

**Butler, Kaitlin Sophia**

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Tuesday, November 5, 2024 7:58 AM  
**To:** Justin Latha  
**Cc:** Scott, Tina (Regents)  
**Subject:** PSC  
**Attachments:** Nov 4 MUN - Appointment Details.docx; MUN Advertisement Text - Nov 4.docx

NOTE TO APPLICANT: The attachments are located on the subsequent pages.

Justin,

IAP Office

Please advise if you would like me to share the above with the PSC for their information and comment with a deadline of end of day today. Hoping we can turn this around quickly.

Lisa

# Memorial University

Appointment of President and Vice-Chancellor

Appointment Details – November 2024







Strictly Private & Confidential

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# Memorial University

NEWFOUNDLAND & LABRADOR




## Fast Facts

 <b>300+</b> PROGRAM OPTIONS	 <b>18,912</b> STUDENTS <small>from 127 countries</small>	 <b>4,692</b> GRADUATE STUDENTS
 <b>62%</b> NEWFOUNDLAND & LABRADOR STUDENTS	 <b>11%</b> CANADIAN STUDENTS	 <b>27%</b> INTERNATIONAL STUDENTS







## Unique Programs

 Labrador Campus's <b>ARCTIC AND                  SUBARCTIC FUTURES                  GRADUATE PROGRAM</b> <small>unique in the circumpolar North</small>	 Joint degrees of <b>BACHELOR OF MUSIC                  AND BACHELOR                  OF COMMERCE</b> <small>unique in Canada</small>
 Marine Institute's <b>DIPLOMA OF                  TECHNOLOGY IN                  MARINE ENGINEERING</b> <small>unique in Canada</small>	 Grenfell Campus's <b>BACHELOR OF                  FINE ARTS                  (THEATRE)</b> <small>unique in Atlantic Canada</small>

## Research

 <b>\$143M+</b> TOTAL SPONSORED RESEARCH INCOME <small>2022-23</small>	 <b>40%</b> OCEAN- RELATED RESEARCH	 ONE OF THE <b>TOP 20</b> RESEARCH UNIVERSITIES <small>in Canada</small>
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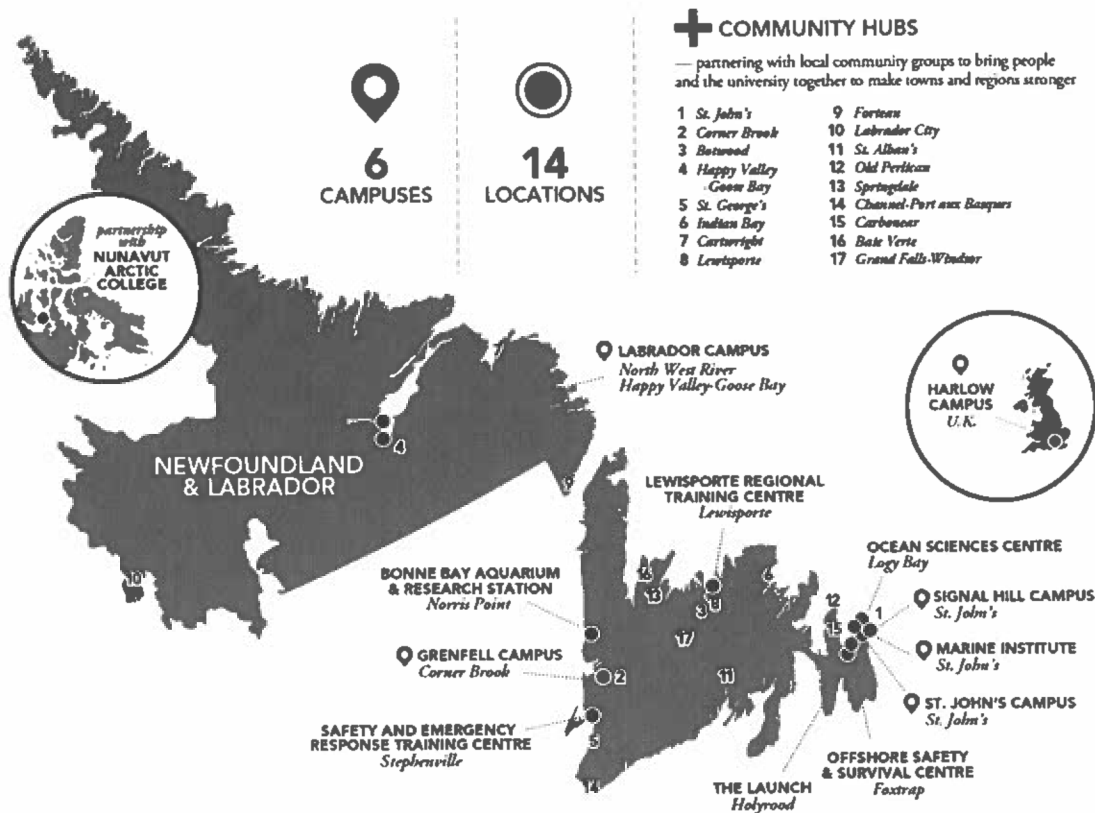
## Exceptional Facilities

 <b>GRENFELL                  OBSERVATORY</b> <small>home to N.L.'s                  only professional                  telescope</small>	 <b>THE LAUNCH</b> <small>Canada's multi-purpose                  cold-ocean technology                  hub</small>	 <b>CORE                  SCIENCE FACILITY</b> <small>home to 6,500-pound                  blue whale skeleton</small>
 <b>OCEAN SCIENCES                  CENTRE</b> <small>one of Canada's                  largest marine labs</small>	 <b>PYE CENTRE</b> <small>80-acre education                  and community farm                  in Labrador</small>	 <small>world's largest motion-capable</small> <b>SHIP'S BRIDGE                  SIMULATOR</b> <small>North America's largest                  suite of marine simulators                  for training, research                  and development</small>

## Did You Know?

 MEMORIAL CONTRIBUTES <b>\$627M</b> <small>to provincial                  economy annually</small>	 LARGEST RESEARCH LIBRARY COLLECTION <small>east of Montreal</small>	 MORE THAN <b>100,000</b> ALUMNI WORLDWIDE
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# Memorial University's Reach



## In Your Community

**BOTANICAL GARDEN**  
selected as one of 2023  
Canada's Top 10 Gardens by  
Canadian Garden Council  
**38,550**  
visitors in 2022

**JOHNSON GEO CENTRE**  
sparks curiosity  
about all things  
science  
**37,880**  
visitors in 2022

**1ST ANNUAL WHALE OF A DAY**  
2022  
Core Science Facility  
**1,400**  
visitors learned about  
everything oceans

**PYE CENTRE**  
**1,360 kg**  
of cabbage donated to  
community freezers  
and organizations  
throughout Labrador

## ABOUT MEMORIAL: NEWFOUNDLAND AND LABRADOR'S UNIVERSITY

*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.*

Memorial University is one of the largest postsecondary institutions in Atlantic Canada and makes an impact both nationally and internationally. Memorial has a social mandate to provide access to university education for the peoples of the province, and to contribute to the social, cultural, scientific, and economic development of Newfoundland and Labrador and beyond. This includes the university's commitment to Indigenous students and peoples, as well as the more than 4,000 international students that join its vibrant community.

<https://www.youtube.com/watch?v=iOOX63FUcJ8>

### **Academic Excellence**

With approximately 18,000 students from more than 127 countries and approximately 3,800 faculty and staff, Memorial University spans six campuses and various locations, fostering a welcoming environment of learning, teaching, research, creativity and engagement. The university boasts teaching and learning facilities throughout Newfoundland and Labrador and beyond, offering more than 300 diverse program options. From classics to cutting-edge technology, Memorial offers certificate, diploma, undergraduate, graduate and postgraduate programs through a combination of on-campus learning and online. A global network of more than 100,000 accomplished alumni enhances Memorial's reputation for leadership in research, teaching and public engagement.

### **Vision for the Future**

Memorial University stands at a pivotal moment in its evolution, presenting an opportunity to think boldly about the future of the institution and explore new strategic directions. This is an exciting time to position the university as a leader in teaching and research while strengthening community ties and reaffirming its commitment to the North. The next President will have an outstanding opportunity to collaborate with the Memorial community in developing a new strategic plan that builds on our existing strengths and achievements.

### **Special Obligation to the Province**

As Newfoundland and Labrador's only university, Memorial University has a special obligation to the peoples of the province. Established as a living memorial to the Newfoundlanders and Labradorians who lost their lives during the First World War and subsequent conflicts, Memorial University draws inspiration from the sacrifices of the past to build a better future for the province, country, and the world. Because of its unique place within the province, the university plays an unparalleled role in the continuing development of the region.

### **One university, six campuses**

Memorial University stands out with its impressive geographic reach, featuring six dynamic campuses. In St. John's alone, you'll find three thriving locations. Travel west to Corner Brook to visit Grenfell Campus, or journey east across the Atlantic Ocean to Harlow Campus in the United Kingdom for an international perspective. The newest addition is the Labrador Campus, home to the innovative School of Arctic and Subarctic Studies and the Pye Centre for Northern Boreal Food Systems, where students delve into essential research and hands-on learning with a Northern focus.

### **ST. JOHN'S CAMPUS**

Located in the heart of Newfoundland and Labrador's capital city, St. John's. Our largest campus is home to roughly 16,000 students who flourish in a diverse and cosmopolitan environment. Whether

it's shopping on Water Street or enjoying the music on George Street, there's rarely a dull moment.

### **MARINE INSTITUTE**

Located in St. John's, this campus is one of the largest and most comprehensive marine educational and applied research facilities in the world.

### **SIGNAL HILL CAMPUS**

Located on iconic Signal Hill in St. John's, this location is dedicated to addressing 21st century issues by connecting the expertise and ideas of Memorial University students, faculty, staff and retirees with the people and organizations of Newfoundland and Labrador.

### **LABRADOR CAMPUS**

Memorial's newest campus is based in Happy Valley-Goose Bay. By providing place-based, Northern-focused, and Indigenous-led opportunities in Labrador and across the North, Labrador Campus is a leading centre of research, education, policy, and community partnerships.

### **GRENFELL CAMPUS**

Located in Corner Brook on Newfoundland and Labrador's west coast. With more than 1,000 students, Grenfell is considered more of a home than an institution by many of its students. The campus is personal, interdisciplinary and full of adventure, with downhill skiing, cave exploration and kayaking mere minutes away.

### **HARLOW CAMPUS**

Located in Harlow, United Kingdom, this campus gives faculty and students a chance to teach and study abroad, providing a unique learning experience.

## **Research Momentum**

Memorial University is a medical/doctoral comprehensive university with 19 faculties and schools offering more than 100 degree programs and more than 300 different program options. It provides undergraduate and graduate teaching and research opportunities across a wide range of disciplines, including the humanities and social sciences, health disciplines, sciences, fine arts, education and business. As a research-intensive university Memorial is home to outstanding researchers and faculty recognized both nationally and internationally. Over the past decade, the university has seen significant growth in national and international rankings, currently placed 17<sup>th</sup> among top research universities in Canada (Research Infosource, 2023). Notably, in the past five years, Memorial has been ranked the top Canadian university for marine and ocean engineering studies (Shanghai Rankings). Memorial's research activities are increasingly showcasing its vital contributions to a socially resilient, economically prosperous, culturally vibrant, inclusive, innovative, healthy and sustainable Newfoundland and Labrador.

In 2023-2024, Memorial University secured more than \$143 million sponsored research funding. Its nationally and internationally recognized faculty includes more than 40 prestigious chairs and fellows across various disciplines. The university fosters dynamic research in units that ignite the imagination, such as The Craig L. Dobbin Genetics Research Centre, the Research Centre for the Study of Music, Media, and Place, and the Ocean Sciences Centre. Through the Labrador Campus, Memorial is committed to delivering education and research led by Indigenous voices and centered on the North, for the North.

More information about the university and its campuses and above facilities can be found at the following links:

- [Memorial Homepage](#)
- [Transforming our Horizons](#)
- [Fast Facts](#)
- [Grenfell Campus](#)
- [Fisheries and Marine Institute](#)

- [Labrador Campus](#)
- [Harlow Campus](#)
- [Signal Hill Campus](#)

## Strategic Planning

Memorial University is shaping its future with a clear vision, driven by innovation and a commitment to excellence. The [Strategic Plan 2021 - 2026 \*Transforming Our Horizons\*](#), builds on Memorial's greatest strengths—its people and place. With five strategic themes—Proactive Programs, Inspired Learning, Dynamic Research, Commitment to Communities, and, Promotion and Pride—Memorial University aims to distinguish itself as a leading public university in Canada and beyond, while honouring its special obligation to the peoples of Newfoundland and Labrador.

Reinforcing the strategic themes are other essential institutional initiatives, including the following:

- [Research Strategy 2023-2028](#)
- [Strategic Framework for Indigenization 2021 - 2026](#)
- [Partnership with Nunavut Arctic College](#)
- [Labrador Campus](#)
- [The School of Arctic and Sub-Arctic Studies](#)
- [Cold Oceans and Northern Strength](#)

### Connecting Campuses, Communities, and Opportunities

Each of Memorial's six campuses offers unique opportunities, shaped by its location, specialized facilities, and, most importantly, the incredible people who bring the distinctive campus culture to life. These campuses are integral to the well-being of their communities, fostering strong connections with community and Indigenous leaders. As Newfoundland and Labrador's only university, Memorial is deeply committed to the province's vibrancy and socio-economic growth.

There is tremendous opportunity right now for Memorial to be at the forefront of economic development in this province. The next President will continue strengthening partnerships with both internal and external stakeholders, collaborating with industry and government leaders to address critical priorities, such as accessible healthcare, education, Truth and Reconciliation, renewable energy, climate action projects, and affordable housing. Now is the time for bold decisions that leverage our strengths—our people and our place—to build a stronger bond with the peoples of our province and to renew Memorial's commitment to the province's prosperity.

## Indigenization, Equity, Diversity, Inclusion, and Anti-Racism

Memorial University is uniquely positioned to be a leader in Indigenous education, given the connections, partnership projects and relationships that exist with communities and faculty. It is important to celebrate this work broadly, and deepen the university's focus on Indigeneity, decolonization, and inclusiveness. In collaboration with the Vice-President (Indigenous), the President must work to demonstrate a commitment to Truth and Reconciliation by definitive and measurable action. Right now, the university community has the opportunity to reimagine its future and envision a day when all segments of the population are seen, heard, and embraced. As thought leaders, we have a responsibility to lead by example, remove barriers and create the change we want to see in our society and the world.

The university's commitment to respect, inclusion, and reconciliation is visible in actions aimed at fostering an anti-colonial, anti-racist, and equitable environment. Guided by feedback and collaboration with our communities, we have introduced policies and programs that prioritize human rights, EDI-AR strategic planning, and open dialogues. Through these efforts, Memorial works to embed equity and belonging in every part of campus life, making it a place where all can thrive.

The incoming president is called to be a transformative leader—one who will partner with the university community to cultivate campuses that are open, welcoming, deeply inclusive, and committed to social justice. The new President is expected to place a strong emphasis on honouring Indigeneity, recognizing and remedying structural anti-Black racism, and working creatively to dismantle structures of systemic bias where they persist at Memorial. The President will be a champion of collegial governance, embodying values of equity, diversity, and a commitment to transparency, accountability, and respect. With a dedication to fostering citizenship, participation, and inclusion, this leader will bring the skills needed to ensure this governance model flourishes in practice. Creating a strong sense of community and support for staff, faculty, and students will be essential to their role.

## Budget and Infrastructure

Within the Canadian context, Memorial University has historically received significant support from its provincial government. This support enables the university to support the operating budgets of all academic and administrative units, but as funding levels change, so too must the university adapt. The university's professional schools have received targeted funding that has helped them meet the expectations of their external stakeholders and accreditation bodies. Like many North American universities, Memorial University has recently added state-of-the-art buildings and upgrades and the university continues to modernize its commitments to inclusive excellence and to educating our graduates in diverse and inclusive ways, consistent not just with labour market demands, but with human rights law and principles of accessibility. However, fiscal challenges and limitations on revenue generating potential remain, and managing all these demands equitably and effectively will be essential to ensuring continued growth and prosperity. The next president must be a dedicated leader with a strong background in financial and human resource management, strategic vision, risk management, and change management.

## Student Success

Memorial recognizes that student wellbeing and support is foundational for student success. A key priority for the new president will be enhancing the student experience.

By increasing mental health and wellness resources within academic and student services, Memorial supports students in both their personal and academic growth. It is essential to our mission and mandate to build and foster positive, productive relationships between faculty, staff and students—and to foreground inclusion, belonging, diversity and access for students, staff, and faculty together. A series of initiatives such as mentorship programs, support networks, and community building events strengthens these connections and encourages collaboration, with ongoing efforts to further enhance these relationships.

Closely related to student success is innovation in teaching and learning. There is opportunity for academic units at Memorial University to ensure programs reflect Memorial's unique strengths and reallocate resources to ensure they meet current and future needs. This includes nurturing new interdisciplinary collaborations in which students can participate, as well as creating experiential learning opportunities that provide students with academic and professional experiences to better equip them for future employment.

To promote balance and resilience, the university focuses on fostering a flexible learning environment, accommodating various learning styles, and encouraging a campus culture that is equitable, diverse and inclusive. COVID-19 has both challenged and unlocked the use of technology for program and service delivery and led to exciting advancements to online teaching and learning, which can be further leveraged to enhance accessibility, support, and engagement for all students moving forward.

## Public Engagement

Memorial University has a rich history of service to Newfoundland and Labrador and is well-positioned to play a leading role in the province's future, engage nationally and globally, and be an engine of innovation and creativity. The next President will be a forward-thinking and community-minded leader – someone with a track record of transformative leadership, realizing opportunities, being a visible advocate and strengthening our

reputation. The incoming President must be drawn to the opportunity of becoming a longstanding citizen and leader of Memorial University.

In 2025, Memorial will celebrate its 100th anniversary. The anniversary theme – “Looking Back, Launching Forth” – reflects Memorial’s origins as we were founded to honour the sacrifices of the past with the promise of a brighter tomorrow. This year will be an exciting time as Memorial celebrates this milestone with a year-long schedule of activities and events to engage students, faculty, staff, retirees, alumni and bring Newfoundland and Labradorians together to recognize our achievements and honour our rich history.

Planning, as well as infrastructure renewal and development, is also underway to prepare Memorial University’s St. John’s campus to host a portion of the 2025 Canada Summer Games. This is a tremendous opportunity to showcase our campus and facilities on a national stage and promote Memorial as a university of choice to potential students. Memorial’s faculty, staff and students have been invited to get involved through participation in the planning of events or as a volunteer for one of the many important roles during the weeks leading up to, during and following the games. Externally, this is a tremendous opportunity to engage the public and our government partners (municipal, provincial and national) to reinvigorate collaborative and mutually respectful working relationships.

## Vision, Mission and Values

### **Vision:**

Memorial University will be one of the most distinguished public universities in Canada and beyond, and will fulfill its special obligation to the people of Newfoundland and Labrador.

### **Mission:**

Memorial University is an inclusive and diverse community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.

Memorial welcomes and supports students and scholars from all over the world and contributes knowledge and expertise locally, nationally and internationally.

### **Values:**

*Excellence:* Encouraging and promoting excellence through innovation and creativity, rigour and pragmatism.

*Integrity:* Being honest and ethical in all interactions, maintaining the highest ethical standards in teaching, research, public engagement and service.

*Collegiality:* Engaging others with respect, openness and trust in pursuit of a common purpose, having regard for individuals, ideals and the institution as a whole.

*Inclusiveness and diversity:* Embracing and acting on responsibility to guarantee diversity and equity.

*Responsiveness:* Being receptive to individuals and communities.

*Accountability:* Accepting responsibility for achievement of common goals and objectives.

*Freedom and Discovery:* Supporting the freedom to pursue knowledge that is based on individual and collective intelligence, curiosity, ingenuity and creativity.

*Recognition:* Acknowledging, tangibly, all aspects of university enterprise including teaching and learning, research, scholarship, creative activity and public engagement.

*Responsibility to place:* Valuing and fulfilling the special obligation to the people of Newfoundland and Labrador by supporting and building capacity for excellence that:

- addresses needs and opportunities for Newfoundland and Labrador;
- engages the university community on matters of national and international significance;
- produces and delivers academic programs of national and international calibre; and,
- recognizes the dynamic opportunities presented by a multi-campus institution.

*Responsibility to learners:* Recognizing students as a top priority and providing the environment and support to ensure their academic and personal success.

*Interdisciplinary collaboration:* Supporting overarching themes in all pursuits that cut across academic units and address significant opportunities and challenges for which Memorial is particularly well positioned to build nationally and internationally recognized capacity.

*Sustainability:* Acting in a manner that is environmentally, economically and socially sustainable in administration, academic and research programs.

## Position Description

Reporting to the Board of Regents, the next President and Vice-Chancellor (President) will be a galvanizing leader for the Memorial University of Newfoundland and Labrador community, providing overall strategic direction for the academic and financial affairs of the university. The successful candidate will work collaboratively to define and achieve the University's goals and advance its vision and mission. The President will be appointed for a five-year (renewable) term, and the position will also include an underlying faculty appointment in a discipline represented at Memorial. As custodian of the shared governance processes of the university, the President will be an *ex-officio* member of the Board of Regents and also serve as Chair of the University Senate.

The key roles and responsibilities of the next President and Vice-Chancellor include the following:

### Vision and Mission

- Ensuring Memorial fulfills its special obligation to the people of Newfoundland and Labrador – and advancing its mission to be an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.
- Leading Memorial's six distinct campuses working actively with students, faculty, staff, and the broader university community across the entire Province and beyond (encompassing multiple time zones), to cultivate a culture of belonging across all campuses.
- Providing a bold vision for Memorial's future that builds on its profile and reputation as a medical/doctoral, comprehensive university and ensuring strategic planning draws on Memorial's rich history, builds on its achievements, and aligns with its mission and values.

### Inclusive Leadership

- Championing a supportive working and learning culture for community members across all Campuses based on trust and transparency. This includes upholding the principles of academic freedom, transparency and respect for the collective agreements.
- Collaborating closely with the Board of Regents, the Senate, and Senior Academic Leaders while leading the Administrative Leadership Team to achieve Memorial's priorities in alignment with its mission and values.
- Supporting Memorial's ongoing efforts to make the University a welcoming place for Indigenous peoples, and advancing Truth, Reconciliation, and Indigenization across the University.
- Advancing the principles of equity, diversity, and inclusion (EDI) and anti-racism throughout all aspects of Memorial's activities.

### Student Success and Wellbeing

- Ensuring an inclusive and supportive student experience that promotes wellbeing both inside and outside the classroom.
- Actively hearing and respecting the voices of students.
- Fostering constructive, productive relationships with students through open communication, mutual respect, and support for their academic success and community engagement.

### Governance

- Collaborating with Memorial's governing bodies, the Board of Regents and Senate, in the delivery of their mandates.
- Engaging with Memorial's many communities and building productive relationships with student, faculty and staff associations and unions across all Campuses.

### Management and Finance

- Collaboratively overseeing the implementation of educational policies and administration

- Ensuring that the quality of teaching, research, student experience, and administration are aligned with the University's future development.
- Overseeing all matters related to Memorial's academic mission, as well as managing operations, finance and infrastructure (including digital security) to ensure effective and responsible allocation of resources and financial sustainability.

#### **Research, Scholarship and Teaching**

- Creating and supporting the conditions for learning and knowledge production across a wide range of disciplinary contexts and knowledge systems at Memorial's campuses.
- Collaborating across the institution to build upon Memorial's increasing research intensity and impact, including hiring and retaining excellent researchers and faculty members and advocating externally to identify and secure additional research funding.
- Enhancing Memorial's reputation as a medical/doctoral, comprehensive university and supporting faculty and staff in their ability to deliver an excellent teaching and learning experience including the development of innovative undergraduate and graduate programs.

#### **External Relations and Advancement**

- Advocating for Memorial's interests with all levels of governments and ensuring positive and constructive working relationship with these entities.
- Working to continuously augment the University's reputation locally, nationally, and internationally.
- Developing and maintaining mutually beneficial partnerships with other post-secondary institutions, industry, Indigenous nations in the province and region, and community leaders at the local, provincial, national, and international levels.

#### **Engaging the Public and Advancement**

- Continuing to engage directly with the public and advocating for the importance of Memorial in serving the people of the province in alignment with Memorial's special obligation to the people of Newfoundland and Labrador,
- Securing Memorial's financial future through advancement and fund-development activities by building strong relationships with the alumni community and by raising funds from public and private sources.

## Selection Criteria

After extensive consultation with the University community, the Presidential Search Committee has developed the following criteria outlining the background, experience, skills, and personal qualities that the Committee will consider in its search for the next President. The Committee recognizes that no candidate for the position is likely to meet all the following criteria in equal measure; nevertheless, the following provides a comprehensive list of desirable criteria.

### Scholarly Credibility

- A PhD or terminal degree that makes the candidate eligible for appointment at the rank of Full Professor at Memorial.
- A credible track record of teaching and research, and deep understanding of the post-secondary education landscape.
- Deep curiosity, knowledge, and respect for diverse academic disciplines and types of research found within a comprehensive institution like Memorial.
- Experience in supporting and leading research intensification and impact in a complex university setting.
- Demonstrated experience in building high quality teaching and learning programs and an inclusive and supportive student experience that promotes wellbeing inside and outside the classroom.

### Vision and Leadership

- Demonstrated capacity for collegial and collaborative leadership in a large, complex, unionized and multi-campus university environment.
- A proven ability to develop a compelling shared vision, inclusive and supportive of multiple campuses, that aligns with the mission and values of a large and complex institution and a track record of experience in strategic planning.
- Experience working effectively with governing bodies, to successfully position an institution to achieve its strategic objectives.

### Management and Administration

- Extensive experience in managing human resources, budgets, risk and operations within a unionized, multi-campus, public university. Strong financial acumen and a track record of finding creative and innovative solutions to problems.
- Proven track record of attracting, retaining and empowering diverse and talented teams, and building a culture of collaboration, accountability and inclusion.

### Commitment to Reconciliation and Indigenization

- A clear understanding of and commitment to Indigenization and Truth and Reconciliation, along with experience working with Indigenous peoples.
- Demonstrated experience in advancing these important initiatives and implementing the recommendations of the Truth and Reconciliation Commission's recommendations across a range of policy contexts would be a key asset.

### Commitment to Equity, Diversity, Inclusion, and Anti-Racism

- A clear history of enacting the principles of equity, diversity, and inclusion (EDI), accessibility and anti-racism, and a commitment to advancing these values at Memorial.
- Building and maintaining a culture of trust and belonging for all members of Memorial's diverse community.

- Outstanding integrity, exceptional relationship-building and communication skills, curiosity, empathy, and high levels of emotional intelligence will be essential to realizing this commitment.

#### **Reputation, External Relations and Communication**

- The President will need to be a compelling leader with respect to public engagement, reputation- and profile-building. The President will need to demonstrate an understanding of the unique role Memorial plays in Newfoundland and Labrador and its importance as a vital partner in the economic, social, environmental, and intellectual fabric of the province, across Canada, and beyond.
- Excellent ambassadorial, advocacy and partnership-building skills, along with demonstrated experience in identifying and developing mutually beneficial relationships with government (at all levels), industries, Indigenous nations and other institutional partners in the region, across Canada and globally.
- A skilled communicator with a commitment to listening, consultation and collaboration, nurturing an institutional culture that respects the legitimacy of all voices and encourages discussions about the University's role and direction.

#### **Fundraising and Advancement**

- Demonstrated experience to lead successful fundraising and advancement efforts at both the individual donor level and with corporate and private organizations, while also identifying and maximizing other funding opportunities in an evolving funding landscape.
- Experience engaging alumni, external partners, and friends, and encouraging their engagement with the University, including as potential donors.

#### **Personal and Professional Attributes**

- Champion of building a culture of trust within the organization.
- Curious and motivated to learn about an institution and its place in the social fabric of a Province.
- Entrepreneurial mindset with an interdisciplinary perspective and global outlook.
- Approachable, collaborative and a good listener with superb relationship-building and communication skills, resilience and emotional intelligence.
- Humble and empowering of other leaders across the institution.
- Collegial approach and the ability to balance effective consultation with timely decision-making.
- Ethical and transparent, along with superb integrity and a commitment to academic freedom.
- Creative problem-solver committed to evidence-based decision-making. Leads by example and is accountable, maintaining focus on achieving results.

## A PLACE TO CALL HOME

*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.*

### Newfoundland and Labrador

Home to the most easterly point in North America, Newfoundland and Labrador, Canada, is surrounded by the Atlantic Ocean and features some of the oldest rocks and fossils in the world. The rugged terrain, amazing vistas and sprawling coastline are dramatic and charismatic. Newfoundland and Labrador is the perfect place to enjoy outdoor adventures like hiking, kayaking and whale watching. It's one of the best places in the world to see icebergs. Here, you can experience vibrant urban environments, historic outport communities, and serene national parks across our vast and varied landscapes. The population of Newfoundland and Labrador has seen record growth in each of the last two years driven by gains in both international and interprovincial migration.

Immigrant settlement in communities throughout the province has, since European colonization through to present day, shaped the province's economic, social, cultural, and demographic growth. The province and its capital city, St. John's, are increasingly diverse with immigrants from over 150 different countries around the world having settled in communities throughout Newfoundland and Labrador.

The province is home to distinct Indigenous groups on both the island of Newfoundland and in Labrador and represents approximately 9.3% of the provincial population numbers.

### St. John's

**Dynamic city life with small-town charm.**

[https://youtu.be/2jTEV0xm1E0?si=cdsFxE4k\\_WAxX9Sz](https://youtu.be/2jTEV0xm1E0?si=cdsFxE4k_WAxX9Sz)

St. John's and the surrounding metropolitan area, strategically located as the most easterly point in North America positions, are home to more than 200,000 people (approximately 40% of the province's population.) Founded more than 400 years ago, it is one of the oldest cities in North America. Today, St. John's perfectly combines tradition with sophistication and is a safe, cosmopolitan city with increasing diversity. Of the over 9,500 immigrants living in the St. John's metro area in Census 2021, 32.5% arrived between 2016 and 2021. The St. John's metro area is a gateway to European markets and Canada's Arctic. It offers a world-leading ocean technology industry, fast growing technology sector, research and development ecosystem, and marine science community. While almost 95% of people in the 2021 census indicated their mother tongue language as English, the next three most common responses were French, Arabic and Mandarin. By plane, St. John's is approximately three hours from Toronto, three hours from New York, and five hours from London, England.

#### **Climate and outdoor activities**

Its proximity to the Atlantic Ocean heavily influences the climate. It can be windy, rainy or foggy in St. John's on any given day—but that can change quickly to blue skies and sunshine. During the summer there's always an ocean breeze to keep you comfortable. Winters are generally mild, sometimes cool and brisk, but great for your favourite outdoor activities.

Each day in St. John's brings a fresh chance to explore—whether skiing or jogging the trails in Pippy Park, hiking Signal Hill and the East Coast Trail, or visiting the St. John's Farmers Market.

### Arts and culture

The city is widely recognized as a vibrant hub for arts and culture, and has a flourishing music, theatre, and dance scene, with productions available to theatregoers all year round. St. John's is home to The Rooms, the province's art gallery, archives and museum which showcases the deep history of the province. The provincial culture is dynamic and ever changing and individuals from around the world who have chosen to make St. John's their home have brought with them their traditions, cuisines, music, and architecture. These live on in the food and hospitality, culture, music, arts, and other industries as those who choose to call this place their home continue to shape the provincial identity. Arts and cultural industries play a significant role in economic growth and spurs innovation and enhances quality of life.

### Community spirit and events

St. John's plays host to numerous festivals, concerts and community celebrations throughout the year encompassing film and stage, cuisine, the outdoors, music and arts – all of which contribute to a sense that this is where interesting and exciting things happen. In 2025, St. John's will proudly host the Canada Games, showcasing our local talent and fostering a sense of community spirit. This prestigious event will add to the city's vibrant atmosphere, making it an even more exciting place to call home as residents come together to celebrate sports, culture, and camaraderie.

### Explore nature's playground

Besides indulging in cultural experiences, there are numerous activities to engage in across St. John's and the province, including biking, bird watching, boat tours, camping, food and dining, golfing, hiking and walking, iceberg viewing, kayaking, shopping, skiing and snowboarding, and whale watching. The landscape is vast and varied, comprised of mountain ranges, boreal forests, and rugged ocean coastlines, providing residents with a diversity of outdoor activity.

### Come from away and feel at home

St. John's is the perfect combination of big-city luxury and traditional small-town charm, offering visitors and residents an intriguing blend of history, culture, and natural experiences, all within an urban setting.

Newfoundland and Labrador is known for its incredibly friendly people and hospitality. Newfoundlanders and Labradorians are often described as real, genuine, warm, welcoming, fun-loving, and funny, and they are admired for their creativity, unique dialect, and their storytelling.

### CLIMATE

- *Summer: 20-23C (72F)*
- *Winter: 0C (32F)*
- *Avg. rainfall: 1,191 mm*
- *Avg. snowfall: 322 cm*

VIDEO TO CONSIDER: <https://www.youtube.com/watch?v=W4VhpmLISGY>

\$318,100 - Benchmark price for single-family home in St. John's  
47.1% lower than the national average price

### Comparison of Atlantic Canadian Electricity Rates (as of August 2024)

- St. John's: \$195
- Halifax (Nova Scotia): \$247
- Charlottetown (PEI): \$238
- Moncton (New Brunswick): \$205

### VIDEOS TO CONSIDER (each hyperlinked):

1. [Summer Fun in St. John's: Newcomer Perspectives](#)
2. [Embracing Winter in St. John's: Newcomer Perspectives](#)
3. [Welcome to St. John's](#)
4. [500 Years, TV Ad, Newfoundland and Labrador Tourism](#)

For more information about St. John's, please visit:

- [www.stjohns.ca](http://www.stjohns.ca)
- <https://destinationstjohns.com/>
- [www.downtownstjohns.com](http://www.downtownstjohns.com)
- [www.newfoundlandlabrador.com](http://www.newfoundlandlabrador.com)

### **Campus Locations beyond St. John's**

St. John's will be your home base, but adventure awaits as you engage with and get to know Memorial's other campuses.

Grenfell Campus, Corner Brook, is approximately a seven-hour drive away, or can be reached by a one hour flight (approximately) into Deer Lake (about 45 minutes outside Corner Brook).

Corner Brook is located on the west coast of Newfoundland and is known as a hub of adventure in summer, winter, spring and fall. This region is home to one of the largest Mi'kmaq bands in the country. Hiking trails crisscross the area and there are spots to ski, snowboard, rock climb and zipline. A short car ride away is Gros Morne National Park, a world heritage site with marine inlets, rich forest and glacier-carved fjords. Thanks in part the fine arts programming at Grenfell Campus, Corner Brook is a thriving theatre community with several productions each year and with art galleries that are home to exhibits from artists in the province and around the world.

The Labrador Campus is located in Happy Valley-Goose Bay, a warm and charming community with a rich history and diverse population in central Labrador that can be reached in about two hours by plane from St. John's. With a diverse and large population of various Indigenous groups, Happy Valley-Goose Bay offers activities and experiences that cater to both sports and arts enthusiasts. Spend time on the land snowmobiling, hunting, fishing, hiking and biking. You can also find a rich blend of cultures and artistic forms, from Indigenous art to contemporary works to live theatre, music and cultural festivals.

Harlow Campus is situated in the quaint, historic town of Old Harlow, Essex, UK—midway between London and Cambridge. Harlow Campus is served by three major London Airports, Heathrow, Gatwick and Stansted. Old Harlow has a history dating back to Roman times, but within a few minutes' walk of the campus are all the amenities of a picturesque English community.

## How to Apply

An executive search is being undertaken by Memorial University's search partner, Perrett Laver. Perrett Laver will assist the university in identifying a diverse pool of qualified candidates and in evaluating them against the selection criteria.

Applications should consist of a full curriculum vitae and a cover letter briefly outlining how the candidate meets the selection criteria, why the appointment is of interest, and what they believe they can contribute to the role. Further information, including details on how to apply, can be found at <https://candidates.perrettlaver.com/vacancies/> quoting reference number 7481. Interested candidates are asked to submit applications by Wednesday, December 11, 2024.

Diversity and inclusion constitute core values for Memorial. In supporting an inclusive workforce at the university, Memorial is committed to providing an unbiased recruitment and selection process. Memorial aims to be a welcoming, favourable and accommodating environment for employees and candidates for employment from diverse backgrounds. Identifying and removing systemic barriers is an important step in this process.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

Perrett Laver is a Data Controller and a Data Processor, and our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please see our [Privacy Statement](#).

We're looking for a leader who will honour Memorial's 100-year legacy of innovation and service, inspiring both the university community and the peoples of our province as we embark on the next chapter in our storied history.



## Memorial University, President and Vice-Chancellor

*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.*

Memorial University of Newfoundland and Labrador (MUN) invites applications for its next President and Vice-Chancellor (President). This position offers an extraordinary opportunity to play a transformative role in shaping the future of MUN and its profound impact on the Province of Newfoundland and Labrador, Canada, and the world. We look forward to welcoming an engaging, people-centred leader who shares our passion for this exceptional post-secondary institution and this unique Province.

As the only university in the Province of Newfoundland and Labrador – and one of the largest postsecondary institutions in Atlantic Canada, MUN makes a significant impact in the region, across Canada and globally. With approximately 18,000 students from more than 127 countries and approximately 3,800 faculty and staff, Memorial University spans six campuses and various locations, fostering a welcoming environment of learning, teaching, research, creativity and engagement.

Reporting to the Board of Regents, the next President and Vice-Chancellor (President) will be a galvanizing leader for the Memorial University of Newfoundland and Labrador community, providing overall strategic direction for the academic and financial affairs of the university. The successful candidate will work collaboratively to define and achieve the University's goals and advance its vision and mission. The President will be appointed for a five-year (renewable) term, and the position will also include an underlying faculty appointment in a discipline represented at Memorial. As custodian of the shared governance processes of the university, the President will be an *ex-officio* member of the Board of Regents and also serve as Chair of the University Senate.

The ideal profile of the next President will include a people-first leadership approach and align with the University's vision, mission and core values. They will bring a credible scholarly track-record and experience delivering transformative impact as an academic leader, including substantial experience in strategic leadership, governance, management, and finance within a post-secondary environment. The President will demonstrate a strong commitment to equity, diversity and inclusion, as well as supporting Memorial's ongoing efforts to make the University a welcoming place for Indigenous peoples, by advancing Truth, Reconciliation, and Indigenization across the University. They will champion building and maintaining a culture of trust at MUN and bring outstanding integrity, exceptional relationship-building and communication skills, curiosity, empathy and emotional intelligence to the role. They will have broad experience in external relations, including government engagement, and fundraising. These skills and experiences will empower them to help MUN continue to make a meaningful difference across the University, the Province and beyond.

As Newfoundland and Labrador's only university, Memorial University has a special obligation to the peoples of the province. Established as a living memorial to the Newfoundlanders and Labradorians who lost their lives during the First World War and subsequent conflicts, Memorial University draws inspiration from the sacrifices of the past to build a better future for the province, country, and the world. Because of its unique place within the province, the university plays an unparalleled role in the continuing development of the region. Memorial University stands out with its impressive geographic reach, featuring six dynamic campuses. In St. John's alone, you'll find three thriving locations. Travel west to Corner Brook to visit Grenfell Campus, or journey east across the Atlantic Ocean to Harlow Campus in the United Kingdom for an international perspective. The newest addition is the Labrador Campus, home to the innovative School of Arctic and Subarctic Studies and the Pye Centre for Northern Boreal Food Systems, where students delve into essential research and hands-on learning with a Northern focus.



MUN has grown into a research-intensive university with outstanding researchers including nationally and internationally recognized faculty. Over the past decade, the university has seen significant growth in national and international rankings, currently placed 17<sup>th</sup> among top research universities in Canada (Research Infosource, 2023). Notably, in the past five years, Memorial has been ranked the top Canadian university for marine and ocean engineering studies (Shanghai Rankings). Memorial's research activities are increasingly showcasing its vital contributions to a socially resilient, economically prosperous, culturally vibrant, inclusive, innovative, healthy and sustainable Newfoundland and Labrador.

An executive search is being undertaken by MUN's search partner, Perrett Laver. Perrett Laver will assist the University in identifying a diverse pool of qualified candidates and in evaluating them against the selection criteria.

Applications should consist of a full curriculum vitae and a cover letter briefly outlining how the candidate meets the selection criteria, why the appointment is of interest, and what they believe they can contribute to the role. Further information, including a full position description and selection criteria, as well as details on how to apply, can be found at <https://candidates.perrettlaver.com/vacancies/> quoting reference number **7481**. Interested candidates are asked to submit applications by **Wednesday, January 17<sup>th</sup>, 2025**.

Diversity and inclusion constitute core values for Memorial. In supporting an inclusive workforce at the university, Memorial is committed to providing an unbiased recruitment and selection process. Memorial aims to be a welcoming, favourable and accommodating environment for employees and candidates for employment from diverse backgrounds. Identifying and removing systemic barriers is an important step in this process.

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s. 29(1) (a)

**Butler, Kaitlin Sophia**

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Monday, November 4, 2024 9:17 AM  
**To:** Justin Ladha  
**Subject:** RE: Action Required -- PSC docs

Call whenever is convenient.

L

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**From:** Justin Ladha  
**Sent:** Monday, November 4, 2024 8:49 AM  
**To:** Russell, Lisa  
**Subject:** RE: Action Required -- PSC docs

I have reviewed. We can discuss when I call you shortly.



**Justin Ladha**  
*Chief Executive Officer*  
KMK Capital Inc

m. [redacted] s. 40(1)  
o. 709-754-2057 ext. 221  
e. [justin.ladha@kmkcapital.ca](mailto:justin.ladha@kmkcapital.ca)

Suite 202 - 40 Aberdeen Avenue  
St. John's, NL A1A 5T3

[kmkcapital.ca](http://kmkcapital.ca)

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** November 3, 2024 10:19 PM  
**To:** Justin Ladha <[Justin.Ladha@kmkcapital.ca](mailto:Justin.Ladha@kmkcapital.ca)>  
**Subject:** Action Required -- PSC docs  
**Importance:** High

Justin,

Before sharing with the search consultant, the PSC or the EDI-AR Advisory Committee, I want to share with you the changes that are proposed to be made to the PSC documents by Nat in the first instance from an EDI-AR perspective and then by me in response. [redacted] s. 29(1) (a)

[redacted] This needs to go to the PSC on Monday and the EDI-AR Advisory Committee to ensure we can meet the deadline of posting by end of this week.

Hopefully you can review in the morning so we can keep this moving. NOTE TO APPLICANT: The remainder of this email is located previously in the records.

**Butler, Kaitlin Sophia**

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Tuesday, November 5, 2024 8:51 AM  
**To:** Justin Ladha  
**Cc:** Scott, Tina (Regents)  
**Subject:** RE: PSC

Thank you! Will do.

L

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**From:** Justin Ladha  
**Sent:** Tuesday, November 5, 2024 8:48 AM  
**To:** Russell, Lisa  
**Cc:** Scott, Tina (Regents)  
**Subject:** Re: PSC



s. 29(1) (a)

Justin

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Tuesday, November 5, 2024 6:28:00 AM  
**To:** Justin Ladha <Justin.Ladha@kmkcapital.ca>  
**Cc:** Scott, Tina (Regents) <tinas@mun.ca>  
**Subject:** PSC

Justin,

Please advise if you would like me to share the above with the PSC for their information and comment with a deadline of end of day today. Hoping we can turn this around quickly.

Lisa

**Butler, Kaitlin Sophia**

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Thursday, November 7, 2024 4:34 PM  
**To:** Justin Latha  
**Subject:** PSC -- New Suggested Timeline  
**Attachments:** MUN - President & VC- Timetable\_V4.docx

NOTE TO APPLICANT: The attachment is located after this email thread.

IAP Office

Justin,

See attached revisions to the timeline for the work of the PSC. PL is recommending we extend advertising over the holiday break

Thoughts? s. 29(1) (a)

Lisa

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**From:** Peggy Lei  
**Sent:** Thursday, November 7, 2024 4:18 PM  
**To:** Russell, Lisa ; Scott, Tina (Regents)  
**Cc:** Benjamin Crase ; Maria Rivas-Rivero ; Gordon Lobay  
**Subject:** New Suggested Timeline

Hi Lisa and Tina,

Please see suggested new timeline with closing date of Jan 17th.

Best,  
Peggy

--  
Peggy Lei  
Project Manager



Direct Line: 778-836-5112



Amsterdam - Berlin - Canberra - Chicago - Dublin - Glasgow - Hong Kong - London -  
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 save paper: think before you print

# Timetable – Draft updated Oct 31

Memorial University Newfoundland - President and Vice Chancellor – Oct 2024

We recognize the importance of momentum in making appointments of this nature. The timeline shows an outline of the process, that we are happy to adapt to reflect the wishes of the Committee and the availability of key individuals for review meetings and interviews. We would emphasize the importance of allowing sufficient time to engage candidates and for Perrett Laver consultants to interview longlisted candidates in preparation for shortlisting.

Date	Action
August 22	Kick-Off Meeting with Search Committee Members
Week Commencing (w/c) Aug 26 through Sept 30	Select Consultation and Briefing Meetings Survey to go out Aug 26 through Sept 30
Mid Oct	Consultation and Briefing Meeting with Committee to review themes from all consultations Advertisement and Candidate Brochure drafted for sign off
Nov 14	Advertisement and Candidate brochure finalized
Nov 15 to Jan 17	Candidate identification, engagement, <span style="background-color: #cccccc; color: black;">[REDACTED]</span> s. 29(1) (a) Advertisement live
	<i>Holiday Break</i>
w/c Jan 20	Longlist Review Document Sent
w/c Jan 27	<b>Longlist Review Meeting with Perrett Laver</b> <i>Via video-conference or in person – 2-hour panel commitment</i>
w/c Feb 3 w/c Feb 10	Perrett Laver assessments with longlisted candidates against the established selection criteria <span style="background-color: #cccccc; color: black;">[REDACTED]</span> s. 29(1) (a)
w/c Feb 17	Shortlist Review Document sent
w/c Feb 24	<b>Shortlist Review Meeting with Perrett Laver</b> <i>Via video-conference or in person – 1.5-hour committee commitment</i>

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w/c Mar 10 & w/c Mar 17	<b>Virtual Interviews with Shortlisted Candidates – First Round</b> <i>Via video-conference – 6–8-hour committee commitment</i> <i>Each interview will last approx. 1 hour in duration</i> [redacted] <i>results will vary based on panel decisions</i> <i>Decision Meeting to follow after the first-round interviews to decide finalists</i>
w/c Apr 7 w/c Apr 14	<b>In-person Interviews with Finalist Candidates – Second Round</b> <i>Full day panel commitments</i> [redacted] <i>results will vary based on panel decision</i> <i>Formal Referencing</i> [redacted]
w/c Apr 21	<b>Decision Meeting</b> <i>Committee decides on a preferred candidate and ranked order of any other appointable candidates</i>
Thereafter	Negotiations with the preferred candidate, any additional references taken [redacted] Appointment announced

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s. 29(1) (a)

s. 29(1) (a)

s. 29(1) (a)

**Butler, Kaitlin Sophia**

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Monday, November 11, 2024 9:17 PM  
**To:** Justin Ladha; Justin Ladha  
**Subject:** RE: PSC Brief -- edits

Thank you, Justin. Yes, comments received were responded to/incorporated.

Lisa

---

**From:** Justin Ladha  
**Sent:** Monday, November 11, 2024 4:51 PM  
**To:** Russell, Lisa ; Justin Ladha  
**Subject:** RE: PSC Brief -- edits

Provided comments from the committee have been incorporated, I am fine.



**Justin Ladha**  
*Chief Executive Officer*  
 KMK Capital Inc

m. [REDACTED] s. 40(1)  
 o. 709-754-2057 ext. 221  
 e. [justin.ladha@kmkcapital.ca](mailto:justin.ladha@kmkcapital.ca)

Suite 202 - 40 Aberdeen Avenue  
 St. John's, NL A1A 5T3

[kmkcapital.ca](http://kmkcapital.ca)

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** November 11, 2024 11:07 AM  
**To:** Justin Ladha [REDACTED] s. 40(1)  
**Cc:** Justin Ladha <[Justin.Ladha@kmkcapital.ca](mailto:Justin.Ladha@kmkcapital.ca)>  
**Subject:** FW: PSC Brief -- edits

Hello Justin,

See attached final documents. Please advise if I may forward them to PL to initiate the advertising process.

Thanks,

Lisa

**Butler, Kaitlin Sophia**

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**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Tuesday, November 12, 2024 10:31 AM  
**To:** Justin Ladha; Justin Ladha  
**Subject:** For Review -- draft communication PSC -- [REDACTED] s. 29(1) (a)  
**Attachments:** PSC update Nov 12.docx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

Justin, IAP Office

See attached draft communication from the PSC. Nat has reviewed the attached and made some edits. Before I circulate to the wider PSC for comment (later today/early tomorrow), I wanted you to review. Once I hear back from you, the draft will be shared with the full PSC.

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

Thanks,

Lisa

Presidential search update  
Message from the Board of Regents

On behalf of the Presidential Search Committee (PSC), the Board of Regents is writing to share an update with the Memorial University community.

The PSC is responsible for the search for Memorial University’s next President and Vice-Chancellor. The committee includes faculty, students, regents, staff and community representatives.

The PSC met twice in October: first on Oct. 22 and again on Oct. 30. Central to this meeting were discussions to finalize (1) the advertisement for the position and (2) the process by which the hiring will take place.

s. 29(1) (a)

On Oct. 22, the committee reviewed the results from the community-wide consultations [redacted] took place from Sept. 18-Oct. 4. These consultations included in person and hybrid town halls, targeted meetings and an online survey. All members of the university community were offered the opportunity to share their perspectives.

s. 29(1) (a)

[redacted] identified themes heard from participants. All summarized feedback was anonymized. You can read a summary of the consultations ([link to summary page](#)) on the PSC website.

“I’m proud of our Memorial community,” said Justin Ladha, chair of the Board of Regents and of the PSC. “We had strong participation during the consultations and we received some very meaningful input. The community is passionate about this place and about selecting the right president. We are using what we heard to inform the position profile for our next president.”

The PSC also reviewed a draft of the position profile and job description for the next president and vice-chancellor. The committee expects it to be finalized soon.

**Hybrid search**

s. 29(1) (a)

On Oct. 30, the PSC established that it will conduct a hybrid search that operates in a manner to protect the confidentiality of candidates as best [redacted] can while providing representatives of the university community with an opportunity to participate in the short-list process.

s. 29(1) (a)

At the short-list stage, separate, representative groups [redacted] will be invited to [redacted] by the short-listed candidates. The [redacted] members will include representative from the following constituencies: Senate (including students), the Board of Regents (including students), students (including representative from the elected student union representatives s [redacted] from the general student population), and both unionized and non-unionized staff.

Each small group will have an opportunity [redacted] the candidates' [redacted]  
[redacted] s. 29(1) (a)

These discussions will occur with the candidates at the final stage of the competition and the groups will provide feedback to the PSC.

The next meeting of the PSC is schedule for December.

**Butler, Kaitlin Sophia**

---

**From:** Justin Ladha  
**Sent:** Tuesday, November 12, 2024 12:29 PM  
**To:** Russell, Lisa  
**Subject:** PSC update Nov 12.docx  
**Attachments:** PSC update Nov 12.docx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

My comments

IAP Office

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[redacted]

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**Butler, Kaitlin Sophia**

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**From:** Russell, Lisa  
**Sent:** Tuesday, November 12, 2024 4:32 PM  
**To:** Justin Ladha; Ladha, Justin  
**Subject:** RE: PSC update Nov 12.docx  
**Attachments:** PSC update Nov 12.docx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

IAP Office

Justin, s. 29(1) (a)

See attached. If you can make one final review prior to my distribution to the PSC, that would be much appreciated.

Once I hear back from you, I will share with the full PSC.

s. 29(1) (a)

Lisa

---

**From:** Justin Ladha <Justin.Ladha@kmkcapital.ca>  
**Sent:** Tuesday, November 12, 2024 12:29 PM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** PSC update Nov 12.docx

My comments

Presidential search update  
 Message from the Board of Regents

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At the short-list stage, separate, representative groups will be invited to discussions with the short-listed candidates. The members will include representatives from the following constituencies: elected members of Senate (including students), the Board of Regents (including students), students (including representatives from those elected to the student unions and from the general student population), and both unionized and non-unionized staff.

Each small group will have an opportunity to engage in discussion with the candidates on [REDACTED]

s. 29(1) (a)

These discussions will occur with the candidates at the final stage of the competition and the groups will provide feedback to the PSC.

The next meeting of the PSC is scheduled for December.

**Butler, Kaitlin Sophia**

---

**From:** Justin Ladha  
**Sent:** Wednesday, November 13, 2024 8:34 AM  
**To:** Russell, Lisa  
**Subject:** PSC update Nov 12.docx  
**Attachments:** PSC update Nov 12.docx

My changes attached.

NOTE TO APPLICANT: The attachment is located on the subsequent page.

IAP Office

Presidential search update  
Message from the Board of Regents

On behalf of the Presidential Search Committee (PSC), the Board of Regents is writing to share an update with the Memorial University community.

The PSC is responsible for the search for Memorial University's next President and Vice-Chancellor. The committee includes faculty, students, regents, staff and community representatives.

The PSC met twice in October: first on Oct. 22 and again on Oct. 30. Central to this meeting were discussions to finalize (1) the advertisement for the position and (2) the process by which the hiring will take place.

On Oct. 22, the committee reviewed the results from the community-wide consultations [REDACTED] took place from Sept. 18-Oct. 4. These consultations included in-person and hybrid town halls, targeted meetings and an online survey. All members of the university community were offered the opportunity to share their perspectives.

s. 29(1) (a)

[REDACTED] identified themes heard from participants. All summarized feedback was anonymized. You can read a summary of the consultations ([link to summary page](#)) on the PSC website.

s. 29(1) (a)

"I'm proud of our Memorial community," said Justin Ladha, chair of the Board of Regents and of the PSC. "We had strong participation during the consultations, and we received some very meaningful input. The community is passionate about this place and about selecting the right president. We are using what we heard to inform the position profile and hiring process for our next president."

The PSC also reviewed a draft of the position profile and job description for the next president and vice-chancellor. The committee expects it to be finalized soon.

### Hybrid search

s. 29(1) (a)

On Oct. 30, the PSC established that it would conduct a hybrid search that operates in a manner to protect the confidentiality of candidates as best [REDACTED] can while providing representatives of the university community with an opportunity to participate in the short-list process.

At the short-list stage, separate, representative groups will be invited to discussions with the short-listed candidates. The members will include representatives from the following constituencies: elected members of Senate (including students), the Board of Regents (including students), students (including representatives from those elected to the student unions and from the general student population), and both unionized and non-unionized staff.

Each small group will have an opportunity to engage in discussion with the candidates on various topics [redacted] s. 29(1) (a)

These discussions will occur with the candidates at the final stage of the competition and the groups will provide feedback to the PSC for its consideration in the selection process.

The next meeting of the PSC is scheduled for December.

**Butler, Kaitlin Sophia**

**From:** Pope, Johnathan Howard  
**Sent:** Thursday, November 14, 2024 9:06 AM  
**To:** Lourdes Peña-Castillo; Nicolas Keough; Scott, Tina (Regents)  
**Cc:** Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; McDougall, Greg; Ladha, Justin; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Hurley, Natasha; Moore, Sylvia; Tim Powers; Vicky Quao GCSU  
**Subject:** RE: Draft Communications

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

Best,  
John

\*\*\*\*\*  
He/Him  
English Programme (Chair), Grenfell Campus MUNFA Academic Freedom & Grievance Committee, Grenfell (Chair)  
Office: AS332L  
Office Phone: 709-639-4677  
\*\*\*\*\*

-----Original Message-----

From: Lourdes Peña-Castillo <lourdes@mun.ca>  
Sent: Wednesday, November 13, 2024 7:44 PM  
To: Nicolas Keough [Redacted]; Scott, Tina (Regents) <tinas@mun.ca>  
Cc: Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [Redacted]; Bob Hallett [Redacted]; Cara Hodder [Redacted]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; McDougall, Greg <gmcDougall@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [Redacted]; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [Redacted]; Michelle Baikie [Redacted]; Hurley, Natasha <nlmhurley@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [Redacted]; Vicky Quao GCSU [Redacted] s. 40(1)  
Subject: Re: Draft Communications s. 40(1)

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

[Redacted] What the committee reviewed was a summary provided by the consultant.

Lourdes s. 29(1) (a)

On 2024-11-13 5:54 p.m., Nicolas Keough wrote:  
> Just to recap:  
> The direct results of the community consultations were not given to us.  
> The short summary given by the search firm was the only feedback that we were given.  
>

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

s. 29(1) (a)

>  
 > Thanks,  
 > Nicolas Keough (he/him)  
 >  
 >> On Nov 13, 2024, at 12:04 PM, Scott, Tina (Regents) <tinas@mun.ca> wrote:  
 >>  
 >>  
 >>  
 >> Hello,  
 >>  
 >> Please find attached a draft communications which will be sent to the  
 >> community before the end of the week. We would appreciate receiving  
 >> any feedback from members by 10:00 tomorrow, November 14<sup>th</sup> .  
 >>  
 >>  
 >> 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) <<http://www.mun.ca/regents>>  
 >>  
 >> <image001.jpg>  
 >>  
 >> /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./  
 >>  
 >> <PSC update Nov 12.docx>

--

-----  
 Dr. Lourdes Peña-Castillo (she/her)

Professor

Departments of Computer Science and Biology (joint) Faculty of Science Memorial University of Newfoundland

<http://www.cs.mun.ca/~lourdes>

Office: ER6034

"To avert climate catastrophe, the main emitters must drastically cut emissions starting this year. This means accelerating the end of our fossil fuel addiction, and speeding the deployment of clean renewable energy. Every second counts. It's time for urgent #ClimateAction."  
António Guterres, UN Secretary-General.

<https://news.un.org/en/story/2022/04/1115452>

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Friday, November 15, 2024 8:41 AM  
**To:** Justin Ladha  
**Cc:** Scott, Tina (Regents)  
**Subject:** For Review and Approval -- Draft Memo -- PSC letter regarding small engagement group opportunity

**Attachments:** 11-12 24 - Board update.docx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

Justin,

IAP Office

See attached. Please advise regarding any changes you would like to see made and if you are in agreement with its distribution to the Regents. Thanks,

Lisa

**Board of Regents**

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

November 12, 2024

**TO:** Members of the Board of Regents  
**FROM:** Justin Ladha, Chair, Board of Regents  
**SUBJECT:** Update - Presidential Search Committee

---

This is to formally advise the Board of Regents that the Presidential Search Committee has determined how the next search for Memorial's President and Vice-Chancellor will be conducted and determined that the search will be a composed of both closed and hybrid phases. The initial application stage will be conducted through open advertising following which the search will enter a closed phase where the Committee will review all applications provided and make determinations regarding those to be invited to participate in the first step of the interview process. This part of the process will be closed and confidential.

Once the final candidates have been determined the search will shift to a hybrid phase. In this phase, in addition to interviews with the PSC, selected individuals from Senate, the Board of Regents, staff and students, using confidentiality agreements, will have an opportunity to engage with the final candidates and provide feedback to the PSC.

The PSC invites a small group of up to six members of the Board of Regents to engage in a discussion with each of the final candidates and provide their feedback to the Presidential Search Committee. If you are interested in being considered for this engagement opportunity with the final candidates being considered by the PSC, please contact Tina Scott at [tinas@mun.ca](mailto:tinas@mun.ca) by December 6, 2024.

This information will be communicated to the wider university community on Friday November 15.

Justin Ladha  
Chair, Board of Regents

**Butler, Kaitlin Sophia**

---

**From:** Butler, Joan D  
**Sent:** Friday, November 15, 2024 10:08 AM  
**To:** Andrea Stack; Andrew Mercer; Anik Rahman [REDACTED] Hossain, Ashrafee T.; Bob Hallett; Brendan Mitchell; Carter McNelly; Earl Ludlow; Eleanor Swanson; Lokash, Jennifer; Ladha, Justin; Leigh Borden; Russell, Lisa; Lloydetta Quaicoe; Luke Thibeau [REDACTED]; Lynn Zurel; Michelle Baikie; Pender, Nathalie; Nathan Childs; Bose, Neil; President, The; Vice-President (Academic); Rex Gibbons, MUN; Tim Powers; Trudy Morgan-Cole  
**Cc:** Scott, Tina (Regents)  
**Subject:** Presidential Search Update  
**Attachments:** PSC update 11-12-2024.pdf

s. 40(1)

NOTE TO APPLICANT: The attachment is located on the subsequent page.

IAP Office

Good morning,

Please find attached an update with regard to the President Search noting that the release will be sent to the broader community later this morning.

Thank you.

Joan Butler

Board of Regents  
 Memorial University  
 St. John's, NL St. John's, NL A1C 5S7  
 709-864-3289

[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.*



students (including representatives from those elected to the student unions and from the general student population), and both unionized and non-unionized staff.

Each small group will have an opportunity to engage in discussion with the candidates on various topics.

These discussions will occur with the candidates at the final stage of the competition and the groups will provide feedback to the PSC for its consideration in the selection process.

The next meeting of the PSC is scheduled for December.

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Monday, November 18, 2024 2:47 PM  
**To:** Ladha, Justin  
**Subject:** RE: Approval Required -- [REDACTED] PSC Draft Letter

s. 29(1) (a)

Will do. Thanks,

Lisa

---

**From:** Ladha, Justin [REDACTED] s. 40(1)  
**Sent:** Monday, November 18, 2024 2:04 PM s. 29(1) (a)  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** RE: Approval Required -- [REDACTED] PSC Draft Letter

I am fine with it [REDACTED]

s. 29(1) (a)

---

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** November 18, 2024 12:09 PM s. 40(1)  
**To:** Ladha, Justin [REDACTED]  
**Subject:** Approval Required -- [REDACTED] PSC Draft Letter  
**Importance:** High

s. 29(1) (a)

Justin,

s. 29(1) (a)

[REDACTED]

The word doc is the new memo and the PDF is what was sent originally.

Happy to discuss further once you have had a chance to review. Thanks,

Lisa

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Monday, November 18, 2024 4:35 PM  
**To:** Ladha, Justin  
**Subject:** FW: For Review and Approval -- Draft Memo -- PSC letter regarding small engagement group opportunity

**Attachments:** 11-12 24 - Board update.docx      NOTE TO APPLICANT: The attachment is located on the subsequent page.

For your approval – to be distributed to Board electronically.      IAP Office

L

---

**From:** Russell, Lisa  
**Sent:** Friday, November 15, 2024 8:41 AM  
**To:** Justin Ladha <Justin.Ladha@kmkcapital.ca>  
**Cc:** Scott, Tina (Regents) <tinas@mun.ca>  
**Subject:** For Review and Approval -- Draft Memo -- PSC letter regarding small engagement group opportunity

Justin,

See attached. Please advise regarding any changes you would like to see made and if you are in agreement with its distribution to the Regents. Thanks,

Lisa



**Board of Regents**

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

November 12, 2024

**TO:** Members of the Board of Regents  
**FROM:** Justin Ladha, Chair, Board of Regents  
**SUBJECT:** Update - Presidential Search Committee

---

This is to formally advise the Board of Regents that the Presidential Search Committee has determined how the next search for Memorial's President and Vice-Chancellor will be conducted and determined that the search will be a composed of both closed and hybrid phases. The initial application stage will be conducted through open advertising following which the search will enter a closed phase where the Committee will review all applications provided and make determinations regarding those to be invited to participate in the first step of the interview process. This part of the process will be closed and confidential.

Once the final candidates have been determined the search will shift to a hybrid phase. In this phase, in addition to interviews with the PSC, selected individuals from Senate, the Board of Regents, staff and students, using confidentiality agreements, will have an opportunity to engage with the final candidates and provide feedback to the PSC.

The PSC invites a small group of up to six members of the Board of Regents to engage in a discussion with each of the final candidates and provide their feedback to the Presidential Search Committee. If you are interested in being considered for this engagement opportunity with the final candidates being considered by the PSC, please contact Tina Scott at [tinas@mun.ca](mailto:tinas@mun.ca) by December 6, 2024.

This information will be communicated to the wider university community on Friday November 15.

Justin Ladha  
Chair, Board of Regents

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Tuesday, November 19, 2024 8:48 AM  
**To:** Ladha, Justin  
**Subject:** For Review -- PSC Request to the RO  
**Attachments:** Memo to Registrar - Hybrid Consulation.docx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

Justin,

IAP Office

See attached for your review. Thanks,

Lisa

**Board of Regents**

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

November 18, 2024

**TO:** Lee Ann McKivior, University Registrar  
**FROM:** Justin Ladha, Chair, Presidential Search Committee  
**SUBJECT:** Hybrid Consultation

---

As you may be aware, at its meeting on October 30, the Presidential Search Committee resolved to conduct a hybrid search that operates in a manner to protect the confidentiality of candidates as best it can while providing representatives of the university community with an opportunity to participate in the short-list process. The members will include representatives from the following constituencies: elected members of Senate (including students); the Board of Regents (including students); students (including representatives from those elected to the student unions and from the general student population); and both unionized and non-unionized staff. Each small group will have an opportunity to engage in discussion with the candidates on various topics and these discussions will occur with the candidates at the final stage of the competition. Each of the groups will provide feedback to the PSC for its consideration in the selection process.

One of the groups identified to participate in the hybrid aspect of the PSC is a group of 11 students from the general student population. It was decided to request the Registrar's Office to conduct this selection. As part of this process, the PSC discussed the importance of:

- Representation from the Grenfell, Marine Institute, Labrador and St. John's campuses
- To the extent possible, selection of students to achieve a diverse group that specifically includes undergraduate and graduate students, domestic and international students.
- Objective and fair selection process

The PSC further determined it would like to give approval to the means of selection. With this objective in mind, would you please propose a means of achieving the selection of a group of up to 11 students that is consistent with the above priorities identified by the PSC. I am requesting the development a written plan that outlines how the above could be achieved, including a timeline for execution for submission to the PSC. If I could receive that document by January 8, 2025, that would be much appreciated.

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Monday, November 25, 2024 9:01 PM  
**To:** Ladha, Justin  
**Subject:** RE: Presidential Search Committee Update

I will review and be in touch.

L

---

**From:** Ladha, Justin <[REDACTED]> s. 40(1)  
**Sent:** Monday, November 25, 2024 8:59 PM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** Fw: Presidential Search Committee Update

Please see below.

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---

**From:** Shane Regular <Shane.Regular@mi.mun.ca>  
**Sent:** Monday, November 25, 2024 3:37:13 PM  
**To:** Ladha, Justin <[REDACTED]> s. 40(1)  
**Cc:** Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>  
**Subject:** Presidential Search Committee Update

Hello:

I am the Secretary for NAPE Local 7850 and I am writing to ask some follow up questions as a result of the update for the work of the PSC published in the [Gazette](#) on November 15, 2024. Upon reviewing that we noticed there would be an opportunity for us to engage with the short-listed candidates for this search. As we have not been made aware otherwise of opportunities for our team to be explicitly involved in this search, we were wondering if you could share some details on what this would look like. Specifically, I was wondering:

- Do you have any idea on approximate timelines regarding when we would be able to review short listed candidate information? When do you hope to have short listed candidates selected and timelines set for these meetings?
- Will it be our local exclusively who will be able to speak with the candidates or will we be sharing time with other unions and NAPE locals?
- As there is no NAPE Local 7850 representative on the search committee, how will we be able to submit information on behalf of and represent our local to the search committee as a result of these consultations? Will the search committee be meeting with us to discuss the findings our of discussions with the candidates?
- Will there be any confidentiality obligations as a condition for our participation in this process? Will we be able to relay any information with our membership before or after the process?

I have copied the Local's President, Ann Lynn Anstey, and Vice-President/Treasurer, Marlene Power, on this email as well. Should you need to reach out to us for any reason, please don't hesitate to contact us any time. We look forward to your response!

Sincerely,

Shane

**FISHERIES AND  
MARINE INSTITUTE**  
OF MEMORIAL UNIVERSITY

P.O Box 4920  
St. John's, NL Canada  
A1C 5R3

ISO 9001 Registered  
[www.mi.mun.ca](http://www.mi.mun.ca)

**Shane Regular, BA, BBA**

Curriculum & Calendar Coordinator - Office of the Registrar

[shane.regular@mi.mun.ca](mailto:shane.regular@mi.mun.ca)

709 778 0611

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**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Tuesday, December 3, 2024 11:56 AM  
**To:** Russell, Lisa  
**Subject:** Fw: Presidential Search Committee Update

Please see below.

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---

**From:** Shane Regular <Shane.Regular@mi.mun.ca>  
**Sent:** Tuesday, December 3, 2024 10:24:52 AM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Cc:** Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>  
**Subject:** RE: Presidential Search Committee Update

Hello:

I am writing to follow up on this inquiry. Please advise at your earliest convenience.

Sincerely,

Shane

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OF MEMORIAL UNIVERSITY  
P.O Box 4920  
St. John's, NL Canada  
A1C 5R3  
ISO 9001 Registered  
[www.mi.mun.ca](http://www.mi.mun.ca)

**Shane Regular, BA, BBA**  
Curriculum & Calendar Coordinator - Office of the Registrar  
[shane.regular@mi.mun.ca](mailto:shane.regular@mi.mun.ca)  
709 778 0611

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---

**From:** Shane Regular  
**Sent:** Monday, November 25, 2024 3:37 PM  
**To:** [REDACTED] s. 40(1)  
**Cc:** Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>  
**Subject:** Presidential Search Committee Update

Hello:

I am the Secretary for NAPE Local 7850 and I am writing to ask some follow up questions as a result of the update for the work of the PSC published in the [Gazette](#) on November 15, 2024. Upon reviewing that we noticed there would be an opportunity for us to engage with the short-listed candidates for this search. As we have not been made aware otherwise of opportunities for our team to be explicitly involved in this search, we were wondering if you could share some details on what this would look like. Specifically, I was wondering:

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

**Butler, Kaitlin Sophia**

**From:** Ladha, Justin  
**Sent:** Wednesday, December 4, 2024 3:37 PM  
**To:** Russell, Lisa  
**Subject:** Fw: Meeting of the Presidential Search Committee

[Redacted]

s. 29(1) (a)

[Get Outlook for iOS](#)

**From:** Cyr Couturier <Cyr.Couturier@mi.mun.ca>  
**Sent:** Wednesday, December 4, 2024 12:38:02 PM  
**To:** Scott, Tina (Regents) <tinas@mun.ca>; Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [Redacted]; Bob Hallett [Redacted]; Cara Hodder [Redacted]; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [Redacted]; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [Redacted]; Michelle Baikie [Redacted]; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough [Redacted]; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [Redacted]; Vicky Quao GCSU [Redacted]; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>  
**Cc:** Stone, Charlene <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

s. 40(1)

Too bad, was hoping to get an update from the consultant on recruitment before the break, according to our original timelines, but guess it will have to wait until the new year.

Have a good break folks after exams, and see you early in the new year.

Would be nice to have our next meeting in person, [Redacted]

s. 40(1)

Cheers,

Cyr

**Cyr Couturier**  
Marine Biologist & Aquaculture Scientist  
School of Fisheries  
Marine Institute of Memorial University  
T 1-709-778-0609  
M [Redacted]  
E [cyr.couturier@mi.mun.ca](mailto:cyr.couturier@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:** Scott, Tina (Regents) <tinas@mun.ca>

**Sent:** Wednesday, December 4, 2024 1:33 PM

**To:** Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Bob Hallett [REDACTED]; Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [REDACTED]; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough <[REDACTED]>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]; Benjamin Crase, Perrett Laver

s. 40(1)

<benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>

**Cc:** Stone, Charlene <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>

**Subject:** RE: Meeting of the Presidential Search Committee

Hello,

As a follow-up to my message below, due to scheduling difficulties, I am not able to confirm the meeting as noted below. As a result, we are now looking at the week of January 6<sup>th</sup>. I will be in contact with regard to the suggested dates.

Thank you,

Tina

**From:** Scott, Tina (Regents)

**Sent:** Friday, November 22, 2024 2:07 PM

**To:** Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Bob Hallett [REDACTED]; Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Johnathan Pope <n79jhp@mun.ca>; Justin Ladha [REDACTED]; Lisa Russell <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough [REDACTED]; Sylvia Moore <sylvia.moore@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>

s. 40(1)

**Cc:** Charlene Burke (Dr. Hurley's Office) <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>

**Subject:** RE: Meeting of the Presidential Search Committee

**Importance:** High

Hello,

Further to my message below, would you advise whether you would be available that day at 5:00 p.m. As noted earlier, it is anticipated that the meeting would be approximately an hour as this meeting is intended to receive an update.

AS I need to confirm this meeting, I would appreciate it once again if all members would respond at their earliest convenience.

Thank you,

Tina

**From:** Scott, Tina (Regents)  
**Sent:** Monday, November 18, 2024 9:44 AM  
**To:** Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer <[REDACTED]>; Bob Hallett <[REDACTED]>; Cara Hodder <[REDACTED]>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Johnathan Pope <n79jhp@mun.ca>; Justin Ladha <[REDACTED]>; Lisa Russell <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah <[REDACTED]>; Michelle Baikie <[REDACTED]>; Natasha Hurley (nlm hurley@mun.ca) <nlmhurley@mun.ca>; Nicolas Keough <[REDACTED]>; Sylvia Moore <sylvia.moore@mun.ca>; Tim Powers <[REDACTED]>; Vicky Quao GCSU <[REDACTED]>; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>  
**Subject:** Meeting of the Presidential Search Committee  
**Importance:** High

s. 40(1)

Hello,

I am arranging a meeting of the Presidential Search Committee the purpose of which is to receive an update from Perrett Laver. Would you please advise whether you are available on December 9<sup>th</sup> at 3:45 p.m. (Newfoundland).

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.*

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**Butler, Kaitlin Sophia**

**From:** Russell, Lisa  
**Sent:** Wednesday, December 4, 2024 4:52 PM  
**To:** Gibson, Alex; Cyr Couturier; Scott, Tina (Regents); Andrew Mercer; Bob Hallett; Cara Hodder; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Hurley, Natasha; Nicolas Keough; Moore, Sylvia; Tim Powers; Vicky Quao GCSU; Benjamin Crase, Perrett Laver; Emily Jarvis, Perrett Laver; Gordon Lobay; Maria Rivas-Rivero, Perrett Laver; Peggy Lei, Perrett Laver  
**Cc:** Stone, Charlene; Kimberly Jones  
**Subject:** RE: Meeting of the Presidential Search Committee

Afternoon everyone,

We have asked for an update on the search from Gordon and team. Once received, that will be circulated – likely next week.

Regards,

Lisa

---

**From:** Gibson, Alex <Alex.Gibson@pennecon.com>  
**Sent:** Wednesday, December 4, 2024 3:24 PM  
**To:** Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>; Andrew Mercer <andrew.mercer@mun.ca>; Bob Hallett <bob.hallett@mun.ca>; Cara Hodder <cara.hodder@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin <ladha.justin@mun.ca>; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah <mdshaheen@mun.ca>; Michelle Baikie <michelle.baikie@mun.ca>; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough <nicolas.keough@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers <tim.powers@mun.ca>; Vicky Quao GCSU <vicky.quao@mun.ca>; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>  
**Cc:** Stone, Charlene <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

Hey Team,

s. 29(1) (a)

I'll second Cyr's thoughts below, was hopeful to get an update before we headed out on break [redacted] s. 40(1)  
 Perhaps this is something that can be provided electronically though all the same over the month of December?

[redacted]

s. 40(1)

Best,

Alex

**Alex Gibson**

Human Resources Advisor

Direct: 709-782-5795 | Office: 709-782-3404

Email: [alex.gibson@pennecon.com](mailto:alex.gibson@pennecon.com) | Web: [www.pennecon.com](http://www.pennecon.com)



**From:** Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>

**Sent:** Wednesday, December 4, 2024 2:08 PM

**To:** 'Scott, Tina (Regents)' <[tinas@mun.ca](mailto:tinas@mun.ca)>; Gibson, Alex <[Alex.Gibson@pennecon.com](mailto:Alex.Gibson@pennecon.com)>; Andrew Mercer <[redacted]>; Bob Hallett <[redacted]>; Cara Hodder <[redacted]>; Pope, Johnathan Howard <[n79jhp@mun.ca](mailto:n79jhp@mun.ca)>; Ladha, Justin <[redacted]>; Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>; Lourdes Pena-Castillo <[lourdes.pena@mun.ca](mailto:lourdes.pena@mun.ca)>; MD Shaheen Shah <[redacted]>; Michelle Baikie <[redacted]>; Hurley, Natasha <[nlmhurley@mun.ca](mailto:nlmhurley@mun.ca)>; Nicolas Keough <[redacted]>; Moore, Sylvia <[sylviam@mun.ca](mailto:sylviam@mun.ca)>; Tim Powers <[redacted]>; Vicky Quao GCSU <[redacted]>; Benjamin Crase, Perrett Laver <[benjamin.crase@perrettlaver.com](mailto:benjamin.crase@perrettlaver.com)>; Emily Jarvis, Perrett Laver <[Emily.Jarvis@perrettlaver.com](mailto:Emily.Jarvis@perrettlaver.com)>; Gordon Lobay <[Gordon.Lobay@perrettlaver.com](mailto:Gordon.Lobay@perrettlaver.com)>; Maria Rivas-Rivero, Perrett Laver <[Maria.Rivas-Rivero@perrettlaver.com](mailto:Maria.Rivas-Rivero@perrettlaver.com)>; Peggy Lei, Perrett Laver <[Peggy.Lei@perrettlaver.com](mailto:Peggy.Lei@perrettlaver.com)>

**Cc:** Stone, Charlene <[charlenes@mun.ca](mailto:charlenes@mun.ca)>; Kimberly Jones <[kimberly.jones@kmkcapital.ca](mailto:kimberly.jones@kmkcapital.ca)>; Cyr Couturier <[Cyr.Couturier@mi.mun.ca](mailto:Cyr.Couturier@mi.mun.ca)>

**Subject:** RE: Meeting of the Presidential Search Committee

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.

Too bad, was hoping to get an update from the consultant on recruitment before the break, [redacted] but guess it will have to wait until the new year.

s. 29(1) (a)

Have a good break folks after exams, and see you early in the new year.

Would be nice to have our next meeting in person, [redacted]

s. 40(1)

Cheers,

Cyr

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



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:** Scott, Tina (Regents) <tinas@mun.ca>  
**Sent:** Wednesday, December 4, 2024 1:33 PM  
**To:** Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [redacted]; Bob Hallett [redacted]; Cara Hodder [redacted]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin <[redacted]>; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah <[redacted]>; Michelle Baikie <[redacted]>; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough <[redacted]>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers <[redacted]>; Vicky Quao GCSU <[redacted]>; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>  
**Cc:** Stone, Charlene <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

s. 40(1)

Hello,

As a follow-up to my message below, due to scheduling difficulties, I am not able to confirm the meeting as noted below. As a result, we are now looking at the week of January 6<sup>th</sup>. I will be in contact with regard to the suggested dates.

Thank you,

Tina

**From:** Scott, Tina (Regents)  
**Sent:** Friday, November 22, 2024 2:07 PM  
**To:** Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [redacted]; Bob Hallett [redacted]; Cara Hodder [redacted]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Johnathan Pope <n79jhp@mun.ca>; Justin Ladha <[redacted]>; Lisa Russell <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah <[redacted]>; Michelle Baikie <[redacted]>; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough <[redacted]>; Sylvia Moore <sylvia.moore@mun.ca>; Tim Powers <[redacted]>; Vicky Quao GCSU <[redacted]>; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>  
**Cc:** Charlene Burke (Dr. Hurley's Office) <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee  
**Importance:** High

s. 40(1)

Hello,

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

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa s. 40(1)  
**Sent:** Monday, December 9, 2024 4:32 PM  
**To:** Andrea Stack; Andrew Mercer; Anik Rahman ( [REDACTED] ); Hossain, Ashrafee T.; Bob Hallett; Brendan Mitchell; Carter McNelly; Earl Ludlow; Eleanor Swanson; Lokash, Jennifer; Ladha, Justin; Leigh Borden; Lloydetta Quaicoe; Luke Thibeau ( [REDACTED] ); Lynn Zurel; Michelle Baikie; Pender, Nathalie; Nathan Childs; Vice-President (Academic); Rex Gibbons, MUN; Tim Powers; Trudy Morgan-Cole  
**Cc:** Scott, Tina (Regents)  
**Subject:** PSC -- Hybrid Search Involvement Opportunity  
**Attachments:** Board Invitation to Participate Dec 2024.pdf NOTE TO APPLICANT: The attachment is located on the subsequent page.

Good afternoon, IAP Office

Please see the attached correspondence from Justin Ladha, Chair of the Board of Regents.

Lisa

Lisa Russell  
 Executive Director, Board of Regents  
 Memorial University, St. John's, NL A1C 5S7  
 709-864-4397 [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.*



**Board of Regents**

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

December 9, 2024

**TO:** Members of the Board of Regents  
**FROM:** Justin Ladha, Chair, Board of Regents  
**SUBJECT:** Update - Presidential Search Committee Hybrid Participation Process

---

This is to formally advise the Board of Regents that the Presidential Search Committee has determined the next search for Memorial's President and Vice-Chancellor will be composed of both closed and hybrid phases. The initial application stage will be conducted through open advertising following which the search will enter a closed phase where the Committee will review all applications provided and make determinations regarding those to be invited to participate in the first step of the interview process. This part of the process will be closed and confidential.

Once the final candidates have been determined the search will shift to a hybrid phase. In this phase, in addition to interviews with the PSC, selected individuals from Senate, the Board of Regents, staff and students, using confidentiality agreements, will have an opportunity to engage with the final candidates and provide feedback to the PSC.

The PSC invites a small group of up to six members of the Board of Regents to engage in a discussion with each of the final candidates and provide their feedback to the Presidential Search Committee. If you are interested in being considered for this engagement opportunity with the final candidates being considered by the PSC, please contact Board Secretary, Tina Scott at [tinas@mun.ca](mailto:tinas@mun.ca) by Monday December 16, 2024.

More information on the search process can be viewed [here](#).



s. 40(1)

Justin Ladha  
Chair, Board of Regents

**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Tuesday, December 10, 2024 2:07 PM  
**To:** Russell, Lisa  
**Subject:** Fw: Presidential Search Committee Update

Please see below

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---

**From:** Shane Regular <Shane.Regular@mi.mun.ca>  
**Sent:** Tuesday, December 10, 2024 1:18:33 PM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Cc:** Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>  
**Subject:** RE: Presidential Search Committee Update

Hello:

Just following up again on this inquiry. If it should be directed to someone else, please advise.

Shane

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OF MEMORIAL UNIVERSITY  
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St. John's, NL Canada  
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[www.mi.mun.ca](http://www.mi.mun.ca)

**Shane Regular, BA, BBA**  
Curriculum & Calendar Coordinator - Office of the Registrar  
[shane.regular@mi.mun.ca](mailto:shane.regular@mi.mun.ca)  
709 778 0611

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---

**From:** Shane Regular  
**Sent:** Tuesday, December 3, 2024 10:25 AM  
**To:** [REDACTED] s. 40(1)  
**Cc:** Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>  
**Subject:** RE: Presidential Search Committee Update

Hello:

I am writing to follow up on this inquiry. Please advise at your earliest convenience.

Sincerely,

Shane

**FISHERIES AND  
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OF MEMORIAL UNIVERSITY  
P.O Box 4920

**Shane Regular, BA, BBA**  
Curriculum & Calendar Coordinator - Office of the Registrar  
[shane.regular@mi.mun.ca](mailto:shane.regular@mi.mun.ca)  
709 778 0611

**From:** Shane Regular  
**Sent:** Monday, November 25, 2024 3:37 PM  
**To:** [REDACTED] s. 40(1)  
**Cc:** Ann Lynn Anstey <[AnnLynn.Anstey@mi.mun.ca](mailto:AnnLynn.Anstey@mi.mun.ca)>; Marlene Power <[Marlene.Power@mi.mun.ca](mailto:Marlene.Power@mi.mun.ca)>  
**Subject:** Presidential Search Committee Update

Hello:

I am the Secretary for NAPE Local 7850 and I am writing to ask some follow up questions as a result of the update for the work of the PSC published in the [Gazette](#) on November 15, 2024. Upon reviewing that we noticed there would be an opportunity for us to engage with the short-listed candidates for this search. As we have not been made aware otherwise of opportunities for our team to be explicitly involved in this search, we were wondering if you could share some details on what this would look like. Specifically, I was wondering:

- Do you have any idea on approximate timelines regarding when we would be able to review short listed candidate information? When do you hope to have short listed candidates selected and timelines set for these meetings?
- Will it be our local exclusively who will be able to speak with the candidates or will we be sharing time with other unions and NAPE locals?
- As there is no NAPE Local 7850 representative on the search committee, how will we be able to submit information on behalf of and represent our local to the search committee as a result of these consultations? Will the search committee be meeting with us to discuss the findings our of discussions with the candidates?
- Will there be any confidentiality obligations as a condition for our participation in this process? Will we be able to relay any information with our membership before or after the process?

I have copied the Local's President, Ann Lynn Anstey, and Vice-President/Treasurer, Marlene Power, on this email as well. Should you need to reach out to us for any reason, please don't hesitate to contact us any time. We look forward to your response!

Sincerely,

Shane

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St. John's, NL Canada  
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**Shane Regular, BA, BBA**

Curriculum & Calendar Coordinator - Office of the Registrar

[shane.regular@mi.mun.ca](mailto:shane.regular@mi.mun.ca)

709 778 0611

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**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Tuesday, December 10, 2024 4:34 PM  
**To:** Ladha, Justin  
**Subject:** Draft Communication -- PSC Hybrid Participation Memo Student Unions  
**Attachments:** 12-10-24 - Correspondence to Student Unions -- Hybrid Participation.docx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

Justin,

IAP Office

See attached. For your review.

Lisa



**Board of Regents**

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

December 10, 2024

TO: [REDACTED] Executive Director of External Affairs, Graduate  
 Students' Union  
 s. 40(1) XXX, XXX, Grenfell Campus Students' Union  
 [REDACTED] President, Marine Institute Students' Union  
 [REDACTED] Director of External Affairs, Memorial University of  
 Newfoundland Students' Union

FROM: Justin Ladha, Chair, Board of Regents

SUBJECT: Presidential Search Process

---

This is to advise that the Presidential Search has determined that the initial application stage will be conducted through open advertising following which the search will enter a closed phase where the Committee will review all applications provided and make determinations regarding those to be invited to participate in the first step of the interview process. This part of the process will be closed and confidential.

Once the final candidates have been determined the search will shift to a hybrid phase. In this regard, as the elected representatives of the various student bodies at Memorial, we invite you to work together to select participants from your collective list of elected members to identify up to 11 individuals. Once identified, please send along names and email addresses for the selected individuals to the Office of the Board of Regents who are supporting the Presidential Search Committee. This group of up to 11 will have the opportunity to engage in a discussion with each of the final candidates being considered for the role of President and provide their feedback to the Presidential Search Committee.

We look forward to working with you in the hybrid phase of the search. Please feel free to share this information, in writing, with your elected members. Please identify the 11 selected individuals and communicate that information to the Office of the Board of Regents by January 31, 2025.

Justin Ladha  
 Chair, Board of Regents

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Thursday, December 12, 2024 12:05 PM  
**To:** Ladha, Justin  
**Cc:** Scott, Tina (Regents)  
**Subject:** FW: Response: PSC hybrid consultations (students)  
**Attachments:** PSC memo re\_students Nov\_29\_2024.pdf NOTE TO APPLICANT: The attachment is located on pages 390-391. Please note that page 391 is redacted pursuant to section 29(1) (a).

Justin,

IAP Office

See attached from the Registrar regarding their proposal for student selection for the hybrid consultation phase. If you would like to discuss further prior to presentation of this proposal to the PSC, please let me know.

Lisa

---

**From:** McKivor, Lee Ann <lamckivor@mun.ca>  
**Sent:** Friday, November 29, 2024 3:35 PM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** Response: PSC hybrid consultations (students)

Hello

Please find attached my response to the memo dated November 20, 2024 from Mr. Justin Ladha, Chair, Presidential Search Committee.

Many thanks  
 Lee Ann

**Lee Ann McKivor, Ed.D.** [she/her]  
 University Registrar and interim Secretary to Senate  
 Memorial University of Newfoundland  
 St. John's, NL, Canada  
 E: [lamckivor@mun.ca](mailto:lamckivor@mun.ca)  
 C: [REDACTED] s. 40(1)  
 P: (709) 864-4437

*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.*

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Office of the Registrar  
St. John's, NL, Canada A1C 5S7  
Tel: 709 864 8260 Fax: 709 864 2337  
www.mun.ca

November 29, 2024

To: Mr. Justin Ladha, Chair, Presidential Search Committee  
From: Dr. Lee Ann McKivior, University Registrar and interim Secretary of Senate  
Subject: Hybrid Consultation



s. 40(1)

Thank you for your memo dated November 20, 2024, requesting the assistance of the University Registrar to conduct the selection of 11 students from the general student population to participate in the hybrid aspect of the presidential search.

As part of this process, I recognize and the Presidential Search Committee (PSC) wishes to highlight the importance of:

- Representation from the Grenfell, Marine Institute, Labrador and St. John's campuses
- To the extent possible, selection of students to achieve a diverse group that specifically includes undergraduate and graduate students, domestic and international students.
- Objective and fair selection process

The above listed points would have been considered without question; however, I do want to bring to the attention of the Committee that representation and diversity is only possible if the identifiers and interest are available through both our student records and the self-nomination process.



The student population includes all full-time and part-time undergraduate and graduate students on all campuses.



s. 29(1) (a)

s. 29(1) (a)

s. 29(1) (a)

s. 29(1) (a)

**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Monday, December 16, 2024 4:05 PM  
**To:** Scott, Tina (Regents)  
**Cc:** Russell, Lisa  
**Subject:** FW: PSC update

**Importance:** High

Tina,

I am okay for you to circulate the below update to the PSC along with a note welcoming Lee Ann McKivior to the committee.

Thanks

Justin

---

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** December 12, 2024 8:04 AM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Subject:** PSC update  
**Importance:** High

Justin,

See below for draft update proposed to be shared with the full PSC. I have a meeting with the PL team this afternoon at 4 pm. If you have any questions or feedback, please let me know in advance so I can share with them.

[REDACTED]

s. 29(1) (a)

Lisa

Note:

*We are currently in the candidate identification and outreach stage of the search process, which formally began on November 14th and is scheduled to conclude on January 17th. The hope is that extending beyond the holiday window will give ample time and opportunity for candidates to draft and submit materials for the committee's consideration.*

[REDACTED]

s. 29(1) (a)

*At a high level, we are pleased with the strong start with upwards of 40 individuals expressing interest and many others submitting materials through the publicly available job posting.*

s. 29(1) (a)

*In the coming month, we will be continuing the candidate identification process while also following up with the potential candidates we have spoken with to ensure that our prospective candidates officially declare their candidacy with the submission of their CV's and letters.*

*As we continue with this phase of the search process, PSC members are still encouraged to come forward with recommendations or refer any queries they receive to the Perrett Laver Team.*

*Best,*

*The Perrett Laver Team*

**Butler, Kaitlin Sophia**

**From:** Ladha, Justin  
**Sent:** Monday, December 16, 2024 6:18 PM  
**To:** Shane Regular  
**Cc:** Ann Lynn Anstey; Marlene Power; Russell, Lisa  
**Subject:** RE: Presidential Search Committee Update

Shane,

My apologies for the delayed response. I am copying Lisa Russell from the BoR office. Cerintaly, email me anytime, but please keep Lisa cc'd.

With respect to your email, I can confirm, that with the use of confidentiality agreements, there will be an opportunity for a group of 11 unionized and non-unionized staff to engage with the final candidates. This group of individuals will be able to engage in a discussion on a topic of the Presidential Search Committee's (PSC) choosing and then to provide feedback to the PSC for their consideration in making a final recommendation for the position of President and Vice-Chancellor. We are in the process of determining how the selection of these staff representatives (unionized and non-unionized) will proceed and that will be communicated widely across all campuses.

Additional information on the above process will be forthcoming early in the new year.

Thanks

Justin

---

**From:** Shane Regular <Shane.Regular@mi.mun.ca>  
**Sent:** December 10, 2024 1:19 PM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Cc:** Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>  
**Subject:** RE: Presidential Search Committee Update

Hello:

Just following up again on this inquiry. If it should be directed to someone else, please advise.

Shane

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**Shane Regular, BA, BBA**

Curriculum & Calendar Coordinator - Office of the Registrar

[shane.regular@mi.mun.ca](mailto:shane.regular@mi.mun.ca)

709 778 0611

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

1 IAP Office.

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Tuesday, January 7, 2025 8:28 AM  
**To:** Ladha, Justin  
**Subject:** RE: Meeting of the Presidential Search Committee

Sounds good. Yes, I will pull that together.

L

---

**From:** Ladha, Justin [REDACTED] s. 40(1)  
**Sent:** Tuesday, January 7, 2025 8:27 AM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

Hi Lisa.

I am okay with this but would like to see a statement showing what we have spent to date against budget which should also be sent to the committee once we finalize. Is it possible for you to get that today?

Thanks

Justin

---

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** January 7, 2025 8:21 AM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Subject:** FW: Meeting of the Presidential Search Committee

Happy New Year!

See below – can I confirm with Gordon that he can make travel arrangements for the Jan 28 meeting? Happy to discuss.

L

---

**From:** Gordon Lobay <Gordon.Lobay@perrettlaver.com>  
**Sent:** Monday, January 6, 2025 9:14 PM  
**To:** Russell, Lisa <lisar@mun.ca>; Maria Rivas-Rivero <Maria.Rivas-Rivero@perrettlaver.com>; Benjamin Crase <Benjamin.Crase@perrettlaver.com>; Peggy Lei <Peggy.Lei@perrettlaver.com>  
**Cc:** Scott, Tina (Regents) <tinas@mun.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

Dear Lisa and Tina,

Happy New Year to you both! Hope you had enjoyable times over the Holidays!

s. 29(1) (a)

Thank you for the below and apologies for my slightly delayed response today, I've been back-to-back all day and needed to confirm a couple of scheduling points around the 28<sup>th</sup> Jan meeting. [REDACTED]

[REDACTED] I have arranged my schedule so that I can attend in person. Am I ok to reserve flights? Even with me in the room, it would still be great if Ben and Maria could join virtually. Would that be fine?

Regarding the question from Lourdes, correct, the committee will see the full list of everyone who has declared an interest in being considered for the position, we do not cut out any candidates before the committee has seen them. As discussed in previous committee meetings, all we will do is loosely categorize the field against the selection criteria for the committee's ease of review. We will be sending the candidate field to the committee on 21<sup>st</sup> January. This is because we need the 20<sup>th</sup> to organize the field and put together the documentation for the committee.

Hope that's helpful, but please let us know if any questions.  
Best,

Gordon

---

**From:** Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>

**Sent:** 06 January 2025 12:39

**To:** 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)>; Peggy Lei <[Peggy.Lei@perrettlaver.com](mailto:Peggy.Lei@perrettlaver.com)>

**Cc:** Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>

**Subject:** FW: Meeting of the Presidential Search Committee

Gordon, Maria, Ben and Peggy,

Happy New Year to you all!

[REDACTED]

s. 29(1) (a)

And that the shortlist meeting will occur fully online (including yourselves)?

Also, we have questions from one of our members that you likely have in your in-box already, but for ease I have copied it here as well:

Just to confirm, "longlist" refers to all applicants without any pre-screening done by the consultants, correct? The closing date as per the ad is January 19, when will we have access to the complete applications? Can we have access on January 20 so that we have at least 8 days to review the applications?

Thanks,

Lisa

**From:** Scott, Tina (Regents) <tinas@mun.ca> s. 40(1)  
**Sent:** Monday, January 6, 2025 3:46 PM  
**To:** Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Bob Hallett [REDACTED];  
 Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Pope, Johnathan Howard  
 <n79jhp@mun.ca>; Ladha, Justin [REDACTED]; McKivior, Lee Ann <lamckivior@mun.ca>; Russell, Lisa s. 40(1)  
 <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle  
 Baikie [REDACTED]; Hurley, Natasha <nlmhurley@mun.ca>; Nicolas Keough [REDACTED]; Moore, Sylvia  
 <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]; Benjamin Crase, Perrett  
 Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay  
 <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>; Peggy  
 Lei, Perrett Laver <Peggy.Lei@perrettlaver.com>  
**Cc:** Stone, Charlene <charlenes@mun.ca>; Kimberly Jones <kimberly.jones@kmkcapital.ca>  
**Subject:** Meeting of the Presidential Search Committee

Hello,

This is to advise that the next meeting of the Presidential Search Committee will be on January 28, 2025 from 5:00 – 7:00 p.m. (Newfoundland). It is understood the Committee will review the “longlist”. I will forward the meeting invite under separate cover.

Please confirm your availability as soon as possible.

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.*

--  
 Dr Gordon Lobay  
 Partner



Direct Line:

Mobile: [REDACTED]

s. 40(1)



Amsterdam - Berlin - Canberra - Chicago - Dublin - Glasgow - Hong Kong - London - Melbourne - New York - Research Triangle - Shenzhen - Singapore - Sydney - Vancouver

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

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🖨️ save paper: think before you print

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Tuesday, January 7, 2025 9:55 AM  
**To:** Ladha, Justin  
**Subject:** RE: Meeting of the Presidential Search Committee  
**Attachments:** Budget Update PSC 01-07-2025.pdf

NOTE TO APPLICANT: The attachment is located on the subsequent page.

Justin,

IAP Office

See attached. Any questions just let me know.

Lisa

---

**From:** Ladha, Justin [REDACTED] s. 40(1)  
**Sent:** Tuesday, January 7, 2025 8:27 AM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

Hi Lisa.

I am okay with this but would like to see a statement showing what we have spent to date against budget which should also be sent to the committee once we finalize. Is it possible for you to get that today?

Thanks

Justin

---

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** January 7, 2025 8:21 AM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Subject:** FW: Meeting of the Presidential Search Committee

Happy New Year!

See below – can I confirm with Gordon that he can make travel arrangements for the Jan 28 meeting? Happy to discuss.

L

---

**From:** Gordon Lobay <Gordon.Lobay@perrettlaver.com>  
**Sent:** Monday, January 6, 2025 9:14 PM  
**To:** Russell, Lisa <lisar@mun.ca>; Maria Rivas-Rivero <Maria.Rivas-Rivero@perrettlaver.com>; Benjamin Crase <Benjamin.Crase@perrettlaver.com>; Peggy Lei <Peggy.Lei@perrettlaver.com>  
**Cc:** Scott, Tina (Regents) <tinas@mun.ca>  
**Subject:** RE: Meeting of the Presidential Search Committee

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

1 IAP Office

## Presidential Search Budget

<b>Operating Expenditures</b>		<b>Notes</b>
Material and Supplies	13,159	Diligent Access
Equipment Repairs and Maintenance	0	
Building Repairs and Maintenance	0	
Institutional Memberships	0	
Depreciation Expense	0	
Reference Materials/Book	0	
Inventory Purchases	0	
Telecommunications	595	Signal Hill Campus Related
Utilities	0	
Rental of Space	646	Signal Hill Campus Related
Taxes	0	
Insurance	0	
Externally Contracted Services	0	
Professional Fees	89,198	Perrett Laver
Debt Servicing	0	
Operating Leases	0	
Equipment Rentals	0	
Travel and Hosting Expense	3,395	Travel for 2 for Consulations
Awards	0	
Indirect Operating Expenditures	0	
Internal Recoveries	0	
<b>Total Expenses as of Jan 7/25</b>	<b>106,993</b>	

**Butler, Kaitlin Sophia**

---

**From:** Russell, Lisa  
**Sent:** Friday, February 7, 2025 3:52 PM  
**To:** Ladha, Justin  
**Subject:** RE: Newslite reL PSC Participation

Justin,

Draft response below and happy to discuss when you can/if you can. I went back and reviewed the minutes to confirm and the discussion as captured in the minutes states:

“A lengthy discussion on the above-noted proposed hybrid process occurred. Committee members were reminded that at its meeting held on October 22, 2024, the Committee agreed to have smaller representative groups from Senate, the Board of Regents and students. Several members noted that this process does not provide an opportunity for staff to be engaged and it was subsequently agreed that staff be added to the list.”

And

“Additionally, the Committee agreed that a similar process would be conducted for staff to ensure both unionized and non-unionized staff were able to participate and to conduct the process fairly and objectively.”

Draft Response

s. 29(1) (a)



---

**From:** Ladha, Justin [redacted] s. 40(1)  
**Sent:** Friday, February 7, 2025 3:34 PM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** Re: Newslite reL PSC Participation

I can't talk. Again, can you draft a response? I will review.

Get Outlook for iOS

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** Friday, February 7, 2025 3:31:00 PM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Subject:** FW: Newsline reL PSC Participation

Justin,

Another inquiry.

[REDACTED]

s. 29(1) (a)

Lisa

---

**From:** Browne, Lisa <lisa.browne@mun.ca>  
**Sent:** Friday, February 7, 2025 3:02 PM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** FW: Newsline reL PSC Participation  
**Importance:** High

FYI

---

**From:** munfa.pres <munfa.pres@mun.ca>  
**Sent:** Friday, February 7, 2025 2:45 PM  
**To:** Browne, Lisa <lisa.browne@mun.ca>; VP Admin Finance & Advancement <vpadmin@mun.ca>  
**Cc:** MUNFA <munfa@mun.ca>  
**Subject:** Newsline reL PSC Participation  
**Importance:** High

Dear Ms. Browne.

It came to the attention of the MUNFA Executive that a Newsline item was sent earlier this week asking for various stakeholder groups to provide names to your office by Monday, February 10<sup>th</sup> at 5 pm. Notably, MUNFA was not on that list.

Can you kindly clarify the reason behind that?

Have a great weekend.

Ash

Dr. Ash Hossain (he/him)  
MUNFA President

*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.*

**Butler, Kaitlin Sophia**

---

**From:** [Redacted] s. 40(1)  
**Sent:** Thursday, January 9, 2025 8:00 AM  
**To:** Russell, Lisa  
**Cc:** Ladha, Justin; Scott, Tina (Regents)  
**Subject:** Fwd: PSC Student Consultation Group

Just following up on this!

Begin forwarded message:

**From:** [Redacted] s. 40(1)  
**Date:** December 2, 2024 at 8:52:01 PM NST  
**To:** Lisa Russell <lisar@mun.ca>  
**Subject:** PSC Student Consultation Group

Hi Lisa!

Sorry if this is already being addressed, but I know that the Senate had gotten communication last week to select their members, but the student unions, as far as I am aware, haven't gotten any communication to select our 11 representatives. I'm wondering when this will happen and I'm also wondering when the process for putting one's name forward for the 11 seats chosen by the process created by the Registrar's Office!

Thanks,

[Redacted] s. 40(1)  
Memorial University of Newfoundland & Labrador

**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Thursday, January 16, 2025 1:57 PM  
**To:** Russell, Lisa  
**Subject:** Budget Update PSC 01-07-2025.xlsx  
**Attachments:** Budget Update PSC 01-07-2025.xlsx

NOTE TO APPLICANT: The attachment is located on the subsequent page.

IAP Office

s. 29(1) (a)

Presidential Search Budget

Operating Expenditures	Current	To Come	Forecast	Budgeted	Variance	Notes on Expenses to Date
Material and Supplies	\$ 13,159.00	\$ 11,841.00	\$ 25,000.00	\$ 25,000.00	\$ -	Diligent Accounts
Equipment Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	
Building Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	
Institutional Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	
Depreciation Expense	\$ -	\$ -	\$ -	\$ -	\$ -	
Reference Materials/Book	\$ -	\$ -	\$ -	\$ -	\$ -	
Inventory Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	
Telecommunications	\$ 595.00	\$ (595.00)	\$ -	\$ -	\$ -	Tech Support for Consultation sessions
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	
Rental of Space	\$ 646.00	\$ 4,354.00	\$ 5,000.00	\$ 5,000.00	\$ -	Signal Hill Campus Related
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	
Externally Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Professional Fees	\$ 69,636.00	\$ 23,212.03	\$ 92,848.12	\$ 86,940.00	\$ (5,908.12)	Perrett Lever
Debt Servicing	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Leases	\$ -	\$ -	\$ -	\$ -	\$ -	
Equipment Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	
Travel and Hosting Expense	\$ 3,395.00	\$ 86,805.00	\$ 70,000.00	\$ 70,000.00	\$ -	Travel for 2 for Consultations
Awards	\$ -	\$ -	\$ -	\$ -	\$ -	
Indirect Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	
Internal Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -	
Salary	\$ -	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ -	
<b>Total Expenses as of Jan 7/25</b>	<b>\$ 67,431.00</b>	<b>\$ 126,417.03</b>	<b>\$ 212,848.12</b>	<b>\$ 206,940.00</b>	<b>\$ (5,908.12)</b>	

s. 29(1) (a)

**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Friday, January 24, 2025 8:30 AM  
**To:** Russell, Lisa  
**Subject:** RE: Question about PSC Process as per the materials provided

Thanks

---

**From:** Russell, Lisa <lisar@mun.ca>  
**Sent:** January 23, 2025 8:22 PM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Subject:** Re: Question about PSC Process as per the materials provided

Hello Justin,

Will do! [REDACTED] s. 29(1) (a)

Lisa

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---

**From:** Ladha, Justin [REDACTED] s. 40(1)  
**Sent:** Thursday, January 23, 2025 7:13:05 PM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** Fw: Question about PSC Process as per the materials provided

Hi Lisa, s. 29(1) (a)

Please see below. [REDACTED]

Thanks

Justin

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---

**From:** Hurley, Natasha <nlmhurley@mun.ca>  
**Sent:** Thursday, January 23, 2025 7:06 PM  
**To:** Justin Ladha <Justin.Ladha@kmkcapital.ca>  
**Subject:** Question about PSC Process as per the materials provided

Hi Justin,

I'm just beginning to go through the materials provided to us about the applicants for the position of President. [REDACTED]

s. 29(1) (a)

Thanks,  
Nat

Dr. Natasha Hurley (she/they)  
Dean  
Professor of English  
Faculty of Humanities and Social Sciences  
Memorial University of Newfoundland

Tel: (709) 864-8254  
Fax: (709) 864-2135  
[deanofhss@mun.ca](mailto:deanofhss@mun.ca)  
[www.mun.ca/hss](http://www.mun.ca/hss)

*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.*

**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Saturday, January 25, 2025 6:52 AM  
**To:** Russell, Lisa  
**Subject:** FW: Question about PSC Process as per the materials provided

FYI, please see below.

---

**From:** Ladha, Justin  
**Sent:** January 25, 2025 6:51 AM  
**To:** Hurley, Natasha <nlmhurley@mun.ca>  
**Subject:** RE: Question about PSC Process as per the materials provided

Hi Nat,

Please see below from the board office. In short, the PSC can ask for more information on any of the candidates and PL will get it for us via conversations or requesting documentation. The PSC can also decide who from the initial list they would ultimately like to place on the short-list and interview. [REDACTED] s. 29(1) (a)

[REDACTED]

Hopefully, this and below helps address your question. There is also nothing set in stone, and I will always ensure suggestions are heard and considered. Only one goal – to get the best possible president for Memorial.

Thanks for digging into the information and please don't hesitate to reach out at any point.

Justin

“During the upcoming meeting on (Jan 28), the PSC decides (yes/no/maybe) regarding all candidates. We identify if there is additional information we would like to have on the candidates and then we let PL do their work to get it for us. [REDACTED] s. 29(1) (a)

Based on our decisions in the Long List Review meeting (Jan 28), the consultant team will meet with the candidates we identified and communicates any additional information requested, the consultant team continues to learn more about the candidates and share information about Memorial. All this information is then brought to the PSC for the Shortlist Review meeting (Feb 26).

Based on the requests for additional information from the PSC as well as PL's conversations and interactions, the consultant will present the PSC with their recommendations for who best meets the qualifications contained in the job description from the entirety of the candidates selected by the PSC coming out of the meeting on Jan 28. The PSC makes the decision which candidates will be selected for the shortlist (first phase) of interviews which will be conducted virtually. [REDACTED]

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

The final interviews will take place in person and will happen with the candidates selected by the PSC from those who participated in the shortlist (first phase) of interviews. This number is likely 2-3 candidates.”

**From:** Hurley, Natasha <nlmhurley@mun.ca>  
**Sent:** January 23, 2025 7:06 PM  
**To:** Justin Ladha <Justin.Ladha@kmkcapital.ca>  
**Subject:** Question about PSC Process as per the materials provided

Hi Justin,

I’m just beginning to go through the materials provided to us about the applicants for the position of President.

[Redacted]

s. 29(1) (a)

[Redacted]

s. 29(1) (a)

Thanks,  
Nat

Dr. Natasha Hurley (she/they)  
Dean  
Professor of English  
Faculty of Humanities and Social Sciences  
Memorial University of Newfoundland

Tel: (709) 864-8254  
Fax: (709) 864-2135  
[deanofhss@mun.ca](mailto:deanofhss@mun.ca)  
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**Butler, Kaitlin Sophia**

---

**From:** Ladha, Justin  
**Sent:** Saturday, January 25, 2025 5:31 PM  
**To:** Hurley, Natasha  
**Subject:** Re: Question about PSC Process as per the materials provided

Thanks, Nat. I will certainly remain open minded.

Of course, feel free to bring this up at the meeting for discussion.

Talk soon

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---

**From:** Hurley, Natasha <nlmhurley@mun.ca>  
**Sent:** Saturday, January 25, 2025 9:31:34 AM  
**To:** Ladha, Justin [REDACTED] s. 40(1)  
**Subject:** Re: Question about PSC Process as per the materials provided

Hi Justin,

s. 29(1) (a)

Thanks for sharing the information here.

[REDACTED]

s. 29(1) (a)

[REDACTED]

[REDACTED]

s. 29(1) (a)

[REDACTED]

s. 29(1) (a)

Thanks for hearing me out.

Nat

Dr. Natasha Hurley (she/they)  
Dean  
Professor of English

*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:** "Ladha, Justin" [REDACTED] s. 40(1)  
**Date:** Saturday, January 25, 2025 at 6:50 AM  
**To:** "Hurley, Natasha" <nlmhurley@mun.ca>  
**Subject:** RE: Question about PSC Process as per the materials provided

Hi Nat,

Please see below from the board office. In short, the PSC can ask for more information on any of the candidates and PL will get it for us via conversations or requesting documentation. The PSC can also decide who from the initial list they would ultimately like to place on the short-list and interview. [REDACTED] s. 29(1) (a)

[REDACTED]

Hopefully, this and below helps address your question. There is also nothing set in stone, and I will always ensure suggestions are heard and considered. Only one goal – to get the best possible president for Memorial.

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<sup>2</sup> NOTE TO APPLICANT: The remainder of this email is located previously in the records.

**Butler, Kaitlin Sophia**

---

**From:** Keough, Nicolas [REDACTED] s. 40(1)  
**Sent:** Tuesday, January 28, 2025 4:48 PM  
**To:** Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Hurley, Natasha; Moore, Sylvia; Tim Powers; Vicky Quao GCSU; Scott, Tina (Regents)  
**Subject:** Letter to the Presidential Search Committee (Urgent)  
**Attachments:** Presidential Search Committee Letter.pdf NOTE TO APPLICANT: The attachment, located on the subsequent page, is redacted pursuant to section 29(1) (a).

Hi Justin! IAP Office

I would like to present the attached letter and ask that it be added to the agenda for today's meeting.

Thanks,  
 Nicolas (he/him)