a New President and Vice-Chancellor

Hi Gordon,

Thank you for your prompt response. With respect to a service contract [REDACTED]  
[REDACTED] I expect someone will be in touch with you soon around timing and next steps.

s. 29 (1) (a)

Thanks  
Deanne

Deanne Piercey, B.COMM, SCMP, SPF  
 Associate Director – Strategic Procurement  
 Department of Finance & Administrative Services  
 Memorial University of Newfoundland  
 310 Elizabeth Avenue  
 St. John's NL  
 A1C 5S7  
 709-864-7593

s. 40 (1) [REDACTED] [deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

**From:** Gordon Lobay <[Gordon.Lobay@perrettlaver.com](mailto:Gordon.Lobay@perrettlaver.com)>  
**Sent:** Wednesday, July 17, 2024 10:57 AM  
**To:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>  
**Cc:** opencalls <[opencalls@mun.ca](mailto:opencalls@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>; Emily Jarvis <[Emily.Jarvis@perrettlaver.com](mailto:Emily.Jarvis@perrettlaver.com)>; Benjamin Crase <[Benjamin.Crase@perrettlaver.com](mailto:Benjamin.Crase@perrettlaver.com)>; Maria Rivas Rivero <[Maria.Rivas-Rivero@perrettlaver.com](mailto:Maria.Rivas-Rivero@perrettlaver.com)>  
**Subject:** RE: RFP 015 24 The Services of a Search Consultant for a New President and Vice-Chancellor

Dear Deanne,

Thank you for the message and sharing this incredible news, we're absolutely delighted! Thank you for choosing Perrett Laver, we very much look forward with you and the whole Memorial community on this important search.

As per the award letter, we also look forward to hearing from you and your team regarding the service agreement and purchase order.

With best wishes,

Gordon

**From:** Piercey, Deanne <[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)>  
**Sent:** Wednesday, July 17, 2024 5:49 AM  
**To:** Gordon Lobay <[Gordon.Lobay@perrettlaver.com](mailto:Gordon.Lobay@perrettlaver.com)>  
**Cc:** opencalls <[opencalls@mun.ca](mailto:opencalls@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>  
**Subject:** RFP-015 24 The Services of a Search Consultant for a New President and Vice-Chancellor

Good Morning Gordon,

Kindly see the attached award letter for the above mentioned request for proposal. Please acknowledge receipt of this email.

Memorial University looks forward to working with you and your team.

Regards,  
Deanne



**Deanne Piercey, B.COMM, SCMP, SPF**  
**Associate Director – Strategic Procurement**  
**Department of Finance & Administrative Services**  
Memorial University of Newfoundland  
310 Elizabeth Avenue  
St. John's NL  
A1C 5S7  
709-864-7593

[deanne.piercey@mun.ca](mailto:deanne.piercey@mun.ca)

s. 40 (1)

--  
Dr Gordon Lobay  
Partner



Direct Line:

Mobile: [redacted] s. 40 (1)



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1021 West Hastings Street, 9th Floor, Vancouver, BC V6E 0C3. ☎ +1 604 340 7004

Protecting your personal data is of the utmost importance to Perrett Laver. For more information about

--

Peggy Lei  
Project Manager



Direct Line [REDACTED] s. 40 (1)



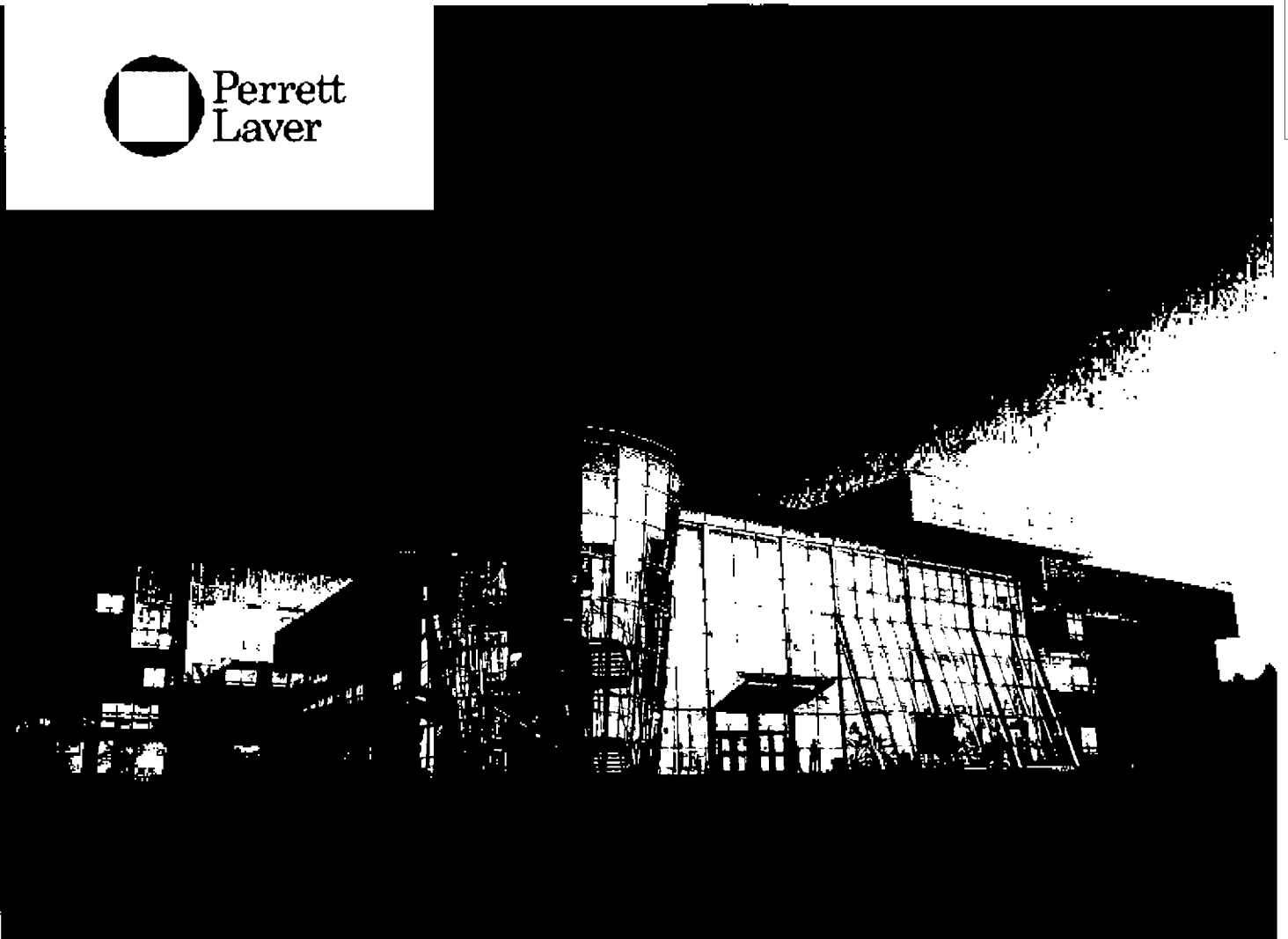
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Melbourne - New York - Research Triangle - Shenzhen - Singapore - Sydney -  
Vancouver

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## Memorial University of Newfoundland

Appointment of the President & Vice-Chancellor

Fee Note and Contract – July 2024

**STRICTLY PRIVATE & CONFIDENTIAL**

1 Dundas Street West, Suite 2500, Toronto, ON M5G 1Z3

T: +1 604 340 7004

E: [Gordon.Lobay@perrettlaver.com](mailto:Gordon.Lobay@perrettlaver.com)

[www.perrettlaver.com](http://www.perrettlaver.com)

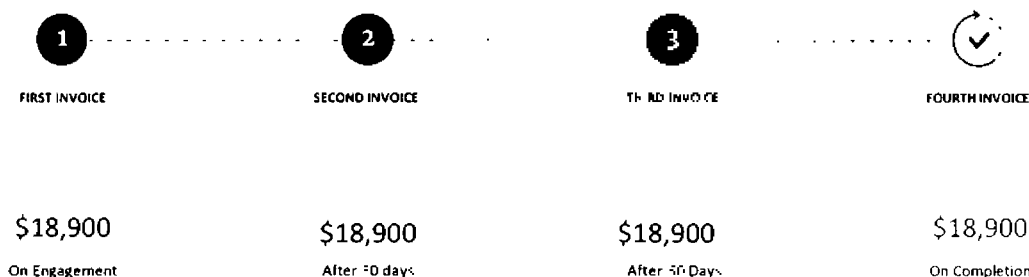
## Fees and Invoice Structure

We employ a fixed pricing structure agreed in advance. We believe that good, thorough search is a defined activity where the effort of your advisors should not vary in direct relationship to salary.

We would not wish to lose the opportunity to work with you based on fee alone, if needed, we would be happy further discuss options that would fit your budget.

Proposed fee  
**\$75,600**

Proposed in four instalments:



### Expenses

Expenses are charged at 10% of total fee, this includes all our research costs (without limitation) including directories, subscriptions and telephone calls and all costs relating to domestic travel, subsistence and accommodation for one Consultant to attend an in-person meeting or interview on campus at three separate occasions.

### Additional Costs

Additional costs (facilitated by Perrett Laver but invoiced strictly at cost directly by the supplier) will only be incurred subject to your prior approval and could include advertisement design and placement; Appointment Details design; Candidate travel, accommodation and subsistence; international travel, accommodation and subsistence for Consultants, and any production and delivery costs for hard copy paperwork.

### Additional Appointments

Unless communicated to you or indicated otherwise within the Proposal, in the event that you recruit more than one individual as a result of our Services then we shall be entitled to charge you an additional fee equal to twenty five per cent (25%) of that recruited individual's first year salary and bonuses (but excluding any stock options, pensions or other benefits) and for the avoidance of doubt, no expense charges (as above) shall apply in the event of the foregoing.

### Payment terms

Payment terms are strictly 30 days from the date of invoice. Perrett Laver will commence work immediately on receipt of a signed data sharing agreement and a purchase order number (or once the first invoice has been issued).

### Sales Tax

All our fees are subject to relevant sales tax at the normal rate.

### GDPR

Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR), and processes and shares Personal Data in accordance with our Privacy Statement

<http://www.perrettlaver.com/information/privacy>

Unless agreed otherwise, we are required to set up Data Sharing Agreements with our clients in order provide our services and observe Data Protection regulations.

## Off-Limits and Conflict of Interest Disclosure

Perrett Laver's off-limits policy states that we will not approach any of the individuals we place for other opportunities for a period of two years. As such, our off-limits relates to individuals rather than organizations. There are no Higher Education institutions which are off-limits.

Perrett Laver is currently conducting one University President search in Canada at the University of Toronto (currently in the consultation phase). Given the differences in timeline and type of institution between MUN and UofT, we would not consider this a conflict of interest. As a firm, we are currently advising on a small number of University President/Vice-Chancellor searches globally, which are not focused on the Canadian market.

There are times when we do work on more than one university President/Vice-Chancellor searches simultaneously, but we do so only in cases when certain criteria are met to ensure that no conflict is occurring. These key criteria include:

- The likelihood that candidates interested in two roles would be having to interview within the same timeframes for both posts. This situation occurs very rarely indeed – and if interviews are separated by a couple of weeks or more then candidates usually determine to compete for both posts;
- When institutions are sufficiently different; and,
- The ability of the firm to deploy focused attention of senior staff on given assignments.

We will advise upon the President search and commit (as we do with all clients) to checking with you should we be subsequently invited to advise on a potentially conflicting search.

## Service Guarantees

Subject to our having received payment in respect of all fees, expenses, and recharge invoices issued for the first executive search exercise, we guarantee to carry out a further executive search exercise (as may be described in the Proposal) at no additional cost (save in respect of any expenses that we may incur) in the event that:

- You dismiss any candidate recruited as a result of our Services (or that individual leaves the position for any reason) within one (1) year following the commencement date of such candidate's employment;
- Or the "search process" is unsuccessful (provided that the role and job description remain unchanged). This provided that such further executive search exercise is requested no later than six months following the date you receive our final retainer fee invoice in respect of the original search exercise.

Further, we undertake not to approach as potential candidates any individual employed by you (or your affiliated organizations) as a result of our Services for a period of two (2) years following the date you receive our final invoice in respect of the such individual. Notwithstanding the foregoing, if at any time a candidate employed by you (or one of your affiliated organizations) as a result of the Services expresses a personal interest in a post advertised by us for a role within another organization, then we shall not discourage such candidate from applying for the position advertised save that we will not undertake the 'research process' (as may be described in the Proposal) in respect of such candidate.

## Postponement

Unless there is a prior written agreement between Perrett Laver and a client institution, a search may be postponed by written notification to Perrett Laver, but can only remain postponed for a maximum of 90 days. If the search is not reinstated prior to this 90-day period, the search will be considered cancelled.

The payment schedule will apply during any postponements. If there is a significant change in the scope of the search following a postponement, we will consider this contract terminated, and a revised contract with adjusted fees, if necessary, will be negotiated. Our fees are non-contingent and non-refundable.

## Accessibility Policy

All documentation created by Perrett Laver has been designed to meet accessibility best practices. Please contact us if you require access to the documents in alternative formats. If you have comments that would support us in improving access or our application processes more generally, please do not hesitate to contact us via [accessibility@perrettlaver.com](mailto:accessibility@perrettlaver.com)

## Signatories

This contract for executive search services to support the appointment of the President & Vice-Chancellor is effective as of (Date) \_\_\_\_\_.

**Memorial University of Newfoundland**, having an address at:

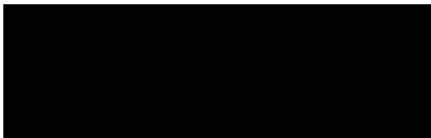
\_\_\_\_\_

(the "Customer").

And:

**Perrett Laver Inc.**, having an address at: 1021 West Hastings Street, Floor 9, Vancouver, British Columbia, V6E 0C3, Canada  
(the "Supplier").

**Signed**



s. 40 (1)

\_\_\_\_\_  
Gordon Lobay, PhD  
Perrett Laver

\_\_\_\_\_  
**Memorial University of Newfoundland**

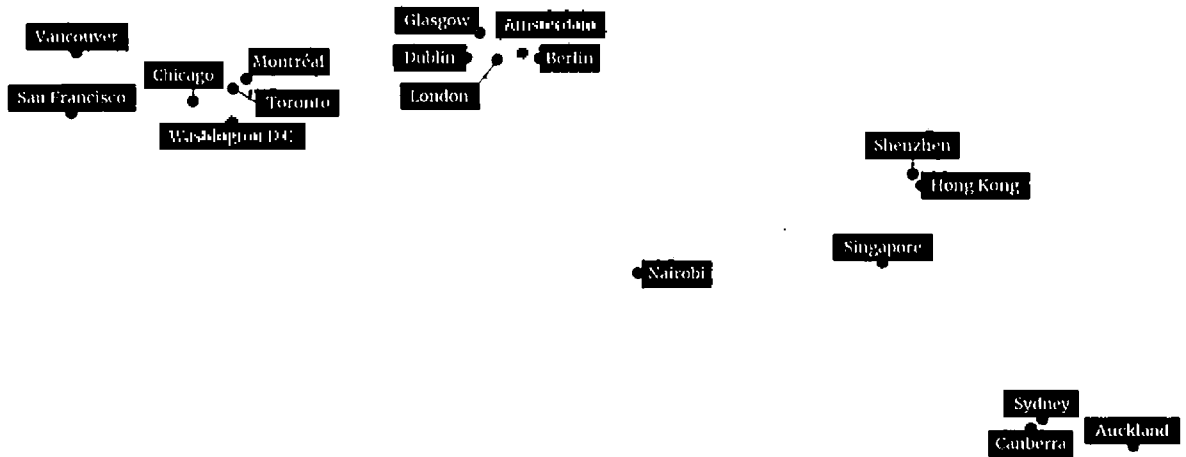
**Date**

18<sup>th</sup> July 2024

\_\_\_\_\_  
For Perrett Laver

\_\_\_\_\_  
**Memorial University of Newfoundland**

# Perrett Laver



- Global offices locations

Signed

[Redacted Signature]

s. 40 (1)

Gordon Lobay, PhD  
Regional Managing Partner, Americas

18<sup>th</sup> July 2024

For Perrett Laver