

Butler, Kaitlin Sophia

From: Hurley, Natasha
Sent: Friday, April 4, 2025 12:11 PM
To: Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU; Benjamin Crase, Perrett Laver; Emily Jarvis, Perrett Laver; Gordon Lobay; Maria Rivas-Rivero, Perrett Laver
Cc: Butler, Joan D
Subject: Re: Info on Diligent for PSC

Ok it does! I didn't look there because I thought that was only for next week. I thought the feedback might be in each candidate's tab or in a separate file.

Much appreciated!

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: Scott, Tina (Regents) <tinas@mun.ca>
Sent: Friday, April 4, 2025 12:09:20 PM
To: Hurley, Natasha <nlmhurley@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 <Justin.Ladha@mun.ca>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah <MD.Shaheen.Shah@mun.ca>; Michelle Baikie <Michelle.Baikie@mun.ca>; Nicolas Keough <Nicolas.Keough@mun.ca>; Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers <Tim.Powers@mun.ca>; Vicky Quao GCSU <Vicky.Quao@mun.ca>; Benjamin Crase, Perrett Laver <benjamin.crase@perrettlaver.com>; Emily Jarvis, Perrett Laver <Emily.Jarvis@perrettlaver.com>; Gordon Lobay <Gordon.Lobay@perrettlaver.com>; Maria Rivas-Rivero, Perrett Laver <Maria.Rivas-Rivero@perrettlaver.com>
Cc: Butler, Joan D <JoanB@mun.ca>
Subject: RE: Info on Diligent for PSC

s. 40(1)

There is a book called "PSC - April 10, 2025 Decision Meeting".

The info for the first two days is located there. Can you let me know if that helps?

From: Hurley, Natasha <nlmhurley@mun.ca>
Sent: Friday, April 4, 2025 12:05 PM
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]>; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah <[REDACTED]>; Michelle Baikie <[REDACTED]>; Nicolas Keough <[REDACTED]>; Russell, Lisa <lisar@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>
Cc: Butler, Joan D <JoanB@mun.ca>
Subject: Re: Info on Diligent for PSC

Hi Tina,

I just logged into to take a look, but I'm not sure where to find the feedback. Could you advise?

Thanks and [REDACTED] 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
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From: "Scott, Tina (Regents)" <tinas@mun.ca> s. 40(1)
Date: Friday, April 4, 2025 at 12:02 PM
To: Alex Gibson <Alex.Gibson@pennecon.com>, Andrew Mercer <[REDACTED]>, Bob Hallett <[REDACTED]>, Cara Hodder <[REDACTED]>, Cyr Couturier <Cyr.Couturier@mi.mun.ca>, "Hurley, Natasha" <nlmhurley@mun.ca>, "Pope, Johnathan Howard" <n79jhp@mun.ca>, "Ladha, Justin" <[REDACTED]>, Lourdes Pena-Castillo <lourdes.pena@mun.ca>, "McKivor, Lee Ann" <lamckivor@mun.ca>, MD Shaheen Shah <[REDACTED]>, Michelle Baikie <[REDACTED]>, Nicolas Keough <[REDACTED]>, "Russell, Lisa" <lisar@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>
Cc: "Butler, Joan D" <JoanB@mun.ca>
Subject: Info on Diligent for PSC

Hello,

The feedback from April 1st and April 2nd is now available on Diligent. We will be in contact once the feedback from next week's session becomes available.

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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Butler, Kaitlin Sophia

From: Scott, Tina (Regents)
Sent: Friday, April 25, 2025 1:24 PM
To: Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: Report of the PSC and meetings/events during April 29th and 30th

Hello,

The Report of the Presidential Search Committee will be circulated to the Committee this weekend. Please be attentive to your email over the next day or so as we require your feedback and signature on this document in order to provide it to the Senate and the Board on Monday in advance of the meetings.

That noted, meetings are being scheduled for Tuesday, April 29, 2025, in order for the Senate and the Board of Regents to consider the Report. The schedule of meetings is as follows:

April 29th

10:00 a.m. Meeting of the Senate – you can expect an invitation from the Office of the Secretary of Senate. This meeting will be held via Webex.

11:30 a.m. Meeting of the Board of Regents – this meeting invitation will be sent from myself.

With respect to the Board meeting, please advise whether you will join in-person or via Teams and we need to plan accordingly.

In addition, on Wednesday, April 30th, additional activities are being planned in anticipation of the expected public announcement. In this regard, invitations will be sent to the PSC next week.

We ask that you keep this matter strictly confidential.

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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Butler, Kaitlin Sophia

From: Ladha, Justin
Sent: Friday, April 25, 2025 2:38 PM
To: Russell, Lisa
Subject: PSC Report April 2025 - V2.docx
Attachments: PSC Report April 2025 - V2.docx

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

IAP Office

Report of the Presidential Search Committee April 2025

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Topic and Purpose

To provide background information regarding the presidential search process at Memorial and present the recommended candidate.

Recommendation of the Presidential Search Committee:

A recommendation will be presented to the Senate, for information, at a meeting to be held on April 29 at 10:00 a.m. and to the Board of Regents, for approval, at a meeting to be held on April 29 at 11:30 a.m.

Background on the Composition of the Search Committee

On October 18, 2023, the Board of Regents approved undertaking the search for Memorial's next president under the authority of the Memorial University Act.

At a meeting held on December 7, 2023, the Board of Regents authorized the appointment of a Presidential Search Committee. Following that meeting, a call for nominations was sent to the various groups which were invited to put forward potential members, as outlined in the Structure and Terms of Reference. Subsequently, at a Special Meeting of the Board held on February 28, 2024, the membership of the Presidential Search Committee was approved in accordance with the Presidential Search, Selection and Appointment Policy of the Board of Regents. The full membership of the committee as of date of submission of this report can be viewed in Appendix A.

Committee Timeline and Conduct of the Search

April 2024

- First meeting of the committee held
- Decided to seek the services of a search consultant to work at the direction of the committee and agreed to form a sub-committee to oversee the process of selecting a search consultant to recommend to the Presidential Search Committee.
- Engaged in a preliminary discussion regarding whether the search process should be conducted with complete confidentiality or public in some phases.

May 2024 – June 2024

- Developed a request for proposals (RFP) for selecting the search consultant
- A sub-committee oversaw the multi-stage RFP process with the support of the university's Office of Strategic Procurement and in accordance with the Public Procurement Act and prepared a recommendation for consideration by the full committee.

July 2024

- Approved the recommendation from the sub-committee regarding the engagement of a search consultant which was subsequently approved by the board.
- Held an introductory meeting with the search consultant, received a draft schedule, and provided feedback to the consultants for further consideration.
- Discussed the possible degrees of openness for the search including open, closed and hybrid with respect to reviewing candidates.

August 2024

- New Chair for the committee and the Board of Regents appointed.
- Offered additional feedback and approved the format and extent of community consultations to solicit feedback on what the university community and stakeholders were seeking in a new president and feedback on the type of . Determined consultations should begin as soon as possible and continue through September.

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September 2024

- Launched consultation process to give all community members a voice in the recruitment process.
- Consultations included:
 - Meetings with key constituents, including elected Senators, unions (faculty, staff and students), and academic and administrative leaders
 - Survey received 135 responses from internal groups (faculty, staff, students) and 122 responses from external groups (alumni, retirees, others).
 - Five hybrid town halls were held at four campuses for faculty, staff and students and one virtual town hall for other community members
- Further discussion on the degree of openness in the search occurred

October 2024

- Reviewed the consultant’s analysis of the community-wide consultations and shared a summary of the consultations with the Memorial community
- Reviewed a draft advertisement
- Established to conduct a hybrid search – at the short-list stage, separate, representative groups (below) were to be invited to discussions with the short-listed candidates and provide feedback to the PSC for its consideration:
 - Elected members of Senate (including students)
 - Board of Regents (including students)
 - Elected student union leaders
 - Students from the general student population
 - Staff

November 2024 – January 2025

- Finalized the candidate position profile including input from Memorial’s EDI-AR Committee that supports senior academic leadership searches
- Commenced advertisement and direct outreach to candidates

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January 2025

- Reviewed 50 formal applications and provided direction to the consultant to collect additional information with respect to a number of applicants prior to finalizing candidates to be invited to the first phase of the interview process.

February 2025

- Continued advertising and direct outreach to potential candidates and further applications were received for consideration
- Received training on inclusive hiring practices and unconscious bias and provided candidates with an optional employment equity survey for their completion
- Agreed upon candidates for the first round of interviews

March 2025

- Completed first round interviews (six candidates)
- Selected four [redacted] candidates for in [redacted] person interviews [redacted] which included the hybrid component of the search.

s. 29(1) (a)

April 2025

- Held in-person interviews with the finalist candidates (sample daily schedule in Appendix B) along with sessions with the five hybrid groups for each candidate
- Chaired by a member of the PSC, sessions began with an opening statement on a topic decided by the PSC from the candidates with attendees asking follow-up questions. Questions on other topics were permitted, and feedback was accepted via online survey software.
- Reviewed the conduct of the interviews and considered the feedback from the hybrid consultation groups.
- The committee held a meeting immediately following completion of the final interviews and hybrid process and reached a unanimous decision on the recommended candidate [redacted]
- Identified references [redacted] the recommendation will proceed.

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Justin Ladha
Chair, Board of Regents

Nicholas Keough, MUNSU
Memorial University of Newfoundland Students'
Union

Michelle Baikie, Regent

Cara Hodder, MISCU
Marine Institute Students' Union

Andrew Mercer, Regent

Shaheen Shah, GSU
Graduate Students' Union

Tim Powers, Regent

Vicky Quao, GSCU
Grenfell Campus Students' Union

Bob Hallett, Regent

Sylvia Moore, Member of Senate
Labrador Campus

Lourdes Peña-Castillo,
St. John's Campus

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Natasha Hurley, Dean
Faculty of Humanities and Social Sciences

Cyr Couturier, Member of Senate
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Johnathan Pope

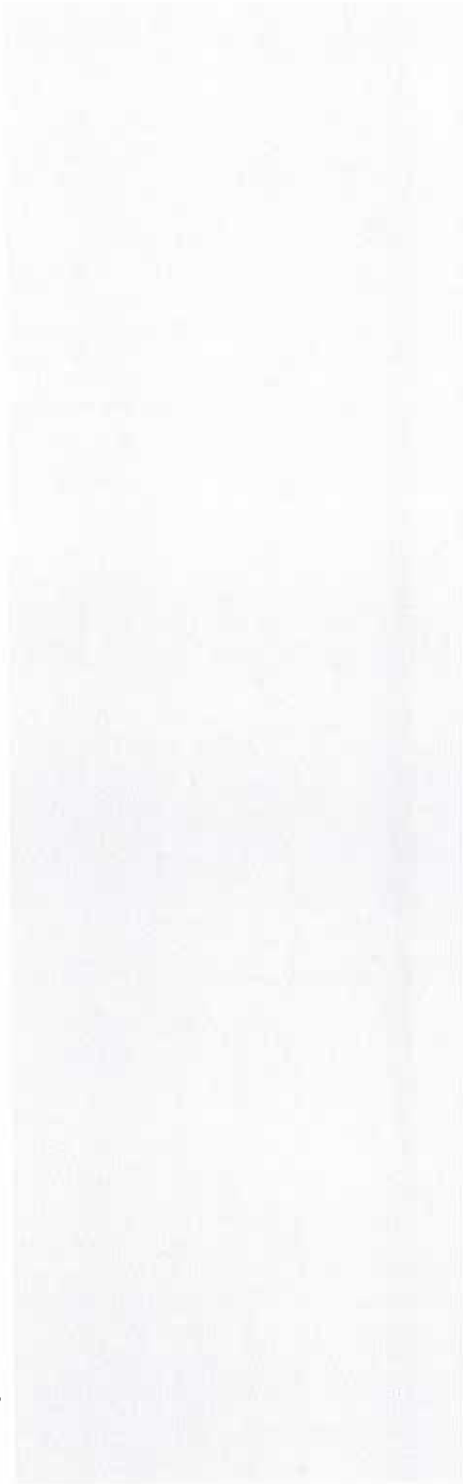
Alex Gibson

s. 29(1) (a)



Grenfell Campus

Member of Public-at-Large



Appendix A

Membership of the Search Committee

The chair of the Board of Regents as chair of the committee:

- Justin Ladha

Four other Board of Regents members, to be chosen by the chair (and Executive and Governance Committee):

- Michelle Baikie
- Bob Hallett
- Andrew Mercer
- Tim Powers

Four members of the faculty, chosen by the Senate, with one member from each of the St. John's campus, Grenfell Campus, Labrador Campus and the Marine Institute:

- Dr. Lourdes Peña-Castillo, St. John's campus
- Cyr Couturier, Marine Institute
- Dr. Johnathan Pope, Grenfell Campus
- Dr. Sylvia Moore, Labrador Campus

Four students to be chosen by them from each of the respective unions as follows:

- Nicolas Keough, Memorial University of Newfoundland Students' Union
- Cara Hodder, Marine Institute Students' Union
- Shaheen Shah, Graduate Students' Union
- Vicky Quao, Grenfell Campus Students' Union

An academic administrator, chosen by them from among themselves:

- Dr. Natasha Hurley, Faculty of Humanities and Social Sciences

A non-academic administrator, chosen by them from among themselves:

- Dr. Lee Ann McKivor, Registrar and Interim Secretary of Senate

One member of the public-at-large, chosen by the chair (and Executive and Governance Committee):

- Alex Gibson

A call for expressions of interest from members of the public was issued in January 2024 and resulted in 37 submissions received. Alex Gibson, past chair of the St. John's Board of Trade and human resources professional, was selected as the public representative.

The secretary of the Board of Regents will serve as secretary of the Presidential Search Committee and the executive director, Office of the Board of Regents, will provide advice to and support the work of the Presidential Search Committee.

Appendix B

Sample In-Person Interview Schedule

Activity	Location	Start Time	End Time
Breakfast with Chair, Board of Regents	Hotel	7:30 AM	8:30 AM
Transition Time	B1006	8:30 AM	9:00 AM
Hybrid Group 1 – Staff	B1001	9:00 AM	9:45 AM
Break	B1006	9:45 AM	10:15 AM
Hybrid Group 2 – Senate	B1005	10:15 AM	11:00 AM
Break	B1006	11:00 AM	11:30 AM
Hybrid Group 3 – Student Unions	B1001	11:30 AM	12:15 PM
Transition Time	B1006	12:15 PM	12:30 PM
Lunch with the Search Committee	B1003	12:30 PM	1:30 PM
Transition Time	B1006	1:30 PM	1:45 PM
Hybrid Group 4 - Students	B1005	1:45 PM	2:30 PM
Break	B1006	2:30 PM	3:00 PM
Hybrid Group 5 - Board of Regents	B1001	3:00 PM	3:45 PM
Break	B1006	3:45 PM	5:00 PM
PSC Committee Interview	B1003	5:00 PM	6:30 PM

Butler, Kaitlin Sophia

From: Ladha, Justin
Sent: Sunday, April 27, 2025 1:25 PM
To: Alex Gibson; Russell, Lisa
Subject: PSC Report April 2025 - Draft_AG Comments.docx
Attachments: PSC Report April 2025 - Draft_AG Comments.docx

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

Alex / Lisa,

IAP Office

Please see my recommended language in the attached. I think this accurately reflects what was decided and carried-out. If either of you would like to discuss, please feel free to call my cell at any time today.

Be good to have it signed / approved by all today if possible.

Thanks

Justin

Report of the Presidential Search Committee April 2025

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[Redacted text block]

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Chair, Board of Regents

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Memorial University of
Newfoundland Students' Union

Michelle Baikie, Regent

Cara Hodder, MISCU
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Lourdes Peña-Castillo,
St. John's Campus
Sciences

Natasha Hurley, Dean
Faculty of Humanities and Social

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Johnathan Pope
Grenfell Campus

Alex Gibson
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From: Lourdes Peña-Castillo <lourdes@mun.ca>
Sent: Sunday, April 27, 2025 3:26 PM
To: Russell, Lisa; Gibson, Alex; Scott, Tina (Regents); Cyr Couturier; Andrew Mercer; Bob Hallett; Cara Hodder; Hurley, Natasha; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: Re: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC
Attachments: PSC Report April 2025 - Draft .docx

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

IAP Office

Hello Lisa,

Please find attached the report with some edits.

Best,

Lourdes

On 2025-04-27 8:13 a.m., Russell, Lisa wrote:

Hello Alex,

[Redacted]

s. 29(1) (a)

Lisa

From: Gibson, Alex <Alex.Gibson@pennecon.com>
Sent: Saturday, April 26, 2025 1:21:50 PM
To: Scott, Tina (Regents) <tinas@mun.ca>; Russell, Lisa <lisar@mun.ca>; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Andrew Mercer [Redacted]; Bob Hallett [Redacted]; Cara Hodder [Redacted]; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [Redacted]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah [Redacted]; Michelle Baikie [Redacted]; 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: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC

s. 40(1)

Afternoon Tina and Team,

[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: Scott, Tina (Regents) <tinas@mun.ca>

Sent: Saturday, April 26, 2025 7:42 AM

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

s. 40(1)

Cc: Cyr Couturier <Cyr.Couturier@mi.mun.ca>

Subject: RE: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC

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.

Good morning,

As a follow-up to the exchange below, the Reference Report is now available on Diligent.

Thanks and have a great day!

Tina

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

Sent: Friday, April 25, 2025 7:54 PM

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]; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [REDACTED]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivior, Lee Ann <lamckivior@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; Nicolas Keough [REDACTED]; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]

s. 40(1)

Cc: Cyr Couturier <Cyr.Couturier@mi.mun.ca>

Subject: Re: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC

Thanks for flagging this, Cyr. We have only just received it. I will have Tina post it to Diligent tomorrow for everyone on the PSC to review. We will send a notice once it is up.

Lisa

Get Outlook for iOS

From: Cyr Couturier <Cyr.Couturier@mi.mun.ca>
Sent: Friday, April 25, 2025 7:20:45 PM
To: Scott, Tina (Regents) <tinas@mun.ca>; Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [redacted]; Bob Hallett [redacted]; Cara Hodder [redacted]; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [redacted]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah [redacted] Michelle Baikie [redacted]; Nicolas Keough [redacted]; Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [redacted]; Vicky Quao GCSU [redacted]
Cc: Cyr Couturier <Cyr.Couturier@mi.mun.ca>
Subject: RE: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC

s. 40(1)

[redacted]

s. 29(1) (a)

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>
Date: 2025-04-26 3:23 a.m. (GMT+09:00)
To: Alex Gibson <Alex.Gibson@pennecon.com>, Andrew Mercer [redacted], Bob Hallett [redacted], Cara Hodder [redacted], Cyr Couturier <Cyr.Couturier@mi.mun.ca>, "Hurley, Natasha" <nlmhurley@mun.ca>, "Pope, Johnathan Howard" <n79jhp@mun.ca>, "Ladha, Justin" [redacted], Lourdes Pena-Castillo <lourdes.pena@mun.ca>, "McKivor, Lee Ann" <lamckivor@mun.ca>, MD Shaheen Shah [redacted], Michelle Baikie [redacted], Nicolas Keough [redacted], "Russell, Lisa" <lisar@mun.ca>, "Moore, Sylvia" <sylviam@mun.ca>, Tim Powers [redacted], Vicky Quao GCSU [redacted]
Subject: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC

s. 40(1)

Good afternoon,

Please find attached, the draft Report of the Presidential Search Committee. It would be appreciated if you would review the draft report and provide us with your feedback no later than 12:00 noon, Sunday, April 27th. This Office will work to integrate the feedback received following which it will be recirculated to this Committee by Sunday evening for your approval. It should be noted that the report has been compiled using information made available to the community during the course of the work of the Committee with the exception of the activities in March and April.

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>

Report of the Presidential Search Committee April 2025

Topic and Purpose

To provide background information regarding the presidential search process at Memorial and present the recommended candidate.

Recommendation of the Presidential Search Committee:

A recommendation will be presented to the Senate, for information, at a meeting to be held on April 29 at 10:00 a.m. and to the Board of Regents, for approval, at a meeting to be held on April 29 at 11:30 a.m.

Background on the Composition of the Search Committee

On October 18, 2023, the Board of Regents approved undertaking the search for Memorial's next president under the authority of the Memorial University Act.

At a meeting held on December 7, 2023, the Board of Regents authorized the appointment of a Presidential Search Committee. Following that meeting, a call for nominations was sent to the various groups which were invited to put forward potential members, as outlined in the Structure and Terms of Reference. Subsequently, at a Special Meeting of the Board held on February 28, 2024, the membership of the Presidential Search Committee was approved in accordance with the Presidential Search, Selection and Appointment Policy of the Board of Regents. The full membership of the committee as of date of submission of this report can be viewed in Appendix A.

Committee Timeline and Conduct of the Search

April 2024

- First meeting of the committee held
- Decided to seek the services of a search consultant to work at the direction of the committee and agreed to form a sub-committee to oversee the process of selecting a search consultant to recommend to the Presidential Search Committee.
- Engaged in a preliminary discussion regarding whether the search process should be conducted with complete confidentiality or public in some phases.

May 2024 – June 2024

- Developed a request for proposals (RFP) for selecting the search consultant
- A sub-committee oversaw the multi-stage RFP process with the support of the university's Office of Strategic Procurement and in accordance with the *Public Procurement Act* and prepared a recommendation for consideration by the full committee.

July 2024

- Approved the recommendation from the sub-committee regarding the engagement of a search consultant which was subsequently approved by the board.
- Held an introductory meeting with the search consultant, received a draft schedule, and provided feedback to the consultant for further consideration.
- Discussed the possible degrees of openness for the search including open, closed and hybrid with respect to reviewing candidates.

August 2024

- New Chair for the committee and the Board of Regents appointed.
- Offered additional feedback and approved the format and extent of community consultations to solicit feedback on what the university community and stakeholders were seeking in a new president and feedback on the type of search. Determined consultations should begin as soon as possible and continue through September.

s. 29(1) (a)

September 2024

- Launched consultation process to give all community members a voice in the recruitment process.
- Consultations included:
 - Meetings with key constituents, including elected Senators, unions (faculty, staff and students), and academic and administrative leaders
 - Survey received 135 responses from internal groups (faculty, staff, students) and 122 responses from external groups (alumni, retirees, others).
 - Five hybrid town halls were held at four campuses for faculty, staff and students and one virtual town hall for other community members
- Further discussion on the degree of openness in the search occurred

October 2024

- Reviewed the consultant's analysis of the community-wide consultations and shared a [summary of the consultations](#) with the Memorial community
- Reviewed a draft advertisement
- Established to conduct a hybrid search – at the short-list stage, separate, representative groups (below) were to be invited to discussions with the short-listed candidates and provide feedback to the PSC for its consideration:
 - Elected members of Senate (including students)
 - Board of Regents (including students)
 - Elected student union leaders
 - Students from the general student population
 - Staff

November 2024 – January 2025

- Finalized the candidate position profile including input from Memorial's EDI-AR Committee that supports senior academic leadership searches
- Commenced advertisement and direct outreach to candidates

January 2025

- Reviewed 50 formal applications and provided directions to the consultant to collect additional information with respect to a number of applicants prior to finalizing candidates to be invited to the first phase of the interview process.

February 2025

- Continued advertising and direct outreach to potential candidates and further applications were received for consideration
- Received training on inclusive hiring practices and unconscious bias and provided candidates with an optional employment equity survey for their completion
- Agreed upon candidates for the first round of interviews

March 2025

- Completed first round of interviews (six candidates)
- Selected four candidates for in-person interviews which included the hybrid component of the search.

April 2025

- Held in-person interviews with the finalist candidates (sample daily schedule in Appendix B) along with sessions with the five hybrid groups for each candidate
- Chaired by a member of the PSC, sessions began with an opening statement on a topic decided by the PSC from the candidates with attendees asking follow-up questions. Questions on other topics were permitted, and feedback was accepted via online survey software.
- Reviewed the conduct of the interviews and considered the feedback from the hybrid consultation groups.
- The committee held a meeting immediately following completion of the final interviews and hybrid process and reached a unanimous decision on the recommended candidate.
- Identified references [REDACTED]

[REDACTED] the recommendation proceed.

s. 29(1) (a)

Justin Ladha
Chair, Board of Regents

Nicholas Keough, MUNSU
Memorial University of
Newfoundland Students' Union

Michelle Baikie, Regent

Cara Hodder, MISCU
Marine Institute Students' Union

Andrew Mercer, Regent

Shaheen Shah, GSU
Graduate Students' Union

Tim Powers, Regent

Vicky Quao, GSCU
Grenfell Campus Students' Union

Bob Hallett, Regent

Sylvia Moore, Member of Senate
Labrador Campus

s. 29(1) (a)

s. 29(1) (a)

Lourdes Peña-Castillo, Faculty,
St. John's Campus
Faculty of Sciences

Natasha Hurley, Dean
Faculty of Humanities and Social

- Commented [LPC1]:
- Formatted: Spanish (Spain)
- Formatted: Spanish (Spain)
- Formatted: Spanish (Spain)

Cyr Couturier, Member of Senate
Member of Senate
Marine Institute

Lee Ann McKivior, University
Registrar and Secretary of
Senate

Johnathan Pope

Alex Gibson

s. 29(1) (a)

Grenfell Campus

Member of Public-at-Large

Appendix AMembership of the Search Committee

The chair of the Board of Regents as chair of the committee:

- Justin Ladha

Four other Board of Regents members, to be chosen by the chair (and Executive and Governance Committee):

- Michelle Baikie
- Bob Hallett
- Andrew Mercer
- Tim Powers

Four members of the faculty, chosen by the Senate, with one member from each of the St. John's campus, Grenfell Campus, Labrador Campus and the Marine Institute:

- Dr. Lourdes Peña-Castillo, St. John's campus
- Cyr Couturier, Marine Institute
- Dr. Johnathan Pope, Grenfell Campus
- Dr. Sylvia Moore, Labrador Campus

Four students to be chosen by them from each of the respective unions as follows:

- Nicolas Keough, Memorial University of Newfoundland Students' Union
- Cara Hodder, Marine Institute Students' Union
- Shaheen Shah, Graduate Students' Union
- Vicky Quao, Grenfell Campus Students' Union

An academic administrator, chosen by them from among themselves:

- Dr. Natasha Hurley, Faculty of Humanities and Social Sciences

A non-academic administrator, chosen by them from among themselves:

- Dr. Lee Ann McKivior, Registrar and Interim Secretary of Senate

One member of the public-at-large, chosen by the chair (and Executive and Governance Committee):

- Alex Gibson

A call for expressions of interest from members of the public was issued in January 2024 and resulted in 37 submissions received. Alex Gibson, past chair of the St. John's Board of Trade and human resources professional, was selected as the public representative.

The secretary of the Board of Regents will serve as secretary of the Presidential Search Committee and the executive director, Office of the Board of Regents, will provide advice to and support the work of the Presidential Search Committee.



Appendix B

Sample In-Person Interview Schedule

Activity	Location	Start Time	End Time
Breakfast with Chair, Board of Regents	Hotel	7:30 AM	8:30 AM
Transition Time	B1006	8:30 AM	9:00 AM
Hybrid Group 1 – Staff	B1001	9:00 AM	9:45 AM
Break	B1006	9:45 AM	10:15 AM
Hybrid Group 2 – Senate	B1005	10:15 AM	11:00 AM
Break	B1006	11:00 AM	11:30 AM
Hybrid Group 3 – Student Unions	B1001	11:30 AM	12:15 PM
Transition Time	B1006	12:15 PM	12:30 PM
Lunch with the Search Committee	B1003	12:30 PM	1:30 PM
Transition Time	B1006	1:30 PM	1:45 PM
Hybrid Group 4 - Students	B1005	1:45 PM	2:30 PM
Break	B1006	2:30 PM	3:00 PM
Hybrid Group 5 - Board of Regents	B1001	3:00 PM	3:45 PM
Break	B1006	3:45 PM	5:00 PM
PSC Committee Interview	B1003	5:00 PM	6:30 PM

Butler, Kaitlin Sophia

From: Gibson, Alex <Alex.Gibson@pennecon.com>
Sent: Sunday, April 27, 2025 3:40 PM
To: Ladha, Justin; Russell, Lisa
Subject: Re: PSC Report April 2025 - Draft_AG Comments.docx

Hey Justin,

Thanks for the call, all good from my side to proceed.

At the final stages now!

Alex

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



From: Ladha, Justin [REDACTED] s. 40(1)
Sent: Sunday, April 27, 2025 1:24:43 PM
To: Gibson, Alex <alex.gibson@pennecon.com>; Russell, Lisa <lisar@mun.ca>
Subject: PSC Report April 2025 - Draft_AG Comments.docx

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.

Alex / Lisa,

Please see my recommended language in the attached. I think this accurately reflects what was decided and carried-out. If either of you would like to discuss, please feel free to call my cell at any time today.

Be good to have it signed / approved by all today if possible.

Thanks

Justin

Butler, Kaitlin Sophia

From: Pope, Johnathan Howard
Sent: Sunday, April 27, 2025 4:20 PM
To: Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: Re: FOR REVIEW AND RESPONSE BY NOON, SUNDAY, APRIL 27TH - Draft report of the PSC

s. 29(1) (a)

Hi Tina,

This report looks good to me, [REDACTED]
 [REDACTED] I'm the Grenfell faculty representative. Other than that, all good.

Best,
 John

From: Scott, Tina (Regents) <tinas@mun.ca> s. 40(1)
Sent: April 25, 2025 3:53 PM
To: Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Bob Hallett [REDACTED]; Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [REDACTED]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lammckivor@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; Nicolas Keough [REDACTED]; Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]
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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: Scott, Tina (Regents)
Sent: Sunday, April 27, 2025 7:51 PM
To: Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: CONFIRMATION NEEDED - Final Report of the PSC
Attachments: PSC Report April 2025.docx NOTE TO APPLICANT: The attachment is located on the subsequent page.

Good evening,

IAP Office

This is further to Lisa's message moments ago. Attached is the final report of the PSC. Thank you all for responding and confirming your support of this document.

Thank you,

Tina
 Secretary to the Board of Regents
 Memorial University of Newfoundland
 St. John's, NL A1C 5S7 T: 709-864-8281

Report of the Presidential Search Committee 2024-2025 April 27, 2025

Topic and Purpose

To provide background information regarding the presidential search process at Memorial and present the recommended candidate.

Recommendation of the Presidential Search Committee:

A recommendation will be presented to the Senate, with a request for endorsement at a meeting to be held on April 29 at 10:00 a.m. and to the Board of Regents, for approval, at a meeting to be held on April 29 at 11:30 a.m.

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- Identified references [REDACTED]
[REDACTED] the recommendation proceed.

s. 29(1) (a)

Appendix A

Membership of the Search Committee

The chair of the Board of Regents as chair of the committee:

- Justin Ladha

Four other Board of Regents members, to be chosen by the chair (and Executive and Governance Committee):

- Michelle Baikie
- Bob Hallett
- Andrew Mercer
- Tim Powers

Four members of the faculty, chosen by the Senate, with one member from each of the St. John's campus, Grenfell Campus, Labrador Campus and the Marine Institute:

- Dr. Lourdes Peña-Castillo, St. John's campus
- Cyr Couturier, Marine Institute
- Dr. Johnathan Pope, Grenfell Campus
- Dr. Sylvia Moore, Labrador Campus

Four students to be chosen by them from each of the respective unions as follows:

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- Vicky Quao, Grenfell Campus Students' Union

An academic administrator, chosen by them from among themselves:

- Dr. Natasha Hurley, Faculty of Humanities and Social Sciences

A non-academic administrator, chosen by them from among themselves:

- Dr. Lee Ann McKivior, Registrar and Interim Secretary of Senate

One member of the public-at-large, chosen by the chair (and Executive and Governance Committee):

- Alex Gibson

A call for expressions of interest from members of the public was issued in January 2024 and resulted in 37 submissions received. Alex Gibson, past chair of the St. John's Board of Trade and human resources professional, was selected as the public representative.

The secretary of the Board of Regents will serve as secretary of the Presidential Search Committee and the executive director, Office of the Board of Regents, will provide advice to and support the work of the Presidential Search Committee.

Appendix B

Sample In-Person Interview Schedule

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Break	B1006	11:00 AM	11:30 AM
Hybrid Group 3 – Student Unions	B1001	11:30 AM	12:15 PM
Transition Time	B1006	12:15 PM	12:30 PM
Lunch with the Search Committee	B1003	12:30 PM	1:30 PM
Transition Time	B1006	1:30 PM	1:45 PM
Hybrid Group 4 - Students	B1005	1:45 PM	2:30 PM
Break	B1006	2:30 PM	3:00 PM
Hybrid Group 5 - Board of Regents	B1001	3:00 PM	3:45 PM
Break	B1006	3:45 PM	5:00 PM
PSC Committee Interview	B1003	5:00 PM	6:30 PM

Butler, Kaitlin Sophia

From: Michelle Rae Baikie [REDACTED] s. 40(1)
Sent: Sunday, April 27, 2025 8:22 PM
To: Scott, Tina (Regents)
Cc: Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: Re: CONFIRMATION NEEDED - Final Report of the PSC

Looks good!

Michelle
Sent from my iPhone

On Apr 27, 2025, at 7:21 PM, Scott, Tina (Regents) <tinas@mun.ca> wrote:

Good evening,

This is further to Lisa's message moments ago. Attached is the final report of the PSC. Thank you all for responding and confirming your support of this document.

Thank you,

Tina
Secretary to the Board of Regents
Memorial University of Newfoundland
St. John's, NL A1C 5S7 T: 709-864-8281

<PSC Report April 2025.docx>

Butler, Kaitlin Sophia

From: Moore, Sylvia
Sent: Sunday, April 27, 2025 8:50 PM
To: Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Tim Powers; Vicky Quao GCSU
Subject: Re: CONFIRMATION NEEDED - Final Report of the PSC

Thank you.

I support this report.

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: Sunday, April 27, 2025 at 7:21 PM
To: Alex Gibson <Alex.Gibson@pennecon.com>, Andrew Mercer [REDACTED], Bob Hallett [REDACTED] s. 40(1), Cara Hodder [REDACTED], Cyr Couturier <Cyr.Couturier@mi.mun.ca>, Hurley, Natasha <nlmhurley@mun.ca>, Pope, Johnathan Howard <n79jhp@mun.ca>, Ladha, Justin [REDACTED], Lourdes Pena-Castillo <lourdes.pena@mun.ca>, McKivor, Lee Ann <lamckivor@mun.ca>, MD Shaheen Shah [REDACTED], Michelle Baikie [REDACTED], Nicolas Keough [REDACTED], Russell, Lisa <lisar@mun.ca>, Moore, Sylvia <sylviam@mun.ca>, Tim Powers [REDACTED], Vicky Quao GCSU [REDACTED]
Subject: CONFIRMATION NEEDED - Final Report of the PSC

Good evening,

This is further to Lisa's message moments ago. Attached is the final report of the PSC. Thank you all for responding and confirming your support of this document.

Thank you,

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

IAP Office

Butler, Kaitlin Sophia

From: Hurley, Natasha
Sent: Sunday, April 27, 2025 8:54 PM
To: Keough, Nicolas; Scott, Tina (Regents)
Cc: Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Pope, Johnathan Howard; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: Re: CONFIRMATION NEEDED - Final Report of the PSC

Looks good to me.

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.

From: Keough, Nicolas [REDACTED] s. 40(1)
Sent: Sunday, April 27, 2025 5:21:24 PM
To: Scott, Tina (Regents) <tinas@mun.ca> s. 40(1)
Cc: Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Bob Hallett [REDACTED]; Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [REDACTED] Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lammckivor@mun.ca>; MD Shaheen Shah [REDACTED] Michelle Baikie [REDACTED]; Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]
Subject: Re: CONFIRMATION NEEDED - Final Report of the PSC

This looks great! [REDACTED] Also, how do we sign?

s. 29(1) (a)

Nicolas

On Sun, Apr 27, 2025 at 7:51 PM Scott, Tina (Regents) <tinas@mun.ca> wrote:

Good evening,

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

Butler, Kaitlin Sophia

From: Lourdes Peña-Castillo <lourdes@mun.ca>
Sent: Monday, April 28, 2025 7:41 AM
To: Pope, Johnathan Howard; Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: Re: CONFIRMATION NEEDED - Final Report of the PSC

Looks good to me too!

Lourdes

On 2025-04-27 10:36 p.m., Pope, Johnathan Howard wrote:

Looks good to me!
 Best,
 John

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

From: Scott, Tina (Regents) <tinas@mun.ca>
Sent: Sunday, April 27, 2025 7:50:57 PM
To: Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED]; Bob Hallett [REDACTED]; Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [REDACTED]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; Nicolas Keough [REDACTED]; Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]
Subject: CONFIRMATION NEEDED - Final Report of the PSC

s. 40(1)

Good evening,

This is further to Lisa's message moments ago. Attached is the final report of the PSC. Thank you all for responding and confirming your support of this document.

Thank you,

Tina
 Secretary to the Board of Regents
 Memorial University of Newfoundland
 St. John's, NL A1C 5S7 T: 709-864-8281

Butler, Kaitlin Sophia

From: Gibson, Alex <Alex.Gibson@pennecon.com>
Sent: Monday, April 28, 2025 7:41 AM
To: Pope, Johnathan Howard; Scott, Tina (Regents); Andrew Mercer; Bob Hallett; Cara Hodder; Cyr Couturier; Hurley, Natasha; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Michelle Baikie; Nicolas Keough; Russell, Lisa; Moore, Sylvia; Tim Powers; Vicky Quao GCSU
Subject: RE: CONFIRMATION NEEDED - Final Report of the PSC

Happy to endorse this report.

Good luck with the next steps this week now.

Alex

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



From: Pope, Johnathan Howard <n79jhp@mun.ca>
Sent: Sunday, April 27, 2025 10:36 PM
To: Scott, Tina (Regents) <tinas@mun.ca>; Gibson, Alex <Alex.Gibson@pennecon.com>; Andrew Mercer [REDACTED] s. 40(1); Bob Hallett [REDACTED]; Cara Hodder [REDACTED]; Cyr Couturier <Cyr.Couturier@mi.mun.ca>; Hurley, Natasha <nlmhurley@mun.ca>; Ladha, Justin [REDACTED]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah [REDACTED]; Michelle Baikie [REDACTED]; Nicolas Keough [REDACTED]; Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [REDACTED]; Vicky Quao GCSU [REDACTED]
Subject: Re: CONFIRMATION NEEDED - Final Report of the PSC

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.

Looks good to me!
Best,
John

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

Butler, Kaitlin Sophia

From: Scott, Tina (Regents)
Sent: Monday, April 28, 2025 12:35 PM
To: Amy M Warren; Andrea Stack; Andrew Mercer; Anik Rahman [REDACTED]; Bob Hallett; Mitchel, Brendan; Carter McNelly; Eleanor Swanson; Hossain, Ashrafee T.; Ladha, Justin; Leigh Borden; Lloydetta Quaicoe; Lokash, Jennifer; Ludlow, Earl Arthur; Luke Thibeau [REDACTED]; Lynn Zurel; Michelle Baikie; Nathan Childs; Pender, Nathalie; President, The; Rex Gibbons, MUN; Russell, Lisa; Tim Powers; Morgan-Cole, Trudy Joanne; Vice-President (Academic); Worsfold, Scott
Cc: Brown, Margot; Fitzgerald, Renee; Wall, Mary
Subject: Report of the Presidential Search Committee
Attachments: PSC Report April 2025.pdf
Importance: High

s. 40(1)

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

IAP Office

Good afternoon,

With regard to the special meeting of the Board of Regents scheduled to take place tomorrow, April 29th at 11:30 a.m., please note that the Report of the Presidential Search Committee is now available on Diligent. The Report is also being shared with the Senate. Additional information will be provided to you in the morning, I will advise once that is available.

It should be noted that this Report has been approved by members of the Presidential Search Committee.

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.

Report of the Presidential Search Committee 2024-2025 April 27, 2025

Topic and Purpose

To provide background information regarding the presidential search process at Memorial and present the recommended candidate.

Recommendation of the Presidential Search Committee:

A recommendation will be presented to the Senate, with a request for endorsement at a meeting to be held on April 29 at 10:00 a.m. and to the Board of Regents, for approval, at a meeting to be held on April 29 at 11:30 a.m.

Background on the Composition of the Search Committee

On October 18, 2023, the Board of Regents approved undertaking the search for Memorial's next president under the authority of the Memorial University Act.

At a meeting held on December 7, 2023, the Board of Regents authorized the appointment of a Presidential Search Committee. Following that meeting, a call for nominations was sent to the various groups which were invited to put forward potential members, as outlined in the Structure and Terms of Reference. Subsequently, at a Special Meeting of the Board held on February 28, 2024, the membership of the Presidential Search Committee was approved in accordance with the Presidential Search, Selection and Appointment Policy of the Board of Regents. Full membership of the committee as of date of submission of this report can be viewed in Appendix A.

Committee Timeline and Conduct of the Search

April 2024

- First meeting of the committee held
- Decided to seek the services of a search consultant to work at the direction of the committee and agreed to form a sub-committee to oversee the process of selecting a search consultant to recommend to the Presidential Search Committee.
- Engaged in a preliminary discussion regarding whether the search process should be conducted with complete confidentiality or public in some phases.

May 2024 – June 2024

- Developed a request for proposals (RFP) for selecting the search consultant
- A sub-committee oversaw the multi-stage RFP process with the support of the university's Office of Strategic Procurement and in accordance with the *Public Procurement Act* and prepared a recommendation for consideration by the full committee.

July 2024

- Approved the recommendation from the sub-committee regarding the engagement of a search consultant which was subsequently approved by the board.
- Held an introductory meeting with the search consultant, received a draft schedule, and provided feedback to the consultant for further consideration.
- Discussed the possible degrees of openness for the search including open, closed and hybrid with respect to reviewing candidates.

August 2024

- New Chair for the committee and the Board of Regents appointed.
- Offered additional feedback and approved the format and extent of community consultations to solicit feedback on what the university community and stakeholders were seeking in a new president and feedback on the type of search. Determined consultations should begin as soon as possible and continue through September.

September 2024

- Launched consultation process to give all community members a voice in the recruitment process.
- Consultations included:
 - Meetings with key constituents, including elected Senators, unions (faculty, staff and students), and academic and administrative leaders
 - Survey received 135 responses from internal groups (faculty, staff, students) and 122 responses from external groups (alumni, retirees, others).
 - Five hybrid town halls were held at four campuses for faculty, staff and students and one virtual town hall for other community members
- Further discussion on the degree of openness in the search occurred

October 2024

- Reviewed the consultant's analysis of the community-wide consultations and shared a summary of the consultations with the Memorial community
- Reviewed a draft advertisement
- Established to conduct a hybrid search – at the short-list stage, separate, representative groups (below) were to be invited to discussions with the short-listed candidates and provide feedback to the PSC for its consideration:
 - Elected members of Senate (including students)
 - Board of Regents (including students)
 - Elected student union leaders
 - Students from the general student population
 - Staff

November 2024 – January 2025

- Finalized the candidate position profile including input from Memorial's EDI-AR Committee that supports senior academic leadership searches
- Commenced advertisement and direct outreach to candidates

January 2025

- Reviewed 50 formal applications and provided directions to the consultant to collect additional information with respect to a number of applicants prior to finalizing candidates to be invited to the first phase of the interview process.

February 2025

- Continued advertising and direct outreach to potential candidates and further applications were received for consideration
- Received training on inclusive hiring practices and unconscious bias and provided candidates with an optional employment equity survey for their completion
- Agreed upon candidates for the first round of interviews

March 2025

- Completed first round of interviews (six candidates)
- Selected four candidates for in-person interviews which included the hybrid component of the search.

April 2025

- Held in-person interviews with the finalist candidates (sample daily schedule in Appendix B) along with sessions with the five hybrid groups for each candidate
- Chaired by a member of the PSC, sessions began with an opening statement on a topic decided by the PSC from the candidates with attendees asking follow-up questions. Questions on other topics were permitted, and feedback was accepted via online survey software.
- Reviewed the conduct of the interviews and considered the feedback from the hybrid consultation groups.
- The committee held a meeting immediately following completion of the final interviews and hybrid process and reached a unanimous decision on the recommended candidate.
- Identified references [REDACTED] the recommendation proceed.

s. 29(1) (a)

Appendix A

Membership of the Search Committee

The chair of the Board of Regents as chair of the committee:

- Justin Ladha

Four other Board of Regents members, to be chosen by the chair (and Executive and Governance Committee):

- Michelle Baikie
- Bob Hallett
- Andrew Mercer
- Tim Powers

Four members of the faculty, chosen by the Senate, with one member from each of the St. John's campus, Grenfell Campus, Labrador Campus and the Marine Institute:

- Dr. Lourdes Peña-Castillo, St. John's campus
- Cyr Couturier, Marine Institute
- Dr. Johnathan Pope, Grenfell Campus
- Dr. Sylvia Moore, Labrador Campus

Four students to be chosen by them from each of the respective unions as follows:

- Nicolas Keough, Memorial University of Newfoundland Students' Union
- Cara Hodder, Marine Institute Students' Union
- Shaheen Shah, Graduate Students' Union
- Vicky Quao, Grenfell Campus Students' Union

An academic administrator, chosen by them from among themselves:

- Dr. Natasha Hurley, Faculty of Humanities and Social Sciences

A non-academic administrator, chosen by them from among themselves:

- Dr. Lee Ann McKivior, Registrar and Interim Secretary of Senate

One member of the public-at-large, chosen by the chair (and Executive and Governance Committee):

- Alex Gibson

A call for expressions of interest from members of the public was issued in January 2024 and resulted in 37 submissions received. Alex Gibson, past chair of the St. John's Board of Trade and human resources professional, was selected as the public representative.

The secretary of the Board of Regents will serve as secretary of the Presidential Search Committee and the executive director, Office of the Board of Regents, will provide advice to and support the work of the Presidential Search Committee.

Appendix B

Sample In-Person Interview Schedule

Activity	Location	Start Time	End Time
Breakfast with Chair, Board of Regents	Hotel	7:30 AM	8:30 AM
Transition Time	B1006	8:30 AM	9:00 AM
Hybrid Group 1 – Staff	B1001	9:00 AM	9:45 AM
Break	B1006	9:45 AM	10:15 AM
Hybrid Group 2 – Senate	B1005	10:15 AM	11:00 AM
Break	B1006	11:00 AM	11:30 AM
Hybrid Group 3 – Student Unions	B1001	11:30 AM	12:15 PM
Transition Time	B1006	12:15 PM	12:30 PM
Lunch with the Search Committee	B1003	12:30 PM	1:30 PM
Transition Time	B1006	1:30 PM	1:45 PM
Hybrid Group 4 - Students	B1005	1:45 PM	2:30 PM
Break	B1006	2:30 PM	3:00 PM
Hybrid Group 5 - Board of Regents	B1001	3:00 PM	3:45 PM
Break	B1006	3:45 PM	5:00 PM
PSC Committee Interview	B1003	5:00 PM	6:30 PM

Butler, Kaitlin Sophia

From: Hurley, Natasha
Sent: Wednesday, May 7, 2025 3:20 PM
To: Keough, Nicolas; Pope, Johnathan Howard
Cc: Moore, Sylvia; Michelle Rae Baikie; Lourdes Peña-Castillo; Cyr Couturier; Scott, Tina (Regents); Alex Gibson; Andrew Mercer; Bob Hallett; Cara Hodder; Ladha, Justin; Lourdes Pena-Castillo; McKivor, Lee Ann; MD Shaheen Shah; Russell, Lisa; Tim Powers; Vicky Quao GCSU
Subject: Re: Confidential - Minutes of the PSC meetings

I approve the minutes too, with the suggestions made by Cyr and Lourdes.

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.

From: Keough, Nicolas [redacted] s. 40(1)
Sent: Wednesday, May 7, 2025 11:48:59 AM
To: Pope, Johnathan Howard <n79jhp@mun.ca>
Cc: Moore, Sylvia <sylviam@mun.ca>; Michelle Rae Baikie [redacted]; Lourdes Peña-Castillo s. 40(1) <lourdes@mun.ca>; 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]; Hurley, Natasha <n1mhurley@mun.ca>; Ladha, Justin [redacted]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lammckivor@mun.ca>; MD Shaheen Shah [redacted]; Russell, Lisa <lisar@mun.ca>; Tim Powers [redacted]; Vicky Quao GCSU [redacted]
Subject: Re: Confidential - Minutes of the PSC meetings

Myself as well, I am in favour of the minutes including the points made by Lourdes and Cyr.

On Wed, May 7, 2025 at 3:16 PM Pope, Johnathan Howard <n79jhp@mun.ca> wrote:
 I also agree with Cyr and Lourdes, and I approve the minutes with their points.
 Best,
 John

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

From: Moore, Sylvia <sylviam@mun.ca>
Sent: Wednesday, May 7, 2025 3:13:58 PM s. 40(1)
To: Michelle Rae Baikie [redacted]; Lourdes Peña-Castillo <lourdes@mun.ca>
Cc: 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]; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [redacted]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah [redacted]; Nicolas Keough [redacted]; Russell, Lisa <lisar@mun.ca>; Tim Powers [redacted]; Vicky Quao GCSU [redacted] s. 40(1)

Subject: Re: Confidential - Minutes of the PSC meetings

I agree with the points that Cyr and Lourdes have raised.

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 in 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: Michelle Rae Baikie [REDACTED] s. 40(1)
Date: Wednesday, May 7, 2025 at 12:47 PM
To: Lourdes Peña-Castillo <lourdes@mun.ca>
Cc: 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], Hurley, Natasha <nlmhurley@mun.ca>, Pope, Johnathan Howard <n79jhp@mun.ca>, Ladha, Justin [REDACTED], Lourdes Pena-Castillo <lourdes.pena@mun.ca>, McKivor, Lee Ann <lamckivor@mun.ca>, MD Shaheen Shah [REDACTED], Nicolas Keough [REDACTED], Russell, Lisa <lisar@mun.ca>, Moore, Sylvia <sylviam@mun.ca>, Tim Powers [REDACTED], Vicky Quao GCSU [REDACTED] s. 40(1)
Subject: Re: Confidential - Minutes of the PSC meetings

Hi Tina,

I'm good with the minutes given the following addition from Cyr and Lourdes

Michelle

Sent from my iPhone

On May 7, 2025, at 12:39 PM, Lourdes Peña-Castillo <lourdes@mun.ca> wrote:

In addition to what Cyr mentioned.

[Redacted]

s. 29(1) (a)

Lourdes

On 2025-05-07 10:54 a.m., Cyr Couturier wrote:

These seem to reflect our discussions on both dates.

[Redacted]

s. 29(1) (a)

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

<image002.png>

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

From: Scott, Tina (Regents) <tinas@mun.ca>

Sent: Wednesday, May 7, 2025 10:29 AM

To: Alex Gibson <Alex.Gibson@pennecon.com>; Andrew Mercer

Bob Hallett [Redacted]; Cara Hodder [Redacted]; Cyr Couturier

s. 40(1)

<Cyr.Couturier@mi.mun.ca>; Hurley, Natasha <nlmhurley@mun.ca>; Pope, Johnathan Howard <n79jhp@mun.ca>; Ladha, Justin [redacted]; Lourdes Pena-Castillo <lourdes.pena@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; MD Shaheen Shah [redacted]; Michelle Baikie [redacted]; Nicolas Keough [redacted] Russell, Lisa <lisar@mun.ca>; Moore, Sylvia <sylviam@mun.ca>; Tim Powers [redacted]; Vicky Quao GCSU [redacted]
Subject: Confidential - Minutes of the PSC meetings
Sensitivity: Confidential

s. 40(1)

Hello,

Attached, please find the minutes of the meetings of the PSC from March 25, 2025 and April 10, 2025. While these would normally be considered at a scheduled meeting of the Committee, we do not have any future meetings planned/scheduled. As a result, I would appreciate it if you would consider the attached minutes and advise whether you are in agreement or, provide me with any edits.

Thank you in advance,

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

<image003.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.

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--

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>