

Butler, Kaitlin Sophia

From: Hallett, Robert Bruce [REDACTED] s. 40(1)
Sent: Monday, February 3, 2025 11:05 AM
To: Cyr Couturier
Cc: Hurley, Natasha; Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Cara Hodder; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; 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; Stone, Charlene; Kimberly Jones
Subject: Re: March and April meeting dates

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

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

Bob.

On Mon, Feb 3, 2025 at 10:56 AM Cyr Couturier <Cyr.Couturier@mi.mun.ca> wrote:

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

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

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

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

My two cents worth.

Best,

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.caW 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: Hurley, Natasha <nlmhurley@mun.ca>

s. 40(1)

Sent: Monday, February 3, 2025 10:24 AM

To: Scott, Tina (Regents) <tinas@mun.ca>; 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]; McKivor, Lee Ann <lamckivor@mun.ca>; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; 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: March and April meeting dates

Thanks, Tina. So we will be doing interviews with the long list candidates at that meeting?

Nat

Dr. Natasha Hurley (she/they)

Dean

Professor of English

Faculty of Humanities and Social Sciences

Memorial University of Newfoundland

Tel: (709) 864-8254

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deanofhss@mun.ca

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From: "Scott, Tina (Regents)" <tinas@mun.ca> s. 40(1)
Date: Monday, February 3, 2025 at 9:55 AM
To: "Hurley, Natasha" <nlmhurley@mun.ca>, 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], "McKivor, Lee Ann" <lamckivor@mun.ca>, "Russell, Lisa" <lisar@mun.ca>, Lourdes Pena-
 Castillo <lourdes.pena@mun.ca>, MD Shaheen Shah [redacted], Michelle Baikie
 [redacted], 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: Charlene Burke <charlenes@mun.ca>, Kimberly Jones <kimberly.jones@kmkcapital.ca>
Subject: RE: March and April meeting dates

Nat,

My apologies, but the meeting on February 26th is the long list that you reference.

Tina

From: Hurley, Natasha <nlmhurley@mun.ca>
Sent: Monday, February 3, 2025 9:52 AM
To: Scott, Tina (Regents) <tinas@mun.ca>; Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer <[REDACTED]> s. 40(1)
<[REDACTED]>; Bob Hallett <[REDACTED]>; Cara Hodder <[REDACTED]>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin <[REDACTED]>; McKivor, Lee Ann <lamckivor@mun.ca>; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah <[REDACTED]>; Michelle Baikie <[REDACTED]>; 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: March and April meeting dates

Hi all, and thanks, Tina—

I'm not sure I see here where we get to interview candidates for the long list. I thought we had discussed the change of terminology at the meeting last week but I don't see where these interviews would happen on the schedule.

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

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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> s. 40(1)
Date: Monday, February 3, 2025 at 9:45 AM
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], "McKivor, Lee Ann" <lamckivor@mun.ca>, "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: Charlene Burke <charlenes@mun.ca>, Kimberly Jones <kimberly.jones@kmkcapital.ca>
Subject: March and April meeting dates

Hello,

As a follow-up to the meeting last week, as agreed, I will be sending meeting holds in calendars for the following dates:

February 18, 2025 – 5:00 p.m. (already sent)

February 26, 2025 – 5:00 p.m. (Short List) – already sent

March 10-14 & 17-21 – Short List Virtual Interviews

March 10th – 11:30 a.m. up to 8:00 p.m.

March 12th – 11:30 – 8:00 p.m.

March 13th – 11:30 – 8:00 p.m.

March 17th – 3:30 – 8:00 p.m.

March 19th – 11:00 – 5:00 p.m.

March 31, April 1 and 2 – Final Candidates – in-person interviews

April 8 – 10 – Decision meeting

Please note that these are holds and the actual times will be confirmed.

Thankyou,

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



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.

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

This email is governed by the Terms and Conditions found in our [Disclaimer](#).

Butler, Kaitlin Sophia

From: Ladha, Justin
Sent: Tuesday, February 4, 2025 11:17 AM
To: Russell, Lisa
Subject: RE: January 31 update PSC (002).docx

s. 29(1) (a)

From: Russell, Lisa <lisar@mun.ca>
Sent: February 4, 2025 9:14 AM
To: Justin Ladha <Justin.Ladha@kmkcapital.ca>
Subject: RE: January 31 update PSC (002).docx

s. 29(1) (a)

Thanks,

Lisa

From: Justin Ladha <Justin.Ladha@kmkcapital.ca>
Sent: Tuesday, February 4, 2025 8:57 AM
To: Russell, Lisa <lisar@mun.ca>
Subject: January 31 update PSC (002).docx

My suggested changes on the attached.

Thanks

Justin

Butler, Kaitlin Sophia

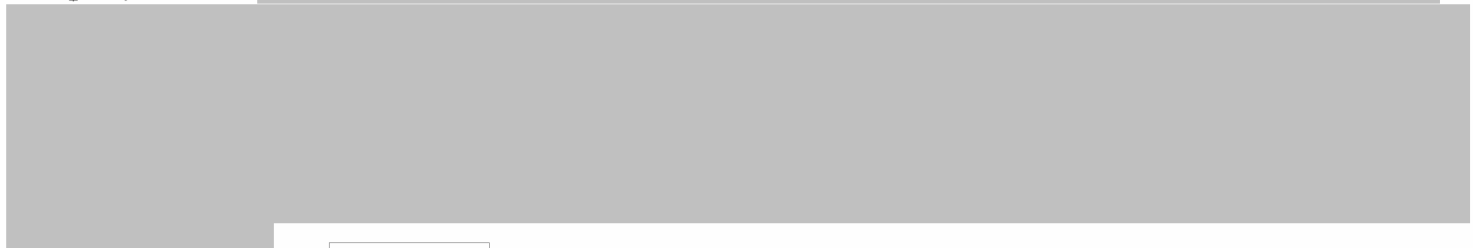
From: Shane Regular <Shane.Regular@mi.mun.ca>
Sent: Tuesday, February 4, 2025 3:53 PM
To: Ladha, Justin
Cc: Ann Lynn Anstey; Marlene Power; Russell, Lisa
Subject: RE: Presidential Search Committee Update
Attachments: For Tuesday, Feb. 4

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

IAP Office

Hello Justin:

Following up from this notice sent via Newsline today, it appears that for the purposes of this group that all NAPE Locals are grouped as one.



s. 29(1) (a)

Sincerely,

Shane
Secretary, NAPE Local 7850

**FISHERIES AND
MARINE INSTITUTE**
OF MEMORIAL UNIVERSITY
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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
709 778 0611

This email is governed by the Terms and Conditions found in our [Disclaimer](#).

From: Shane Regular
Sent: Tuesday, December 17, 2024 9:28 AM
To: Ladha, Justin [redacted] s. 40(1)
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; Russell, Lisa <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

Hello Justin:

Thank you for this. We certainly welcome participation from Labour Unions and non-bargaining staff, however, we would strongly encourage the committee to allow us to put this forward to our membership so that we can conduct an election process for a Local 7850 representative. Additionally, I would encourage collaboration between the selected group of individuals and the PSC to determine a topic that would best serve the interests both groups. We look forward to seeing news of how this process will unfold in the new year.

Sincerely,

Shane

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MARINE INSTITUTE**
OF MEMORIAL UNIVERSITY
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Shane Regular, BA, BBA
Curriculum & Calendar Coordinator - Office of the Registrar
shane.regular@mi.mun.ca
709 778 0611

This email is governed by the Terms and Conditions found in our [Disclaimer](#).

From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Monday, December 16, 2024 6:18 PM
To: Shane Regular <Shane.Regular@mi.mun.ca>
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; Russell, Lisa <lisar@mun.ca>
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.

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

IAP Office

Butler, Kaitlin Sophia

From: Memorial University <newsline@mun.ca>
Sent: Tuesday, February 4, 2025 3:07 PM
To: Shane Regular
Subject: For Tuesday, Feb. 4



Newsline

Updates

1. Opportunity for participation in presidential search
2. Call for Abstracts: 2025 Indigenous Health Research Symposium

1. Opportunity for participation in presidential search

The Office of the Vice-President (Administration, Finance and Advancement) has been asked to put forth the following opportunity. The Presidential Search Committee (PSC) has decided that once the final candidates have been determined, the search for Memorial's new president will shift to a hybrid phase. This will enable five small, selected groups (with the use of confidentiality agreements) to have the opportunity to engage with each of the final candidates and offer feedback to the PSC for their consideration. One of these groups is a group of up to 11 members representing employee groups (not including those represented in the Senate-elected members group). To the extent possible, the employee group will have representation across campuses and include non-bargaining, management and professional, leadership group/SAM employees and academic administrators; and bargaining unit representation including CUPE (1615), NAPE (7803/1804, 7804, 7801 and 7850), TAUMUN and LUMUN. Selection will be conducted randomly while considering, with best efforts, representation across campuses and within these employee groups. If you are interested in this opportunity, please email your name, campus and employee group to vpadmin@mun.ca on Monday, Feb. 10, by 5 p.m.

2. Call for Abstracts: 2025 Indigenous Health Research Symposium

Butler, Kaitlin Sophia

From: Lourdes Peña-Castillo <lourdes@mun.ca>
Sent: Wednesday, February 5, 2025 10:45 AM
To: Baikie, Michelle Rae; Scott, Tina (Regents)
Cc: 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; 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
Subject: Re: Draft Communications
Attachments: Feb 5 update PSC.docx NOTE TO APPLICANT: The attachment is located after this email thread.

Hello, IAP Office

Please find attached the draft communication with some suggested edits.



s. 29(1) (a)

Lourdes

On 2025-02-04 9:21 p.m., Baikie, Michelle Rae wrote:

Looks good to me.

Michelle

On Tue, Feb 4, 2025 at 3:29 PM Scott, Tina (Regents) <tinas@mun.ca> wrote:

Hello,

Further to the meeting held on January 28th, attached is a draft communications as prepared by Dr. Hurley and Lisa. Would you please review and provide us with your feedback by tomorrow, February 5th by 2:00 p.m.

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



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--

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

February XX, 2025

**Presidential search update
Message from the Board of Regents**

On behalf of the Presidential Search Committee (PSC), the Board of Regents is sharing an update with the Memorial University community following the committee’s most recent meeting on January 28.

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.

s. 29(1) (a)

The search process has been very active since fall 2024. The candidate profile and were finalized by the PSC following review and incorporation of main themes from the broad consultation process, and input from Memorial’s EDI-AR Committee that supports senior academic leadership searches. Advertising and direct reach to candidates commenced and was ongoing through January 2025.

s. 29(1) (a)

s. 29(1) (a)

The advertisement for Memorial’s next President and Vice-Chancellor was Academics Canada Careers, CAUT, Chronicle of Higher Education, Diverse Issues in Higher Education, Indigenous Professional Association of Canada, Journal of Blacks in Higher Education, Senior Women Administrators of Canada, University Affairs, Times Higher Education, Women in Higher Education, and Memorial’s website and network.

At its January 28 meeting, following review of detailed candidate submissions the PSC was briefed on approximately 275 conversations and consultations that had taken place with prospective candidates and post-secondary leaders. Formal applications have been reviewed by the PSC. The committee continues to be open to new applications.

s. 29(1) (a)

meeting, the committee initial review of applications received to date. The PSC has provided direction to Perret Laver to help collect additional information about some applicants prior to finalizing candidates to be invited to the first phase of the interview process.

s. 29(1) (a)

“I would like to thank the members of the search committee for their time and commitment, as well as many other members of the university committee and beyond who have engaged in the search process for Memorial’s next president and vice-chancellor,” said Justin Ladha, chair of the Board of Regents. “We are pleased to begin the review of candidates and heartened by the level of interest from those seeking to join the Memorial University community as president and vice-chancellor.”

While initial applicant review is underway, the PSC wishes to emphasize that the search has not closed and remains open to further applicants.

Hybrid search update

On Oct. 30, the PSC established that it would conduct a hybrid search. This will allow key stakeholders of the Memorial community to interact with the short-listed candidates and provide feedback to the PSC. The stakeholder groups include 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 employees. The PSC is ensuring that group members will include representation from all of Memorial's campuses.

The PSC and Board of Regents will continue to communicate to the Memorial community about next steps on the journey to find our next President and Vice-Chancellor.

-30-

Butler, Kaitlin Sophia

From: Lourdes Peña-Castillo <lourdes@mun.ca>
Sent: Wednesday, February 5, 2025 9:11 PM
To: Russell, Lisa; Baikie, Michelle Rae; Scott, Tina (Regents)
Cc: Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Lourdes Pena-Castillo; MD Shaheen Shah; 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
Subject: Re: Draft Communications

Thanks for clarifying, Lisa. [Redacted]
[Redacted] s. 29(1) (a)

Lourdes

On 2025-02-05 9:01 p.m., Russell, Lisa wrote:

Lourdes,

Thank you for these comments.

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

Lisa

From: Lourdes Peña-Castillo <lourdes@mun.ca>
Sent: Wednesday, February 5, 2025 10:45 AM
To: Baikie, Michelle Rae [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>; s. 40(1)
Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [Redacted]; McKivor, Lee Ann <lammckivor@mun.ca>; Russell, Lisa <lisar@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [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>
Subject: Re: Draft Communications

Hello,

Please find attached the draft communication with some suggested edits. s. 29(1) (a)

[Redacted]

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

Butler, Kaitlin Sophia

From: Moore, Sylvia
Sent: Thursday, February 6, 2025 9:38 AM
To: Cyr Couturier; Lourdes Peña-Castillo; Russell, Lisa; Baikie, Michelle Rae; Scott, Tina (Regents)
Cc: Cyr Couturier; Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Lourdes Pena-Castillo; MD Shaheen Shah; Hurley, Natasha; Nicolas Keough; Tim Powers; Vicky Quao GCSU; Benjamin Crase, Perrett Laver; Emily Jarvis, Perrett Laver; Gordon Lobay; Maria Rivas-Rivero, Perrett Laver; Peggy Lei, Perrett Laver
Subject: Re: Draft Communications

Thanks for your comments, Cyr.

I agree.

Sylvia

Sylvia Moore, PhD
 Interim Dean & Founding Faculty
 School of Arctic and Subarctic Studies
 Labrador Campus of Memorial University
www.mun.ca/labradorcampus | <https://pye-centre.ca/>
 E: deanofsass@mun.ca | P: 709-896-5267

UArctic Chair, Indigenous and Northern Education

Vice-Lead UArctic Thematic Network in Verdde Indigenous Education
<https://www.uarctic.org/activities/thematic-networks/verdde-indigenous-education/>

E: sylvia.moore@mun.ca P:(709) 896-6395

We acknowledge that the land on which we gather is the homelands of the Innu and Inuit of Labrador and recognize their ancestral and continued ties to these lands and waters.

From: Cyr Couturier <Cyr.Couturier@mi.mun.ca>
Date: Wednesday, February 5, 2025 at 9:22 PM
To: Lourdes Peña-Castillo <lourdes@mun.ca>, Russell, Lisa <lisar@mun.ca>, Baikie, Michelle Rae [REDACTED], Scott, Tina (Regents) <tinas@mun.ca> s. 40(1)
Cc: Cyr Couturier <Cyr.Couturier@mi.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], McKivor, Lee Ann <lamckivor@mun.ca>, Lourdes Pena-Castillo <lourdes.pena@mun.ca>, MD Shaheen Shah [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>

Subject: RE: Draft Communications

s. 29(1) (a)

[Redacted]

[Redacted]

s. 29(1) (a)

[Redacted]

s. 29(1) (a)

[Redacted]

s. 29(1) (a)

Cheers,

cyr

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

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

From: Lourdes Peña-Castillo <lourdes@mun.ca>

s. 40(1)

Date: 2025-02-05 9:11 p.m. (GMT-03:30)

To: "Russell, Lisa" <lisar@mun.ca>, "Baikie, Michelle Rae" [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>, "Pope, Johnathan Howard"

<n79jhp@mun.ca>, "Ladha, Justin" [Redacted], "McKivor, Lee Ann" <lamckivor@mun.ca>, Lourdes Pena-Castillo

<lourdes.pena@mun.ca>, MD Shaheen Shah [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>

Subject: Re: Draft Communications

s. 29(1) (a)

Thanks for clarifying, Lisa. [Redacted]

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

IAP Office

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Thursday, February 6, 2025 3:52 PM
To: Ladha, Justin
Subject: PSC Communication
Attachments: Feb 5 update PSC Final .docx

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

IAP Office

Justin,



s. 29(1) (a)

Lisa

February XX, 2025

**Presidential search update
Message from the Board of Regents**

On behalf of the Presidential Search Committee (PSC), the Board of Regents is sharing an update with the Memorial University community following the committee's most recent meeting on January 28.

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 search process has been very active since [redacted] fall 2024. The candidate profile and advertisement were finalized by the PSC following review and incorporation of main themes [redacted] s. 29(1) (a) from the broad consultation process, and input from Memorial's EDI-AR Committee that supports senior academic leadership searches. Advertising and direct outreach [redacted] to potential candidates commenced and was ongoing through January 2025.

The advertisement for Memorial's next President and Vice-Chancellor was distributed through [redacted] Academica Canada Careers, CAUT, Chronicle of Higher Education, Diverse Issues in Higher Education, Indigenous Professional Association of Canada, Journal of Blacks in Higher Education, Senior Women Administrators of Canada, University Affairs, Times Higher Education, Women in Higher Education, and Memorial's website and network. [redacted] s. 29(1) (a)

-At its January 28 meeting, following review of detailed candidate submissions the PSC was briefed on approximately 275 conversations and consultations that had taken place with prospective candidates and post-secondary leaders [redacted] Fifty formal applications have been reviewed by the PSC. The committee continues to be open to new applications. [redacted] s. 29(1) (a)

[redacted] s. 29(1) (a) Also at that meeting, the committee [redacted] initial review of applications received to date. The PSC has provided direction to Perret Laver to help collect additional information about some applicants prior to finalizing candidates to be invited to the first phase of the interview process. That work is now ongoing. [redacted] s. 29(1) (a)

"I would like to thank the members of the search committee for their time and commitment, as well as many other members of the university community and beyond who have engaged in the search process for Memorial's next president and vice-chancellor," said Justin Ladha, chair of the Board of Regents. "We are pleased to begin the review of candidates and heartened by the level of interest from those seeking to join the Memorial University community as president and vice-chancellor."

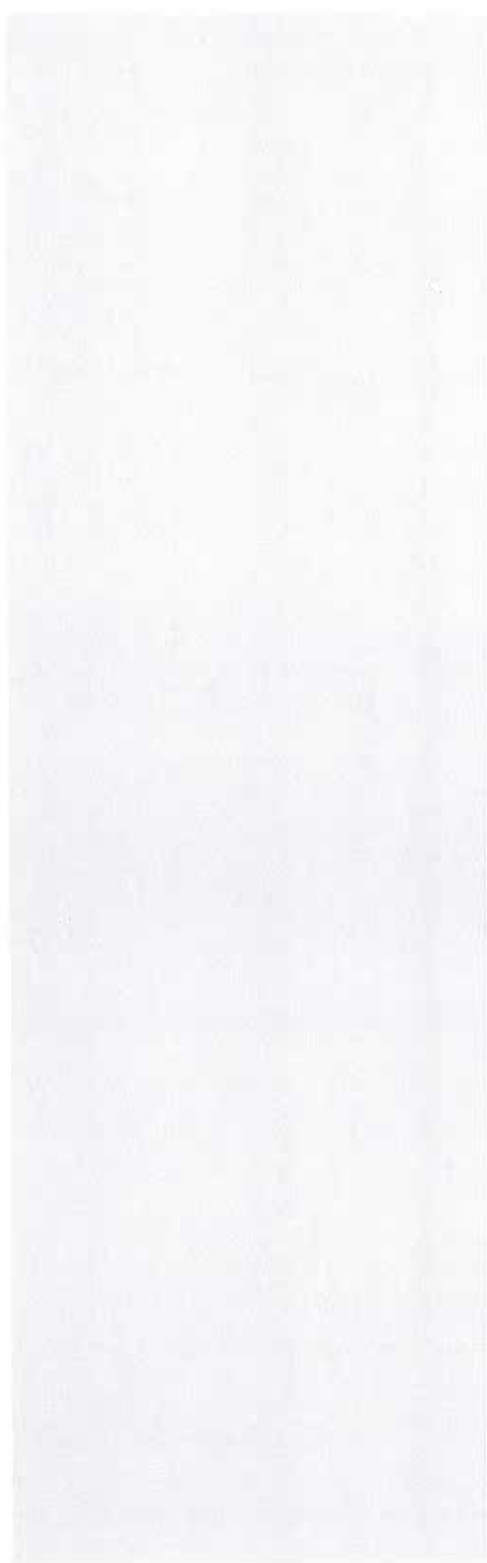
While initial applicant review is underway, the PSC wishes to emphasize that the search has not closed and remains open to further applicants.

Hybrid search update

On Oct. 30, the PSC established that it would conduct a hybrid search. This will allow key stakeholders of the Memorial community to interact with the short-listed candidates and provide feedback to the PSC. The stakeholder groups include 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 employees. The PSC is ensuring that group members will include representation from all of Memorial's campuses.

The PSC and Board of Regents will continue to communicate to the Memorial community about next steps on the journey to find our next President and Vice-Chancellor.

-30-



Butler, Kaitlin Sophia

From: Ladha, Justin
Sent: Thursday, February 6, 2025 3:57 PM
To: Russell, Lisa
Subject: Re: PSC Communication

Ok

[Get Outlook for iOS](#)

From: Russell, Lisa <lisar@mun.ca>
Sent: Thursday, February 6, 2025 3:51:50 PM
To: Ladha, Justin [REDACTED] s. 40(1)
Subject: PSC Communication

Justin,

s. 29(1) (a)



Lisa

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Thursday, February 6, 2025 8:38 PM
To: Ladha, Justin
Cc: Scott, Tina (Regents) IAP Office
Subject: PSC docs -- for approval
Attachments: RO Submission_Student Selection.docx; PSC memo re_students Nov_29_2024.pdf

Justin,

Attached is the draft briefing note (and the original submission received from the RO) for the email poll for the PSC to consider the proposal from the Registrar's Office to identify one of the student consultation groups.

Once finalized, we will prepare the book in diligent and send out the correspondence notifying members.

[Redacted] Happy to discuss further.

Lisa s. 29(1) (a)

**Presidential Search Committee
Briefing Note Template**

**Email Poll of the Presidential Search Committee
February, 07, 2025**

For Action

For Information

Title: Proposed process to identify students to participate in the hybrid consultation group

Purpose:

This submission seeks Presidential Search Committee approval of the methodology proposed by 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.

Recommendation:

It is recommended that the Presidential Search Committee approve the proposal developed by the Registrar's Office outlined below regarding how they will select the 11 students to participate in the hybrid consultation during the final phase of the presidential search.

The Registrar's Office recommends sending an email to all registered students early in the winter 2025 semester. The student population includes all full-time and part-time undergraduate and graduate students on all campuses.

Students would be asked to respond to registrar@mun.ca with the subject line: PSC Student Nomination, expressing interest by a deadline to be decided.

Should further promotion be required by the PSC beyond emails to students, the RO would work with the Division of Marketing and Communications to plan for a more broad-based approach, including social media, campus newsletters, list serves, etc.

It is important for the PSC to recognize that we have students from many geographic connections studying at various levels and that we cannot guarantee engagement through the self-nomination process. However, based on information collected through the student system, a selection of candidates would be considerate of location of study, level of study and domestic/international status. Where applicable, scrutineered draws of names would be held. A member of the PSC would be welcome to act as scrutineer.

As a result, a representational selection of students (maximum of 11 students across campuses and levels of study) would be identified to include in interviews/consultations with the short list of presidential candidates.

Ideally, we would hope to achieve a distribution of the 11 'seats' similar to the example of: 11 = 5 St John's (3 undergrad, 2 grad), 2 Grenfell (1 undergrad, 1 grad), 1 Labrador (either), 3 MI (1 cert/dip, 1 undergrad, 1 grad).

Background and Analyses:

At prior meetings on October 22 and 30, the Presidential Search Committee determined how to operationalize the hybrid components of the Presidential search through the use of small consultation groups and using confidentiality agreements.

The committee approved smaller representative groups including:

- Up to 18 elected members of Senate and up to 4 students
- Up to 6 members of the Board of Regents (including students)
- Up to 11 students from amongst the elected members of all 4 student unions
- Up to 11 staff including both unionized and non-unionized employees
- Up to 11 students selected from among the general student population

The matter of the composition of the general selection of students identified the following concerns:

- to achieve as much diversity as possible recognizing the limitations of data available
- to ensure representation of students from the Labrador, Grenfell and MI campuses
- it was noted that the process needed to be conducted fairly and objectively.

After a discussion, the Committee approved the following recommendation:

That the Presidential Search Committee (PSC) approve the operationalization of the hybrid approach and as outlined above and in the background documentation. Further, the Committee agreed that there would be two groups of students for a total of 22 (11 would be selected from among the elected members of the 4 student unions and 11 would be selected by a call/expression of interest conducted by the Registrar's Office). 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.

It was noted that Ms. Russell would contact the University Registrar and request that they develop a proposal for the selection of eleven students using a fair and independent process and provide to the Committee for consideration at an upcoming meeting.

In response to correspondence received from the Office of the Board of Regents in November, the Registrar's Office developed the proposal presented in this briefing note and contained in the original correspondence received from the Registrar's Office.

February 5, 2025

Lisa Rusell
Executive Director
Board of Regents



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.

Assuming the PSC is near the final phase of the consultation process and has a short list of candidates selected sometime mid to late winter 2025 semester, the Registrar's Office recommendation would be to send an email to all registered students early in the winter 2025 semester. The student population includes all full-time and part-time undergraduate and graduate students on all campuses.

Students would be asked to respond to registrar@mun.ca with the subject line: PSC Student Nomination, expressing interest by a deadline to be decided.

Should further promotion be required by the PSC beyond emails to students, the RO would work with the Division of Marketing and Communications to plan for a more broad-based approach, including social media, campus newsletters, list serves, etc.

It is important for the PSC to recognize that we have students from many geographic connections studying at various levels and that we cannot guarantee engagement through the self-nomination process. However, based on information collected through the student system,

a selection of candidates would be considerate of location of study, level of study and domestic/international status. Where applicable, scrutineered draws of names would be held. A member of the PSC would be welcome to act as scrutineer.

As a result, a representational selection of students (maximum of 11 students across campuses and levels of study) would be identified to include in interviews/consultations with the short list of presidential candidates.

Ideally, we would hope to achieve a distribution of the 11 'seats' similar to the example of: 11 = 5 St John's (3 undergrad, 2 grad), 2 Grenfell (1 undergrad, 1 grad), 1 Labrador (either), 3 MI (1 cert/dip, 1 undergrad, 1 grad).

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Friday, February 7, 2025 12:58 PM
To: Scott, Tina (Regents); Andrea Stack; Andrew Mercer; Anik Rahman [REDACTED];
 s. 40(1) 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; Bose, Neil; President, The; Vice-President (Academic); Rex Gibbons, MUN; Worsfold, Scott; Tim Powers; Trudy Morgan-Cole
Subject: Update on the Presidential Search
Attachments: Presidential Search Committee Update Feb. 7 2025.pdf

Good afternoon,

See attached update on the presidential search.

Lisa

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

February 7, 2025

Presidential search update
Message from the Board of Regents

On behalf of the Presidential Search Committee (PSC), the Board of Regents is sharing an update with the Memorial University community following the committee's most recent meeting on Jan. 28.

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 search process has been very active since fall 2024.

The candidate profile and advertisement were finalized by the PSC following review and incorporation of main themes from the broad consultation process, and input from Memorial's EDI-AR Committee that supports senior academic leadership searches. Advertising and direct outreach to potential candidates commenced and was ongoing through January 2025.

The advertisement for Memorial's next president and vice-chancellor was distributed through: *Academica Canada Careers*, *CAUT*, *Chronicle of Higher Education*, *Diverse Issues in Higher Education*, *Indigenous Professional Association of Canada*, *Journal of Blacks in Higher Education*, *Senior Women Administrators of Canada*, *University Affairs*, *Times Higher Education*, *Women in Higher Education*, and Memorial's website and network.

At its Jan. 28 meeting, following review of detailed candidate submissions, the PSC was briefed on approximately 275 conversations and consultations that had taken place with prospective candidates and post-secondary leaders. Fifty formal applications have been reviewed by the PSC. The committee continues to be open to new applications.

Also at that meeting, the committee conducted an initial review of applications received to date. The PSC has provided direction to Perret Laver to help collect additional information about some applicants prior to finalizing candidates to be invited to the first phase of the interview process. That work is now ongoing.

"I would like to thank the members of the search committee for their time and commitment, as well as many other members of the university community and beyond who have engaged in the search process for Memorial's next president and vice-chancellor," said Justin Ladha, chair of the Board of Regents.

"We are pleased to begin the review of candidates and heartened by the level of interest from those seeking to join the Memorial University community as president and vice-chancellor."

While initial applicant review is underway, the PSC wishes to emphasize that the search has not closed and remains open to further applicants.

Hybrid search update

On Oct. 30, the PSC established that it would conduct a hybrid search.

This will allow key stakeholders of the Memorial community to interact with the short-listed candidates and provide feedback to the PSC.

The stakeholder groups include 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 employees. The PSC is ensuring that group members will include representation from all of Memorial's campuses.

The PSC and Board of Regents will continue to communicate to the Memorial community about next steps on the journey to find our next president and vice-chancellor.

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Friday, February 7, 2025 3:29 PM
To: Ladha, Justin
Subject: RE: Presidential Search Committee Update

[Redacted]

s. 29(1) (a)

[Redacted]

s. 29(1) (a)

[Redacted]

Happy to discuss.

s. 29(1) (a)

Lisa

From: Ladha, Justin [Redacted] s. 40(1)
Sent: Friday, February 7, 2025 3:19 PM
To: Russell, Lisa <lisar@mun.ca>
Subject: Re: Presidential Search Committee Update

[Redacted]

s. 29(1) (a)

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From: Russell, Lisa <lisar@mun.ca>
Sent: Friday, February 7, 2025 2:45:40 PM
To: Ladha, Justin [Redacted] s. 40(1)
Subject: FW: Presidential Search Committee Update

Justin,

Let me know if you would like to discuss a response. Given your limited availability today, I am available if needed over the weekend or it can wait until Monday.

Lisa

From: Shane Regular <Shane.Regular@mi.mun.ca>
Sent: Friday, February 7, 2025 2:41 PM
To: Ladha, Justin [Redacted] s. 40(1)
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; Russell, Lisa <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

Hello:

Following up on this, I wanted to acknowledge we appreciate the update given earlier today given to the University community via the Gazette article on the search, however, that did not address our concerns below. For all other committees, including the search committee for the next VP, MI, we have been able to select the Local's representative by ways of an election process. The random selection also does not coincide with the selection of members for the PSC whereby members representing most groups were chosen amongst themselves, the exception being the four Regents on the search committee. Please advise if a seat will be offered for a representative from NAPE Local 7850 and if we are able to conduct an election for this.

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

Shane Regular, BA, BBA
Curriculum & Calendar Coordinator - Office of the Registrar
shane.regular@mi.mun.ca
709 778 0611

This email is governed by the Terms and Conditions found in our [Disclaimer](#).

From: Shane Regular
Sent: Tuesday, February 4, 2025 3:53 PM
To: 'Ladha, Justin' [REDACTED] **s. 40(1)**
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; 'Russell, Lisa' <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

Hello Justin:

s. 29(1) (a)

Following up from this notice sent via Newsline today, it appears that for the purposes of this group that all NAPE Locals are grouped as one [REDACTED]

Sincerely,

Shane
Secretary, NAPE Local 7850

FISHERIES AND MARINE INSTITUTE
OF MEMORIAL UNIVERSITY

Shane Regular, BA, BBA
Curriculum & Calendar Coordinator - Office of the Registrar
shane.regular@mi.mun.ca

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

IAP Office

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Friday, February 7, 2025 3:31 PM
To: Ladha, Justin
Subject: FW: Newsline reL PSC Participation

Importance: High

Justin,

Another inquiry.



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 10th 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: Russell, Lisa
Sent: Saturday, February 8, 2025 9:13 AM
To: Ladha, Justin
Subject: RE: Presidential Search Committee Update

Sounds good, thank you.

Lisa

From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Saturday, February 8, 2025 8:28 AM
To: Russell, Lisa <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

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

Justin

From: Russell, Lisa <lisar@mun.ca>
Sent: February 7, 2025 4:56 PM
To: Ladha, Justin [REDACTED] s. 40(1)
Subject: RE: Presidential Search Committee Update

Justin,

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

Lisa

From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Friday, February 7, 2025 3:19 PM
To: Russell, Lisa <lisar@mun.ca>
Subject: Re: Presidential Search Committee Update

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

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From: Russell, Lisa <lisar@mun.ca>
Sent: Friday, February 7, 2025 2:45:40 PM
To: Ladha, Justin [REDACTED] s. 40(1)
Subject: FW: Presidential Search Committee Update

Justin,

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

1

IAP Office

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Monday, February 10, 2025 10:28 AM
To: Ladha, Justin
Cc: Scott, Tina (Regents)
Subject: RE: PSC docs -- for approval

Thanks for the clarification. Will do.

Lisa

From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Monday, February 10, 2025 10:27 AM
To: Russell, Lisa <lisar@mun.ca>
Cc: Scott, Tina (Regents) <tinas@mun.ca>
Subject: RE: PSC docs -- for approval

I meant PSC. Sorry. Go ahead and circulate and lets get their feedback.

From: Russell, Lisa <lisar@mun.ca>
Sent: February 10, 2025 10:26 AM
To: Ladha, Justin [REDACTED] s. 40(1)
Cc: Scott, Tina (Regents) <tinas@mun.ca>
Subject: RE: PSC docs -- for approval

Justin,

[REDACTED]

s. 29(1) (a)

When we last discussed, this was intended to receive to be considered by the PSC only via email poll. Happy to discuss.

Lisa

From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Monday, February 10, 2025 10:09 AM
To: Russell, Lisa <lisar@mun.ca>
Cc: Scott, Tina (Regents) <tinas@mun.ca>
Subject: RE: PSC docs -- for approval

s. 29(1) (a)

[REDACTED]

From: Russell, Lisa <lisar@mun.ca>
Sent: February 6, 2025 8:38 PM

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

1 IAP Office

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Friday, February 14, 2025 1:51 PM
To: Ladha, Justin
Subject: Document and message for the PSC
Attachments: MUN_Sample 1st Round Interview Format and Questions.docx

NOTE TO APPLICANT: The attachment is excluded pursuant to section 5(1) (f).

Justin,

IAP Office

See attached revised document submitted by PL. They have asked that we share this with the committee now and advise the committee if they have specific feedback it can be directed to PL in advance of the meeting and that during the meeting on Tuesday (Feb 18) the committee will finalize and approve the format and the questions. [REDACTED] I have drafted the below message. Please advise of any changes you would like me to make.

s. 29(1) (a)

Lisa

Draft Message:

Hello everyone,

Attached please find a draft document that includes:

1. Suggested format for the first round of interviews
2. Suggested questions for the first round of interviews

This is a draft document and subject to change at the discretion of the PSC. To ensure sufficient time for discussion by the committee, it is one-half of the substantive agenda for the meeting on Tuesday Feb 18. Specific editorial suggestions or additional questions you would like to suggest, can be sent in advance to the PL team by end of day Monday or you can bring your feedback to the meeting itself. The final format of the first round interviews as well as the questions will be the decision of the PSC.

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Friday, February 14, 2025 3:55 PM
To: Ladha, Justin; Michelle Baikie; Bob Hallett; Andrew Mercer; Tim Powers; Lourdes Peña-Castillo; Cyr Couturier; Pope, Johnathan Howard; Moore, Sylvia; Nicolas Keough; Cara Hodder; MD Shaheen Shah; Vicky Quao GCSU; Hurley, Natasha; McKivor, Lee Ann; Alex Gibson
Cc: Gordon Lobay; Maria Rivas-Rivero; Benjamin Crase, Perrett Laver; Peggy Lei
Subject: FW: Document and message for the PSC
Attachments: MUN_Sample 1st Round Interview Format and Questions.docx

NOTE TO APPLICANT: The attachment is excluded pursuant to section 5(1) (f).

Hello everyone,

IAP Office

Attached please find a draft document that includes:

1. Suggested format for the first round of interviews
2. Suggested questions for the first round of interviews

This draft document is subject to change at the direction of the PSC. To ensure sufficient time for discussion by the committee, it is one-half of the substantive agenda for the meeting on Tuesday Feb 18.

Specific editorial suggestions or additional questions you would like to suggest, can be sent in advance to the PL team by end of day Monday or you can bring your feedback to the meeting itself.

The final format of the first-round interviews as well as the questions will be the decision of the PSC.

Lisa

Butler, Kaitlin Sophia

From: Hurley, Natasha
Sent: Monday, February 17, 2025 12:08 PM
To: Ladha, Justin; Justin Ladha
Subject: Memorial Presidency and questions

Dear Justin,

s. 29(1) (a)

I hope it's okay to reach like this (I didn't know which is your preferred email, so I've sent to both that I have in my contacts). I'm writing because I've been putting some thought into the questions in advance of our meeting tomorrow.



s. 29(1) (a)

Any chance you have 20 minutes for a short phone call at some time between now and our meeting tomorrow?

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
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: Shane Regular <Shane.Regular@mi.mun.ca>
Sent: Tuesday, February 18, 2025 10:53 AM
To: Russell, Lisa
Cc: Ann Lynn Anstey; Marlene Power; Ladha, Justin
Subject: RE: Presidential Search Committee Update

Hello Lisa:

Thank you for this response. It has filled in the gaps in my knowledge that I had before. Maybe it would be good to expand the terms of reference to include these representative groups and outline steps on what to do should a representative from a particular constituency not be available. In the spirit of being equitable and ensuring as many people as possible can participate, can you explain the rationale behind the inclusion of leadership group/SAM employees and academic administrators in the employee representatives group? These groups have had the opportunity to have a representative, chosen by them from among themselves, on the PSC when all other support staff groups, TAUMUN, and LUMUN have not been afforded the opportunity to even elect a representative to the employee representatives group. These groups have had a representative to speak to directly on issues they can likely relate to when folks in our situation have not, given the PSC is comprised of Regents, student representatives, Senators, and a member of the public-at-large as well as the aforementioned groups. Looking forward to your response!

Sincerely,

Shane

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MARINE INSTITUTE**
OF MEMORIAL UNIVERSITY

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Shane Regular, BA, BBA

Curriculum & Calendar Coordinator - Office of the Registrar

shane.regular@mi.mun.ca

709 778 0611

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From: Russell, Lisa <lisar@mun.ca>
Sent: Monday, February 17, 2025 2:18 PM
To: Shane Regular <Shane.Regular@mi.mun.ca>; 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 Shane,

Thank you for the interest in this process. I have been asked to respond to your inquiry.

The hybrid groups were created by the Presidential Search Committee (PSC). One group they created was an employee group with the following provisions: up to 11 members, including bargaining and non-bargaining staff, that all campuses could be represented and that the process be fair and objective

To prioritize filling all 11 seats, it was necessary to remain flexible in who could self-nominate for the committee. Being too prescriptive in who could fill a seat might mean it is not possible to fill all 11 seats. For example, some constituencies (unions, campuses, categories of employees etc.) may not have any individuals come forward who were interested in representing a specific constituency and that seat might then go unfilled.

In terms of representation on the PSC itself, NAPE 7850 is not the only union, nor the only group of employees at Memorial who does not have self-selected representatives sitting on the PSC.

The intent of the PSC in approving a hybrid process was to provide an opportunity for wider participation and feedback to the PSC in the search process at the final stage than has been available in the conduct of other presidential searches.

Please do not hesitate reach out if you have further questions.

Thank you,

Lisa

Lisa Russell
Executive Director, Board of Regents
Memorial University, St. John's, NL A1C 5S7
709-864-4397 www.mun.ca/regents



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

From: Shane Regular <Shane.Regular@mi.mun.ca>
Sent: Monday, February 17, 2025 10:32 AM
To: Ladha, Justin [REDACTED] s. 40(1)
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; Russell, Lisa <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

Hello Justin:

Checking in on this again. We are awaiting a response to see if there will be a dedicated seat for a member of Local 7850 and if we will be able to elect the representative(s) to this employee representatives' group. Please advise at your earliest convenience.

Sincerely,

Shane

**FISHERIES AND
MARINE INSTITUTE**
OF MEMORIAL UNIVERSITY

Shane Regular, BA, BBA
Curriculum & Calendar Coordinator - Office of the Registrar
shane.regular@mi.mun.ca
709 778 0611

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

ISO 9001 Registered
www.mi.mun.ca

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From: Shane Regular
Sent: Friday, February 7, 2025 2:41 PM
To: 'Ladha, Justin' [REDACTED] s. 40(1)
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; 'Russell, Lisa' <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

Hello:

Following up on this, I wanted to acknowledge we appreciate the update given earlier today given to the University community via the Gazette article on the search, however, that did not address our concerns below. For all other committees, including the search committee for the next VP, MI, we have been able to select the Local's representative by ways of an election process. The random selection also does not coincide with the selection of members for the PSC whereby members representing most groups were chosen amongst themselves, the exception being the four Regents on the search committee. Please advise if a seat will be offered for a representative from NAPE Local 7850 and if we are able to conduct an election for this.

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

Shane Regular, BA, BBA
Curriculum & Calendar Coordinator - Office of the Registrar
shane.regular@mi.mun.ca
709 778 0611

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From: Shane Regular
Sent: Tuesday, February 4, 2025 3:53 PM
To: 'Ladha, Justin' [REDACTED] s. 40(1)
Cc: Ann Lynn Anstey <AnnLynn.Anstey@mi.mun.ca>; Marlene Power <Marlene.Power@mi.mun.ca>; 'Russell, Lisa' <lisar@mun.ca>
Subject: RE: Presidential Search Committee Update

Hello Justin:

s. 29(1) (a)

Following up from this notice sent via Newline today, it appears that for the purposes of this group that all NAPE Locals are grouped as one [REDACTED]

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

IAP Office

Butler, Kaitlin Sophia

From: Scott, Tina (Regents)
Sent: Monday, February 24, 2025 4:33 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; 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
Subject: Rubric for review of Candidates
Attachments: Memorial University President - Selection Criteria Matrix.xlsx

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

Hello,

IAP Office

As a follow-up to the meeting of the PSC on February 18, 2025, attached is a rubric based on the selection criteria. Should you find it useful, you are welcome to use as part of your review of the candidates.

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



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 Presidential Search - Selection Criteria Scoring Matrix

*A key to candidate grading is included at the end of the spreadsheet.

Selection Criteria	Candidate Initials (TBD)					
Scholarly Credibility Candidate holds a PhD or terminal degree, qualify for full professorship at Memorial, and have a strong record in teaching, research, and advancing institutional impact. They should demonstrate respect for diverse disciplines and experience in fostering research, high-quality education, and student well-being.						
Vision and Leadership Candidate demonstrates collegial and collaborative leadership in a large, unionized, multicampus university, with experience in strategic planning and developing a shared vision aligned with institutional values. They should also have a proven ability to work effectively with governing bodies to achieve strategic objectives.						
Management and Administration Candidate effectively manages human resources, budgets, risk, and operations in unionized, multicampus public universities. They demonstrate strong financial acumen, developing creative and innovative solutions. They attract, retain, and empower diverse teams while fostering a culture of collaboration, accountability, and inclusion.						
Commitment to Reconciliation and Indigenization Candidate demonstrates an understanding and commitment to Indigenization and truth and reconciliation, bringing experience working with Indigenous peoples. They actively advance these initiatives and implement the Truth and Reconciliation Commission's recommendations across diverse policy contexts.						
Commitment to Equity, Diversity, Inclusion, and Anti-Racism Candidate actively uphold equity, diversity, inclusion, accessibility, and anti-racism, fostering a culture of trust and belonging at Memorial. They demonstrate integrity, strong relationship-building and communication skills, curiosity, empathy, and high emotional intelligence to advance these values.						
Reputation, External Relations, and Communication The candidate demonstrates compelling leadership in public engagement, reputation-building, and advocacy, recognizing Memorial's unique role in Newfoundland and Labrador and its broader impact. They stand to excel in ambassadorial and partnership-building efforts, forging strong relationships with government, industry, Indigenous nations, and global partners. They will foster a culture of listening, consultation, and collaboration, ensuring all voices are heard in shaping the university's direction.						
Fundraising and Advancement The candidate will lead successful fundraising and advancement efforts, securing support from individual donors, corporations, and private organizations while maximizing funding opportunities. They actively engage alumni, external partners, and supporters, fostering strong connections and encouraging their investment in the university's future.						
Personal and Professional Attributes The candidate will build a culture of trust, demonstrating curiosity about the institution and its role in the province. They demonstrate an entrepreneurial mindset, interdisciplinary perspective, and global outlook. Approachable and collaborative, they excel in relationship-building, communication, and decision-making with resilience and emotional intelligence. They empower leaders, balance consultation with action, and uphold ethics, transparency, integrity, and academic freedom. A creative problem-solver, they lead with accountability, evidence-based decision-making, and a results-driven focus.						
TOTAL	0	0	0	0	0	0

Key to candidate grading:
 4 = the candidate meets the criteria in question to an 'excellent level'
 3 = the candidate meets the criteria to a 'good level'
 2 = the candidate meets the criteria to a 'satisfactory level'
 1 = the candidate 'barely meets the criteria'
 0 = the candidate 'does not meet the criteria'

Butler, Kaitlin Sophia

From: Gordon Lobay <Gordon.Lobay@perrettlaver.com>
Sent: Monday, February 24, 2025 5:29 PM
To: Scott, Tina (Regents); Gibson, Alex; Nicolas Keough
Cc: 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; Benjamin Crase; Emily Jarvis; Maria Rivas-Rivero; Peggy Lei
Subject: RE: Meeting of the Presidential Search Committee

Hi All,

Apologies for any confusion, this was an error in the preamble text in the document. I can confirm that none of the candidates have withdrawn.

Looking forward to the meeting on Wednesday.

Best,

Gordon

From: Scott, Tina (Regents) <tinas@mun.ca>
Sent: 24 February 2025 11:53 s. 40(1)
To: Gibson, Alex <Alex.Gibson@pennecon.com>; Nicolas Keough [REDACTED]
Cc: 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]; McKivor, Lee Ann <lamckivor@mun.ca>; 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]; Benjamin Crase <Benjamin.Crase@perrettlaver.com>; Emily Jarvis <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero <Maria.Rivas-Rivero@perrettlaver.com>; Peggy Lei <Peggy.Lei@perrettlaver.com>
Subject: RE: Meeting of the Presidential Search Committee

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

Thank you!

From: Scott, Tina (Regents) s. 40(1)
Sent: Monday, February 24, 2025 4:20 PM
To: Gibson, Alex <Alex.Gibson@pennecon.com>; Nicolas Keough [REDACTED]
Cc: 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]; McKivor, Lee Ann <lamckivor@mun.ca>; 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]; 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: RE: Meeting of the Presidential Search Committee

Thank you Nic and Alex – I wonder if PL could respond to the question as it relates to the “First Round Candidate Review Document” under the “Structure of the Documentation”?

Tina

From: Gibson, Alex <Alex.Gibson@pennecon.com>
Sent: Monday, February 24, 2025 4:11 PM s. 40(1)
To: Scott, Tina (Regents) <tinas@mun.ca>; Nicolas Keough [REDACTED]
Cc: 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]; McKivor, Lee Ann <lamckivor@mun.ca>; 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]; 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: RE: Meeting of the Presidential Search Committee

Hey Tina and Team,

I believe it states on page 5 within the package.

“We also have included one candidate who has formally withdrawn from the process”

Alex Gibson
Human Resources Advisor
Direct: 709-782-5795 | Office: 709-782-3404
Email: alex.gibson@pennecon.com | Web: www.pennecon.com



From: Scott, Tina (Regents) <tinas@mun.ca>
Sent: Monday, February 24, 2025 4:03 PM s. 40(1)
To: Nicolas Keough [REDACTED]
Cc: Gibson, Alex <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]; McKivor, Lee Ann <lamckivor@mun.ca>; 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]; 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: 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.

Can you advise where it states that?

From: Nicolas Keough [REDACTED] s. 40(1)
Sent: Monday, February 24, 2025 3:58 PM
To: Scott, Tina (Regents) <tinas@mun.ca>
Cc: Alex Gibson <Alex.Gibson@dennecon.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] McKivor, Lee Ann <lamckivor@mun.ca>; Russell, Lisa [REDACTED] 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>; 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>
Subject: Re: Meeting of the Presidential Search Committee

Hi Tina,

I was just looking at the agenda, and it says that one of the candidates had withdrawn themselves from consideration. I'm not sure if I missed it in the package but I couldn't figure out which candidate withdrew - do you have that information?

Thanks,
 Nicolas Keough (he/him)
 [REDACTED] s. 40(1)
 Memorial University of Newfoundland & Labrador

On Feb 24, 2025, at 3:08 PM, Scott, Tina (Regents) <tinas@mun.ca> wrote:

Good afternoon,

With regard to the meeting of the PSC on Wednesday, February 26th, the agenda is now available on the portal (Diligent). As a friendly reminder, the meeting which commences at 5:00 p.m. will be held virtually.

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

<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.

--
Dr Gordon Lobay
Partner



Direct Line:
Mobile: [redacted] s. 40(1)



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🖨️ save paper: think before you print

Butler, Kaitlin Sophia

From: Scott, Tina (Regents)
Sent: Tuesday, February 25, 2025 10:50 AM
To: Ladha, Justin
Cc: Russell, Lisa
Subject: Minutes of the PSC
Attachments: minutes - PSC - 02-13-2025 - FINAL.docx; minutes - PSC - 02-18-2025 - FINAL.docx; Email Poll - minutes - PSC - 02-11-2025 - DRAFT.docx

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

IAP Office

Hello Justin,

As a follow-up to your conversation with Lisa, I have attached the following minutes of the PSC:

Email Poll of February 11th and the minutes of the meetings held on February 13th and 18th.

Would you please review and advise whether you have any comments/questions as it would be great if we could get those posted today for the committee's consideration.

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



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
PRESIDENTIAL SEARCH COMMITTEE

A meeting of the Presidential Search Committee was held on Thursday, February 13, 2025, at 5:00 p.m. in the Bruneau Centre, Room IIC-3001 and via Microsoft Teams. The following were in attendance:

Mr. Justin Ladha, Chair
Ms. Michelle Baikie, via Teams
Mr. Cyr Couturier
Mr. Alex Gibson, via Teams
Mr. Bob Hallett, via Teams
Dr. Natasha Hurley
Mr. Nicolas Keough, via Teams
Dr. Lee Ann McKivor
Mr. Andrew Mercer, via Teams
Dr. Sylvia Moore, via Teams
Dr. Lourdes Peña-Castillo, via Teams
Mr. Tim Powers, via Teams
Mr. Shaheen Shah
Ms. Lisa Russell, Executive Director, Board of Regents
Ms. Tina Scott, Secretary to the Board

Apologies were received from Ms. Cara Hodder, Dr. Jonathan Pope, Ms. Vicky Quao.

1. In-Camera Session

At this point, Ms. Russell and Ms. Scott left the meeting.

An In-Camera Session of the Presidential Search Committee was held at 5:03 p.m.

At 5:06 p.m., Ms. Russell and Ms. Scott returned to the meeting.

2. Approval of the Agenda

The agenda was approved as circulated.

3. Correspondence received on January 28, 2025, [REDACTED]

s. 29(1) (a)

At a meeting held on January 28, 2025, the Presidential Search Committee received correspondence dated January 28, 2025, [REDACTED]

At that meeting, and due to time constraints, it was agreed to defer discussion until a future meeting.

s. 29(1) (a)

Correspondence received on January 28, 2025, [REDACTED]

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

At this point, Mr. Ladha opened the floor for comments from members in attendance.

The matter of meeting scheduling and attendance was discussed including the large size of the Committee and as a result, the competing schedules. The Committee was in general agreed with respect to the preference for all members to attend all meetings while acknowledging that each Committee member has their own competing priorities. In addition, members were advised about support being available to all members and particularly to students when they encounter challenges.

s. 29(1) (a)

Discussion then occurred with respect to the importance of active participation of all members in the discussions of the Committee and how to facilitate engagement from all members. [REDACTED]

[REDACTED] The value of Committee discussion and the importance of being in attendance to contribute to and benefit from deliberations was also shared as multiple members indicated the value they placed on the discussions within the Committee.

Committee members then shared how the diverse experiences of individuals on the Committee, in terms of the use of rubrics, experience with consultants and other hiring committees, are informing their expectations regarding the search. There was further discussion about asking for greater information with respect to how the consultant conducts their activities in support of the search to achieve greater understanding of their activities by the members of the committee. For the next phase, it was requested that the consultant provide written summaries and present candidates alphabetically.

The Committee then discussed how Memorial University is being represented by the consulting firm, and as a result, a desire was expressed to ensure that the position of the institution is both accurately portrayed and positively framed. Additionally, the Committee discussed how the opportunity to convey Memorial to the candidate accurately and positively is also the responsibility of the Committee through its various interactions and discussions.

All members were then provided the opportunity to any raise additional items from the correspondence that needed to be addressed and none were raised by the committee.

After providing all members present an opportunity to provide their feedback, Mr. Ladha thanked all members for their active participation in today's meeting.

ADJOURNMENT

The meeting adjourned at 5:53 p.m.

CHAIR

SECRETARY

DATE

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
PRESIDENTIAL SEARCH COMMITTEE

A meeting of the Presidential Search Committee was held on Tuesday, February 18, 2025, at 5:00 p.m. via Microsoft Teams. The following were in attendance:

Mr. Justin Ladha, Chair
Ms. Michelle Baikie, via Teams
Mr. Cyr Couturier
Mr. Alex Gibson, via Teams
Mr. Bob Hallett, via Teams
Dr. Natasha Hurley
Mr. Nicolas Keough, via Teams
Dr. Lee Ann McKivor
Mr. Andrew Mercer, via Teams
Dr. Sylvia Moore, via Teams
Dr. Lourdes Peña-Castillo, via Teams
Mr. Tim Powers, via Teams
Ms. Vicky Quao
Mr. Shaheen Shah
Ms. Lisa Russell, Executive Director, Board of Regents
Ms. Tina Scott, Secretary to the Board

Apologies were received from Ms. Cara Hodder, Dr. Jonathan Pope.

1. In-Camera Session

At this point, Ms. Russell and Ms. Scott left the meeting.

An In-Camera Session of the Presidential Search Committee was held at 5:03 p.m.

At 5:06 p.m., Ms. Russell and Ms. Scott returned to the meeting.

2. Approval of the Agenda

The agenda was approved as circulated.

3. Minutes of the meeting held on January 28, 2025

The Minutes of the meeting held on January 28, 2025, were approved by the Committee.

4. Business Arising

There were no items to report under this heading.

5. Inclusive Hiring Debrief

At a meeting held on January 28, 2025, Committee members received an update with respect to members undertaking Equity, Diversity, Inclusion and Anti-Racism training as well as bias training. Since that time, in an email dated February 8, 2025, Ms. Russell advised that the training would be delivered by Canadian Equality Consulting which would consist of:

- two online modules to be completed by all members asynchronously
- online, synchronous debrief session on inclusive hiring which would be scheduled for today's meeting.

All members were requested to complete the above noted online education prior to today's meeting.

At this point, Mr. Ladha welcomed to the meeting Mr. James Demeres, Canadian Equality Consulting who provided a presentation "Inclusive Hiring". In doing so, Mr. Demeres covered the following topics:

- Diversity, Equity and Inclusion
- Bias
- Inclusive Hiring
- Current process

Following the presentation, the Chair thanked Mr. Demeres for his informative presentation and he left the meeting.

6. Approval of format and questions for Round 1 Interviews

The Committee received and reviewed background information pertaining to sample interview format and questions. Following a lengthy discussion, members were requested to make edits using track changes in the document and return to Perrett Laver for incorporation. In doing so, members were also reminded the questions must be based on the selection, as previously approved by the Committee and to consider those selection criteria, when suggesting edits to the document. In addition, the Committee suggested and agreed that Dr. Lobay prepare a "Selection Criteria Scoring Matrix" following which it would be distributed in time for the next meeting of the Committee scheduled for February 26, 2025.

7. What may be discussed outside the Search Committee about this meeting

The Committee discussed briefly "what may be discussed outside the Search Committee". It was agreed that a communication to the Board, Senate and MUN Community would be developed following the February 26, 2025, meeting of the Committee and it would cover the progress of the committee through the month of February. In this regard, Ms. Russell and Dr. Hurley agreed that at that time, they will develop a draft communications and share with the Committee for their feedback prior to following that meeting and prior to sharing with the Memorial community.

8. Any Other Business

The Chair reminded members that the Secretary to the Board had sent tentative meeting dates and times and requested that members respond with their availability.

ADJOURNMENT

The meeting adjourned at 6:36 p.m.

Justin Ladha
Chair, Presidential Search Committee

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
PRESIDENTIAL SEARCH COMMITTEE

An email poll of the Presidential Search Committee was conducted on February 11, 2025. The following members responded:

Ms. Michelle Baikie
Mr. Cyr Couturier
Mr. Alex Gibson
Mr. Bob Hallett
Dr. Natasha Hurley
Mr. Nicolas Keough
Dr. Lee Ann McKivor
Mr. Andrew Mercer
Dr. Sylvia Moore
Dr. Lourdes Peña-Castillo
Mr. Tim Powers

1. Proposed process to identify Students to participate in the Hybrid Consultation Group of the Presidential Search

In an email poll conducted February 11, 2015, members of the Presidential Search Committee received and reviewed background information pertaining to the proposed process to identify students to participate in the hybrid consultation group of the Presidential Search. At a meeting held on October 30, 2024, the Presidential Search Committee determined to proceed with the identification of a group of 11 students selected by a call/expression of interest conducted by the Registrar's Office. The minutes of that meeting indicate that the University Registrar would "develop a proposal for the selection of eleven students using a fair and independent process and provide to the Committee for consideration at an upcoming meeting".

The Committee received correspondence dated November 29, 2024 from Dr. Lee Ann McKivor, University Registrar and Interim Secretary of Senate with respect to the proposed process to identify the 11 students and as provided in the background documentation.

After consideration through the email poll, the following resolution was passed:

RESOLVED:

That the Presidential Search Committee approve the process to identify the 11 students to participate in the hybrid consultation group of the Presidential search as outlined in the correspondence dated November 29, 2024 from Dr. Lee Ann McKivor.

Justin Ladha
Chair, Presidential Search Committee

Butler, Kaitlin Sophia

From: Hallett, Robert Bruce [REDACTED] s. 40(1)
Sent: Tuesday, February 25, 2025 1:57 PM
To: Scott, Tina (Regents)
Cc: Alex Gibson; Andrew Mercer; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Russell, Lisa; 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
Subject: Re: Revised Draft - First Round Interview Format and Questions

[REDACTED]

Bob. s. 29(1) (a)

On Tue, Feb 25, 2025 at 1:02 PM Scott, Tina (Regents) <tinas@mun.ca> wrote:

Hello,

Please find attached a revised draft of the "first round interview format and questions". Would you please review and provide us with your comments/edits no later than noon, Tuesday, March 4, 2025.

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



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: Russell, Lisa
Sent: Monday, March 3, 2025 2:57 PM
To: Ladha, Justin
Subject: Draft Communication PSC
Attachments: PSC February update -- Draft.docx

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

IAP Office

Justin,

s. 29(1) (a)

See attached draft of the PSC. [REDACTED] Once you provide your input, I will circulate to the PSC.

Thanks,

Lisa

DRAFT – 1:35 pm March 3
Presidential Search Update
Message from the Board of Regents
TBC – March 5, 2025

On behalf of the Presidential Search Committee (PSC), the Board of Regents is sharing an update with the Memorial University community on the committee’s activities in February.

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 committee met a number of times in February and has advanced the search to the stage where it has agreed upon a list of candidates who will be invited to a first round of interviews.

Advertising and direct outreach to potential candidates continued throughout February and the committee received additional applications for their consideration during that period and will continue to be open to new applications.

In addition, the PSC has received training on inclusive hiring practices and unconscious bias to support them as they move to the interview stage of the presidential search.

“February was an intensive month for the search committee and we have made great progress,” Justin Ladha, chair of the board of regents. “We are pleased with the level of interest and the quality of the candidates who have expressed a desire to work with the Memorial University community. Work continues on schedule and we look forward to talking with candidates in the first round of interviews in the coming weeks.”

Hybrid search update

On Oct. 30, the PSC established that it would conduct a hybrid search to allow key stakeholders of the Memorial community to interact with the short-listed candidates and provide feedback to the PSC.

The stakeholder groups include 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 employees. The PSC is ensuring that group members will include representation from all of Memorial’s campuses.

To date the PSC has received information on the members of four of the five stakeholder groups identified for the final phase and approved the mechanism [REDACTED] which the hybrid

s. 29(1) (a)

group for the general student population will be selected. That process is underway through the Registrar's Office and is going well.

Further updates will be provided as the work of the PSC continues.

Butler, Kaitlin Sophia

From: Russell, Lisa
Sent: Tuesday, March 4, 2025 8:20 AM
To: Ladha, Justin
Subject: RE: Draft Communication PSC

Great. Thanks! As per regular process, I will circulate to the PSC for comment.

Lisa

From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Tuesday, March 4, 2025 8:18 AM
To: Russell, Lisa <lisar@mun.ca>
Subject: RE: Draft Communication PSC

Looks good. I have no comment.

From: Russell, Lisa <lisar@mun.ca>
Sent: March 3, 2025 2:57 PM
To: Ladha, Justin [REDACTED] s. 40(1)
Subject: Draft Communication PSC

Justin, s. 29(1) (a)

See attached draft of the PSC. [REDACTED] Once you provide your input, I will circulate to the PSC.

Thanks,

Lisa

Butler, Kaitlin Sophia

From: Scott, Tina (Regents)
Sent: Tuesday, March 4, 2025 9:43 AM
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; Nicolas Keough; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: PSC Draft Communications
Attachments: PSC February update -- Draft.docx NOTE TO APPLICANT: The attachment is located previously in the records.

Hello,

IAP Office

Please find attached a draft communications as prepared by Nat and Lisa. Would you review the attached draft and provide us with any feedback by end of day today?

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



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: Moore, Sylvia
Sent: Tuesday, March 4, 2025 1:28 PM
To: Cyr Couturier; Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Hurley, Natasha; Nicolas Keough; Tim Powers; Vicky Quao GCSU
Cc: Cyr Couturier
Subject: Re: PSC Draft Communications

Looks good to me, too.

Thanks,

Sylvia

From: Cyr Couturier <Cyr.Couturier@mi.mun.ca> s. 40(1)
Date: Tuesday, March 4, 2025 at 10:27 AM
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], McKivor, Lee Ann <lamckivor@mun.ca>, Russell, Lisa <lisar@mun.ca>, Lourdes Pena-Castillo <lourdes.pena@mun.ca>, MD Shaheen Shah [REDACTED], Michelle Baikie [REDACTED], Hurley, Natasha <lmhurley@mun.ca>, Nicolas Keough [REDACTED], Moore, Sylvia <sylviam@mun.ca>, Tim Powers [REDACTED], Vicky Quao GCSU [REDACTED]
Cc: Cyr Couturier <Cyr.Couturier@mi.mun.ca>
Subject: RE: PSC Draft Communications

Looks good to me.

Thanks.

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
 W 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>

s. 40(1)

Sent: Tuesday, March 4, 2025 9:43 AM

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]; McKivor, Lee Ann <lammckivor@mun.ca>; 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]

Subject: PSC Draft Communications

Hello,

Please find attached a draft communications as prepared by Nat and Lisa. Would you review the attached draft and provide us with any feedback by end of day today?

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

This email

is governed by the Terms and Conditions found in our [Disclaimer](#).

Butler, Kaitlin Sophia

From: Gibson, Alex <Alex.Gibson@pennecon.com>
Sent: Friday, March 7, 2025 4:41 PM
To: Hurley, Natasha; Russell, Lisa; Scott, Tina (Regents); Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: RE: Interview Questions

I'd mirror Nat, I'd like to ask a question ... but with a committee / panel our size it maybe easier to be facilitated by one. I'm good either way!

See you all tomorrow.

Alex

Alex Gibson

Human Resources Advisor
 Direct: 709-782-5795 | Office: 709-782-3404
 Email: alex.gibson@pennecon.com | Web: www.pennecon.com



From: Hurley, Natasha <nlmhurley@mun.ca> s. 40(1)
Sent: Friday, March 7, 2025 4:37 PM
To: Russell, Lisa <lisar@mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>; Gibson, Alex <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]; McKivor, Lee Ann <lamckivor@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah [redacted]; Michelle Baikie [redacted]; Nicolas Keough [redacted]; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [redacted]; Vicky Quao GCSU [redacted]
Subject: Re: Interview Questions

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.

Hi all— s. 40(1)
 I originally thought I'd be [redacted] during our meeting tomorrow, but [redacted] and now I might be able to be there for the first part of the meeting. But I'll still be joining from [redacted] I'm happy to do whatever works best for the committee (ask a question, not ask a question—I'm easy). s. 40(1)

Hope to see you tomorrow but certainly on Sunday [redacted]

Best, s. 40(1)

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
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.

From: Russell, Lisa <lisar@mun.ca>

Sent: Friday, March 7, 2025 12:58:09 PM

To: Scott, Tina (Regents) <tinas@mun.ca>; Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer <Andrew.Mercer@mun.ca>; Bob Hallett <Bob.Hallett@mun.ca>; Cara Hodder <Cara.Hodder@mun.ca>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin <Ladha.Justin@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; MD Shaheen Shah <MD.Shaheen.Shah@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>

s. 40(1)

Subject: Interview Questions

Hello everyone,

As you can see in the Diligent book for tomorrow's meeting, draft interview questions are included.

While Justin is handling the opening and closing of the interviews, it would be helpful to know who else is interested in asking questions.

If you are interested in doing so, if you could reply to me in advance of tomorrow's meeting, this will help ensure we make the most efficient use of our time.

Thanks and any questions just let me know,

Lisa

Butler, Kaitlin Sophia

From: Scott, Tina (Regents)
Sent: Monday, March 10, 2025 8:52 AM
To: Ladha, Justin
Cc: Russell, Lisa
Subject: Presidential Search at Memorial University of Newfoundland
Attachments: Presidential search.pdf NOTE TO APPLICANT: The attachment is located after this email thread.

Justin, IAP Office

Please see message below/attached. In the meantime, I will acknowledge receipt of the message.

Thank you,

Tina

From: [Redacted] s. 40(1)
Sent: Thursday, March 6, 2025 4:22 PM
To: Scott, Tina (Regents) <tinas@mun.ca>
Cc: info <info@educationaccordnl.ca>
Subject: Presidential Search at Memorial University of Newfoundland

To: Board of Regents
C.c.: Education Accord NL s. 40(1)
Fr: [Redacted]
Re: Presidential Search at Memorial University of Newfoundland

On March 5th, 2025 the Board of Regents shared an update on behalf of the Presidential Search Committee on the activities regarding the search for Memorial University’s next president and vice-chancellor. As noted, direct outreach to potential candidates was conducted during the month of February and an agreed upon list of candidates will be invited to the first round of interviews.

s. 40(1)

[Redacted] I thought I’d take this opportunity to provide feedback to the panel. It is as follows:

First, there are insurmountable challenges facing Memorial University at this time; for example, the finances are under the microscope of the NL Auditor General. The national immigration targets are drastically reduced for our province. Next, the university is possibly facing a 35% reduction in provincial grants this year. And, there is the provincial government’s creation of the Education Accord NL and its process on transforming the post-secondary and adult education systems. How can the candidate’s substantial experience impact this process? What is the candidate’s vision and strategy to bring about success during this time ? How can the economic, social and political environment affect the university’s priorities? Post-secondary education is an important tool in the economic toolbox. One that builds a sustainable organization through stewardship and governance.

Second, sustainable site designing and planning efforts are needed. Sustainable site planning identifies ecological, infrastructural, and cultural characteristics of the site to assist designers in their efforts to integrate the building and the site; focussing on the energy use of buildings because buildings account for about one-third of the emissions of heat trapping carbon dioxide from fossil fuel burning and two-fifths of acid rain-causing sulfur dioxide

and nitrogen oxides. Sustainable design dictates that water and its relationship to building design, development and operation be managed carefully. Plans are needed to include recycling or reuse construction and demolition waste. Sustainability-related projects using faculty and student expertise that aims to re-orient teaching, learning, research and university-community relationships that sustainability becomes emergent property of its core activities. Implement sustainable human practices and/or behaviours. Cost-effective and practical strategies are needed to reduce or minimize growth in energy use on campus; become a zero-waste campus; increase electric and alternative-fuel vehicle use on campus; reduce fossil fuel consumption across the campus fleet; all University grounds be maintained according to sustainable landscaping standards, and plans developed for remediation and preservation of specific natural areas of concern; all Food Services food and beverage purchases be produced on-site, locally-sourced, or are third-party certified for sustainability; deliver multifaceted programming to grow student and employee awareness about healthy and sustainable food choices; evaluate life cycle cost and require sustainability disclosure from suppliers; establish baseline data and targets to improve the percent of campus-wide purchases that meet third-party standards for paper, electronic equipment, and cleaning supplies. Conduct an analysis of national and cross-national trends.

Third, funding for post-secondary education institutions. Expenditures in post-secondary institutions are derived from: labour, student enrolment, and infrastructure. Oversight of spending and compliance with legislation are important to the long-term sustainability of the university. Section 36 of the Memorial University ACT places a restriction on expenditures in that the university is normally prohibited from recording a deficit on its consolidated financial statements in excess of $\frac{1}{4}$ of 1 percent of its total revenue. Based on the analysis, Memorial has not been compliant with the ACT for the years 2016 and 2017.

Next, while Memorial University has several strengths in terms of academic governance, including a Senate which governs academic programming across all campuses, and a provost model, which is intended to promote administrative alignment of all university activities in support of the academic mission. There are also weaknesses in the areas of labour market information. Accurate and timely labour market information (LMI). There are limitations in the nature of the data in that it focuses on current macro-trends rather than more granular data that would be useful for PSE planning, including decisions to terminate or modify programming that is no longer relevant.

Having said that...

Opportunities were highlighted in Memorial University's Strategic Plan (2021-2026). In Memorial University's Strategic Plan (2021-2026) the university pointed out that "*we must intentionally connect the talent of researchers. Bringing together researchers and scholars to work on convergent challenges and questions that will enhance the ability to connect local needs with global research activity and networks*" (p.21).

❖ Equity, diversity, and inclusion and anti-racism (EDI-AR)

Through the lens of EDI-AR and Indigenization / Decolonization, has the university given thought to launching an employment equity dashboard to understand the University employee community? A dashboard that can inform the development of programs and services; assess representation, participation and outcomes in employment programs; offer insights into longitudinal trends; and more. The dashboard that can be used to identify patterns and trends in representation, recruitment and retention, and to inform further analysis or programs. The community and the public could be invited to engage with this dynamic display of employment equity data where viewers can explore and filter substantive data by employee groups, equity groupings and more.

Finally, the creation of the PSE Secretariat was proposed in previous studies. The creation of a PSE Secretariat to "facilitate dialogue" (OECD, 2019, p. 128). The PSE Secretariat's mandate would be to: (a) ensure sharing of expertise and resources between the two public post-secondary institutions and governments, industry, and society as a whole; (b) support the PSE institutions and other key stakeholders as they act on the recommendations; (c) evaluate the effectiveness of any initiatives undertaken and, (d) report to the public on an annual basis.

In Conclusion

The next president and vice-chancellor must demonstrate resilience, composure and a positive outlook in an environment of uncertainty and ambiguity. Build accountability and value for people management. The candidate's experience must illustrate his/her successes through open and constructive dialogue. The next university president and vice-chancellor must build and nurture effective and collaborative relationships across educational sectors. Form strategic alliances with partners and stakeholders to advance government priorities. Memorial University has achieved progress in many areas in the past and opportunities should be created for collaboration and mutual learning amongst the post-secondary education institutions in our province. The next president and vice chancellor must model and instill university commitment to the people of our province through the Education Accord NL.

Thank you.

--
[Redacted signature area]

s. 40(1)

We respectfully acknowledge the province of Newfoundland and Labrador as the ancestral homelands of many diverse populations of Indigenous people who have contributed to 9,000 years of history including the Beothuk on the Island of Newfoundland. Today, this province is home to diverse populations of Indigenous people. We also acknowledge with respect the diverse histories and cultures of the Mi'kmaq, Innu, and Inuit.

To: Board of Regents

C.c.: Education Accord NL s. 40(1)

Fr: [Redacted]

Re: Presidential Search at Memorial University of Newfoundland

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s. 40(1)

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Thank you.

s. 40(1)

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PRESIDENTIAL SEARCH

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Butler, Kaitlin Sophia

From: Ladha, Justin
Sent: Wednesday, March 26, 2025 1:13 PM
To: Russell, Lisa
Subject: RE: PSC

You can circulate Gordon’s points below to the PSC and, in light of those points, ask who is in favour of a morning or evening session.

You can also send the brief you mention below. I will likely not be able to review either of the above items before you circulate so will leave to you to do so and obtain any needed feedback.

From: Russell, Lisa <lisar@mun.ca>
Sent: March 26, 2025 1:09 PM
To: Ladha, Justin [REDACTED] s. 40(1)
Subject: PSC
Importance: High

Hello Justin,

I spoke with Gordon regarding the change in the PSC interview with the candidate from the end of day to the start of day.

The committee meeting at the end of the day enabled a number of things to occur – both for the candidate and for us.

s. 29(1) (a)



Are you open to revisiting this with the committee or do you want me to proceed with the morning interview?

Also, I believe an email will need to be sent to the PSC to clarify what the candidates are being asked to do. I can prepare it with the material the PSC approved back in October and we can bundle it with the revised topic (once Nat, Tim and I finish that work), if you agree that is helpful.

Talk soon,

Lisa

Butler, Kaitlin Sophia

From: Moore, Sylvia
Sent: Wednesday, March 26, 2025 1:34 PM
To: Lourdes Peña-Castillo; Cyr Couturier; Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Pope, Johnathan Howard; Ladha, Justin; McKivor, Lee Ann; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Hurley, Natasha; Nicolas Keough; Tim Powers; Vicky Quao GCSU
Subject: Re: Draft Communication

This looks good to me.

Sylvia

From: Lourdes Peña-Castillo <lourdes@mun.ca> s. 40(1)
Date: Wednesday, March 26, 2025 at 11:22 AM
To: Cyr Couturier <Cyr.Couturier@mi.mun.ca>, 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], McKivor, Lee Ann <lamckivor@mun.ca>, 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]
Subject: Re: Draft Communication

Looks good to me too.

On 2025-03-26 11:43 a.m., Cyr Couturier wrote:

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

> ----- Original message -----

> From: "Scott, Tina (Regents)" <tinas@mun.ca> s. 40(1)
 > Date: 2025-03-26 11:33 a.m. (GMT-03:30)
 > 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], "McKivor, Lee Ann" <lamckivor@mun.ca>, "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]
> Subject: Draft Communication

>
> Hello,
>
> Please see attached draft communications and provide us with any comments/edits before end of day today.
>
> 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>>
>
> [MUN-Logo-RGB-small]
>
> 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.
>
>
> External Sender: Use caution when clicking links, opening attachments, or responding.
>
>
> This email is governed by the Terms and Conditions found in our Disclaimer<<http://www.mi.mun.ca/ict/disclaimer>>.

--

Just out from the Bioinformatics Lab at MUN:
S.M.A Taheri Ghahfarokhi and L. Peña-Castillo,
BacTermFinder: a comprehensive and general bacterial terminator finder using a CNN ensemble,
NAR Genomics and Bioinformatics,
<https://doi.org/10.1093/nargab/lqaf016>

Dr. Lourdes Peña-Castillo (she/her)
Full 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: Hurley, Natasha
Sent: Wednesday, March 26, 2025 4:38 PM
To: Gibson, Alex; Lourdes Peña-Castillo; Moore, Sylvia; Scott, Tina (Regents); Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; McKivior, Lee Ann; Russell, Lisa; Lourdes Pena-Castillo; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Tim Powers; Vicky Quao GCSU
Subject: Re: Timing of Candidate Interviews

Hi all,

I'm in agreement with Alex here. [REDACTED]

s. 29(1) (a)

Best,
 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
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.

From: "Gibson, Alex" <Alex.Gibson@pennecon.com>
Date: Wednesday, March 26, 2025 at 3:17 PM
To: Lourdes Peña-Castillo <lourdes@mun.ca>, "Moore, Sylvia" <sylviam@mun.ca>, "Scott, Tina (Regents)" <tinas@mun.ca>, 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" <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], Tim Powers [REDACTED], Vicky Quao GCSU [REDACTED]
Subject: RE: Timing of Candidate Interviews

Afternoon All,

s. 29(1) (a)

[Redacted]

[Redacted]

s. 29(1) (a)

[Redacted]

s. 29(1) (a)

Best,

Alex

Alex Gibson

Human Resources Advisor
Direct: 709-782-5795 | Office: 709-782-3404
Email: alex.gibson@pennecon.com | Web: www.pennecon.com



From: Lourdes Peña-Castillo <lourdes@mun.ca>
Sent: Wednesday, March 26, 2025 1:40 PM
To: Moore, Sylvia <sylviam@mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>; Gibson, Alex <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 <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]; Tim Powers [Redacted]; Vicky Quao GCSU [Redacted]
Subject: Re: Timing of Candidate Interviews

s. 40(1)

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I am also in support of end of the day interviews.

Lourdes

On 2025-03-26 1:33 p.m., Moore, Sylvia wrote:

Thanks Tina.

I support the idea of end of the day interviews.

Thanks

Sylvia

Sylvia Moore, PhD
Interim Dean & Founding Faculty
School of Arctic and Subarctic Studies
Labrador Campus of Memorial University
www.mun.ca/labradorcampus | <https://pye-centre.ca/>
E: deanofsass@mun.ca | P: 709-896-5267

UArctic Chair, Indigenous and Northern Education

Vice-Lead UArctic Thematic Network in Verdde Indigenous Education
<https://www.uarctic.org/activities/thematic-networks/verdde-indigenous-education/>

E: sylvia.moore@mun.ca P:(709) 896-6395

We acknowledge that the land on which we gather is the homelands of the Innu and Inuit of Labrador and recognize their ancestral and continued ties to these lands and waters.

From: Scott, Tina (Regents) <tinas@mun.ca>
Date: Wednesday, March 26, 2025 at 1:01 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] s. 40(1)
[REDACTED] McKivor, Lee Ann <lamckivor@mun.ca>, 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 <d93tap@mun.ca>, Vicky Quao GCSU [REDACTED]
Subject: Timing of Candidate Interviews

Hello,

As a follow-up to yesterday’s meeting, at the request of Justin Ladha, Chair of the Presidential Search Committee, I have been asked to convey the additional below information.

The candidate interview occurring at the end of the day supports a number of outcomes – both for the candidate and for the PSC. These include:

1. the candidate learning more about our institution and its community and bringing that learning into their final interview with the PSC
2. this can inform not just the candidates answers to the questions of the PSC, but also the questions they ask the PSC
3. for the PSC this enables identification of follow-up questions and to seek their thoughts and impressions on that basis
4. this allows the final interview with the PSC to be the culmination of the experience with the candidate bringing all their learning and the PSC doing the same.

With the above-noted in mind, please reply by the end of day whether you are in favour of a morning interview or an end of day interview? Please feel free to "reply all" so that the entire committee is kept informed of the discussion.

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



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.

--

Just out from the Bioinformatics Lab at MUN:
S.M.A Taheri Ghahfarokhi and L. Peña-Castillo,
BacTermFinder: a comprehensive and general bacterial terminator finder using a CNN ensemble,
NAR Genomics and Bioinformatics,
<https://doi.org/10.1093/nargab/lqaf016>

Dr. Lourdes Peña-Castillo (she/her)
Full 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: Scott, Tina (Regents) s. 40(1)
Sent: Thursday, March 27, 2025 1:31 PM
To: Andrea Stack; Andrew Mercer; Anik Rahman [REDACTED]; Hossain, Ashrafee T.; Bob Hallett; Brendan Mitchell; Carter McNelly; Ludlow, Earl Arthur; Eleanor Swanson; Ladha, Justin; Leigh Borden; Russell, Lisa; Lloydetta Quaicoe; Luke Thibeau [REDACTED]; Lynn Zurel; Michelle Baikie; Pender, Nathalie; Nathan Childs; President, The; Rex Gibbons, MUN; Worsfold, Scott; Tim Powers; Trudy Morgan-Cole
Cc: Dyke, Paula; Osmond, Michelle
Subject: Presidential Search Committee Update
Attachments: PSC update March 27 2025.pdf

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

Good afternoon,

IAP Office

Please find attached an update with respect to the Presidential Search Committee which will be released this afternoon.

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



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.

Confidential until released by Memorial University

Presidential search update
Message from the Board of Regents
March 27, 2025

On behalf of the Presidential Search Committee (PSC), the Board of Regents is sharing an update with the Memorial University community on the committee's activities to date in March.

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 committee met a number of times in March and has completed the first round of interviews with candidates. The next step in the process will be in-person interviews. That stage will include participation by the five hybrid groups of stakeholders identified to take part in the in-person interviews.

Those groups have representation from all of Memorial's campuses and include 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 employees.

"I am pleased with the progress we are making in the search for Memorial University's next president and the engagement from the university community in this process," said Justin Ladha, chair of the Board of Regents. "The calibre of the candidates is excellent and the level of interest in this institution is heartening to see. Work continues on schedule and we look forward to talking further with candidates in person in the coming weeks."

Further updates will be provided as the work of the PSC continues.

Butler, Kaitlin Sophia

From: Ladha, Justin
Sent: Sunday, March 30, 2025 10:36 AM
To: Gibson, Alex; Scott, Tina (Regents)
Cc: Russell, Lisa
Subject: RE: 12:00 for 12:30 - Lunch - Presidential Search Committee and Candidate

Thanks, Alex. I don't think we have had a lot of asks so do not see any reason why you can't attend these sessions – Lisa, please let me know if I am wrong.

I am available to moderate the sessions, [REDACTED] s. 29(1) (a)

Justin

From: Gibson, Alex <Alex.Gibson@pennecon.com>
Sent: March 28, 2025 4:07 PM
To: Scott, Tina (Regents) <tinas@mun.ca>
Cc: Russell, Lisa <lisar@mun.ca>; Ladha, Justin [REDACTED] s. 40(1)
Subject: RE: 12:00 for 12:30 - Lunch - Presidential Search Committee and Candidate

Hey Team,

I'd be interested, if deemed appropriate, in attending all the Hybrid Groups for the "Students" and "Student Unions". If Justin is unable to moderate these sessions, I could pitch in here as well.

Best,

Alex

Alex Gibson

Human Resources Advisor
 Direct: 709-782-5795 | Office: 709-782-3404
 Email: alex.gibson@pennecon.com | Web: www.pennecon.com



From: Scott, Tina (Regents) <tinas@mun.ca>
Sent: Friday, March 28, 2025 2:44 PM s. 40(1)
To: Hallett, Robert Bruce [REDACTED]
Cc: Gibson, Alex <Alex.Gibson@pennecon.com>; Andrew Mercer [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 <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>; Butler,

Joan D <JoanB@mun.ca>; Lilly, Stephen Paul <b84spl@mun.ca>; Stone, Charlene <charlenes@mun.ca>; Dean of Humanities & Social Sciences <deanofhss@mun.ca>; Lourdes Peña-Castillo <lourdes@mun.ca>
Subject: RE: 12:00 for 12:30 - Lunch - Presidential Search Committee and Candidate

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.

Hi Bob,

I have attached the itineraries noting that April 8th is slightly different than the other three days.

As the Chair indicated at the meeting held on March 25th, members who are interested in attending particular hybrid sessions, should advise the Board Office by noon on Monday, March 31st.

Tina

From: Hallett, Robert Bruce [REDACTED] s. 40(1)
Sent: Friday, March 28, 2025 2:29 PM
To: Scott, Tina (Regents) <tinas@mun.ca>
Cc: Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Cara Hodder [REDACTED] s. 40(1); [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [REDACTED]; McKivor, Lee Ann <lamckivor@mun.ca>; 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>; Butler, Joan D <JoanB@mun.ca>; Lilly, Stephen Paul <b84spl@mun.ca>; Stone, Charlene <charlenes@mun.ca>; Dean of Humanities & Social Sciences <deanofhss@mun.ca>; Lourdes Peña-Castillo <lourdes@mun.ca>
Subject: Re: 12:00 for 12:30 - Lunch - Presidential Search Committee and Candidate

Not to bug, but do we have a complete schedule for Tuesday and Wednesday?

Thanks, Bob.

On Fri, Mar 28, 2025 at 7:55 AM Scott, Tina (Regents) <tinas@mun.ca> wrote:

Microsoft Teams [Need help?](#)

Join the meeting now

Meeting ID: [REDACTED]

Passcode: [REDACTED] s. 31(1)(l)

For organizers: [Meeting options](#)
