

**From:** noreply@mun.ca  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 11:56:56 AM

---

**Comments:** [REDACTED] asked casual questions like why we've decided the head of every unit is a dean or director (aka a figurehead making more than \$150,000) regardless of volume of responsibility, i don't know what to say. Deans make sense as academic unit heads, but director of ... veterinary services? CIAP? Student residences? An Executive Director of the president's office? [REDACTED]

s. 40 (1)

[REDACTED] If there's something off with the exec structure, from the public's view, it seems to be the volume of director positions that exist without some kind of predetermined formula for what makes someone a "director" as opposes to a manager or an AVP or whatever. Or for that matter, why is there a VP Indigenous, but not a VP EDI-AR (that one's vice provost? What is the rationale? How do we make these decisiosn and distinctions?). I don't feel strongly about this myself, but it's come up enough from friends and family [REDACTED]

[REDACTED] We have a director position for the partnership between Memorial and Nunavut Arctic College? What does their daily workflow look like, I wonder? Are they conceivably as busy and accountable as director of CITL?

**From:** noreply@mun.ca  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:15:29 PM

---

**Comments:** There are too many cooks in the kitchen at this point. Many high salaried people at the top making decisions without consultation or consideration on how these ideas will be executed and the impact they may have on faculty, staff and students. Morale is DOWN and BAD, you must do something to improve on this.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:20:14 PM

---

**Comments:** I think that there should be a consideration of the size and scope of the leadership portfolios when considering executive leadership positions. VP portfolios with limited scope should be questioned especially when the compensation for the VP may take up a large portion of the portfolio's budget. Additionally, more recently created executive leadership positions may, upon reflection, not be needed and could go back to their Director/Executive Director leads that report through the President's office.

I would also argue that departments that have large staffs with individualized roles could handle some shrinkage with more expanded roles being assign throughout a smaller office.

**From:** [noreply@myn.ca](mailto:noreply@myn.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:24:56 PM

---

**Comments:** Campus VPs should be gone. GF and MI should be led by Vice Provost (AVPA scale). Other campus AVPs should be gone. No need to have 3 deans in GF. GF can have a vice provost and associate deans responsible for each faculty (AD - Academic for SSE; AD - Academic for SFA; AD - Academic for SASC); ADR; AD-library and that's that. We need to reduce number of deans - 3 in GF should go; HKR should go; SSW should go with somewhere. Dean of Students - why do we need that? AVP positions went from 4 to 14 (excluding vice provosts in this count) from 2014 to 2025. You reduce this bloat and you save some programs. Harlow is a cancer. Needs to go. Main campus AVPs - have a second look. Some are poison pills that you have to swallow like VP Indigenous but others could be let go.

**From:** noreply@mun.ca  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:36:51 PM

---

**Comments:**

s. 40 (1)

[REDACTED] Not once have I seen anything come out in a report with an actionable response or any other form of evidence that feedback was being acted upon in any way. More problematically, I have seen administrative changes and additions run rampant without a shred of solicited feedback from folks that directly and primarily use the services of the administrative tier. For example, the RIS group, outside of the hard-working and constantly contract-based research staff on the ground working with faculty and students directly on institutional core mission in laboratories, is overstuffed with staff that vastly exceeds the numbers in much larger institutions that handle much larger research-dollar portfolios (example, UBC vs. MUN). These are staff that were added, presumably based on a purely administratively argued overhead cost recovery argument, without any consultation or feedback from the faculty that generate those overhead dollars. All this has occurred while [REDACTED] instrumentation failing due to lack of institutional investment, core research staff positions lost, and no change in the "service" provided to faculty despite the growing numbers of administrative staff. In short, service jobs are meant to reduce burdens on faculty time directed to undertaking core mission, but ended up doing the opposite. This is but one example. I've seen worse practices and service offered from other entities on campus such as the FED component of FM that have extorted money from faculties and departments due to their shoddy budgeting, masking deferred maintenance as renovation, and neglecting work collaboratively with faculty.

My biggest recommendation is that middle administrative levels must be more accountable and there needs to be a culture of removing positions that have been added without justification, as much as I hate seeing this happen to individuals that rely on these jobs. One effective person in a job is worth 2-3 not working to capacity. Accountability needs to start and end with actually listening to the biggest stakeholders in the administrative tier, and acting upon recommendations that emerge as consistent trends and themes. I've never once been able to read an actual administrative review document outside of the auditor general's report - we shouldn't need to reach that stage to see change and action.

In terms of upper administration, this has also grown [REDACTED] to accommodate a number of what are arguably "luxury" AVP positions at a time of austerity. If we're being asked to do "less with less" (which is a garbage statement telling people to aim for the ground) and are experiencing active erosion of support positions and physical space needed to deliver on institutional core mission, then there should most definitely be examples above us.

I want to be optimistic about seeing actual change, but I'm not. I think the new budget model will fail in practice by turning departments within faculties against each other in a pit for resources and it will demand more time of faculty away from core mission to do things like count electrons beamed through an ethernet port or the joules of energy radiating heat to an office or laboratory space. It's also ripe for corruption based on fictional estimations of such metrics being passed onto departments without actual transparency and a constant pull of some departments always subsidizing others. Only the quality of education will suffer in the end. Morale improvement will not be a side-effect of the budget model is my suspicion, and I think the outcome will result in further loss of expertise and great instructors and researchers (see for example our loss of CRCs to other institutions, notably several fantastic women CRCs, where systematic institutional issues were cited as a big reason for leaving and these concerns and the stories behind the exodus were brushed under the rug).

Sorry for the rant.

Please make time to actually meet with different units (at the department level) across campus. A culture of upper administration not having any vested interest in successful departments with successful students has been a stain in the recent past. We don't need TikTok videos of interactions posted online. We need actual interactions between administration and folks at the core mission level.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:44:15 PM

---

**Comments:** Please start a search ASAP for a permanent VPR. Research is at a critical juncture in this country and we need effective leadership here. New VPR must be experienced in the research landscape across the country and other just someone with administrative experience.

VPs, Associate VPS, and Vice-provosts are not needed for niche roles (etc. Indigenous research, EDI, people and culture, Marine Institute). We are wasting efforts in areas where focus should remain on education and research - 2 facets that bring in the most dollars to MUN. Harlow campus is a no-brainer to alleviate the budget and the Humanities faculty needs to be re-structured.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:49:16 PM

---

**Comments:** The main question I would ask about the existing VP structure is whether we are, or are not, following a provost model. Having VPs at MI and Grenfell at times makes the provost model challenging as it doesn't seem as though the Provost [REDACTED] truly has authority over the Deans (and Heads of School) at MI and Grenfell.

s. 40 (1)

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:49:18 PM

---

**Comments:** It is somewhat disheartening to see additional positions added, at high band levels, when others throughout the university are worried about losing their jobs. I do not want to see anybody lose their job; however, I would like to advocate for a focus on adding security for those in roles that do not place them on the sunshine list and honestly evaluating how many executive positions are truly needed. I realize we do need some, such as finance, and that those positions have an expected pay scale relative to experience required. But they should be positions that bring real value to the institution, as we are all being judged by this metric now.

Specifically, I hope the EDI-AR and Indigenous executive-level positions are not among those we lose. It is embarrassing, frankly, that Memorial is so behind in this regard and that related initiatives or considerations are so often thought of as 'nice to have' or something extra to tack on to make us all feel good, rather than as essential and integral parts of a healthy institution. Ideally, Indigenization and EDI-AR principles would be embedded throughout everything we do, seamlessly. However, given that we are far from that reality, it is important to give them special priority and attention. (And Indigenization and EDI-AR are not interchangeable or easily smushed into one role/office!)

Broadly speaking, I support efforts to break down some of the many siloes that hamper our functioning at Memorial, across schools, faculties, and units. We are ultimately all working towards the same goals (or should be) and should be able to more easily communicate and collaborate in order to accomplish things for Memorial and its students.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:51:12 PM

---

**Comments:** Memorial currently has an Associate VP (People and Culture); a Vice Provost, EDI-AR ; a Vice President, Indigenous ; and a Director of Faculty Relations ... Why are the faculty, indigenous and EDI-AR not all grouped under the Associate VP (People and Culture)? Do we truly need 4 senior leadership positions along with all of the support staff for each unit?

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:55:56 PM

---

**Comments:**

s. 40 (1)

[REDACTED] the leadership of the university consisted of the President, Dean of Arts and Science, Education, Engineering, Physical Education, the Registrar, and the Bursar. We were a much smaller institution then but with the subsequent appointment by the Board of Vice Presidents, [REDACTED] President Moses Morgan commenting that his job had become much more complex dealing with those VPs who he suggested interfered with his ability to run the university in an efficient manner.

This leads me to suggest that you provide a summary of all in the executive leadership for the year 2000 and the same information for 2025. Further, provide the student enrollment information for 2000 and for 2025. A complete overview of the changes that have incurred within the university since 2000 until 2025 to justify the increased evident administrative bloat with the salaried associated costs.

With this information, we may be able to provide more informed input/feedback. Otherwise, for most this exercise may not yield the desired result. There is clearly a need for more transparency on which the public and the university community may be in a position to offer more informed suggestions on the way forward. An efficient leadership team may require a complete assessment of the current team identifying any weaknesses and making necessary adjustments based on the evidence.

Good Luck.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 3:57:25 PM

---

**Comments:** MUN needs to critically review distributed campus structures within the Org Chart - and their operations including offloading and divesting from certain locations - as the growth, expansion, and focus of many distributed locations no longer fits the operations of MUN. Harlow Campus is not integrated, represented, nor supporting of other MUN activities in any meaningful way and should be sold or significantly overhauled to ingrate with all other programs as a distributed learning site. The GeoCentre should likewise be spun off as a separate museum under provincial or independent. The Botanical Gardens are the same as there is no agricultural nor botany program integrated and supported with that site.

Sadly, the same needs to be said of Grenfell. Its programs should be distributed learning sites within the broader primary academic programs. Nursing and Medicine each operate distributed learning campuses across NL/Nunavut/PEI, as does Sciences with Ocean Sciences Centre+Boone Bay, as does MI with Holyrood/Foxtrap and other sites and campuses. There is no need to duplicate multiple faculties (from Vice-President to deans to faculties and programs) at Grenfell Campus but none of the other distributed programs/sites. Each of them should instead operate a distributed program with an Associate Dean responsible for the site. This is the same model used for PEI campus of Medicine and similar structure exists in Nursing, etc. The Marine Institute at least represents unique academic programs tied to its structure and operations, but Grenfell does not. There is no reason we have a Dean of Fine Arts, a Dean of Arts and Social Studies, and another Dean of Humanities and Social Studies. We do not need a separate associate vice president of RGS just for Grenfell when there already exist associate vice presidents of Research and of Graduate Studies; as each of those other positions already services >>10x the number of learners and portfolio size than the same designations within Grenfell.

Finally, the real budget issue is Faculty Members. Every faculty has a significant number of faculty members who are not carrying a full teaching load, not productively doing research or bringing in grants, and not active in academic service. Forced Retirement by 65-70 needs to be reinstated with more robust Emeritus benefits as an alternative, as faculties are being starved out with boated salaries from senior citizens who are not actively supporting programs and should be retired.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:09:32 PM

---

**Comments:** [REDACTED] I haven't met the new Dean, the VPA, nor the  
President. s. 40 (1)

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:12:56 PM


---

**Comments:** The roles and responsibilities of all Vice Presidents are not clearly defined, at least not to me, making it difficult to assess their contributions, determine alignment with priorities, or evaluate their effectiveness in achieving strategic goals

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:15:15 PM

---

**Comments:** First of all, I appreciate your willingness to solicit feedback, and it is my hope that this input will be thoughtfully considered and appropriately used in shaping the university’s future direction.

s. 40 (1)  I would like to share a few observations.

From my perspective, the number of Vice-Presidents at the institution appears quite extensive. Since Human Resources has evolved into the AVP of People and Culture portfolio, there may be opportunities to align certain existing areas under that umbrella—such as Indigenous Affairs and EDI-AR—to create a more streamlined and cohesive structure.

I also appreciate the university’s core function of supporting students, which is why I have never fully understood the need for a separate Internationalization Office. It may be more effective to integrate that function within the Office of Student Life so that international students are supported as part of the larger student community rather than being inadvertently “othered.”

Another important consideration, in my view, is ensuring that our executive leaders understand and respect the university’s established policies and procedures. Instances where leaders attempt to circumvent or seek exceptions to these processes can significantly impact organizational integrity and staff morale.

Lastly, while I have some thoughts regarding the university’s budget model, I understand that significant work is already underway in this area, so I will defer to those with greater expertise.

Thank you for the opportunity to provide input. I value the transparency of this process and the effort to engage the broader university community.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:21:04 PM

---

**Comments:** One of the signal shortcomings of university leadership in recent years has been its failure to publicly advocate for increased funding for the university. To faculty, staff, and students, it seems that senior administrators, especially our presidents, have merely accepted the reduction in MUN's operating grant. Leadership involves visibly and vocally standing up for the interests of this institution rather than weekly accepting the harm that government has done to us.

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: President, The  
 Subject: Form Submission: Executive structure review 2025  
 Date: Tuesday, November 4, 2025 4:40:07 PM

---

**Comments:** Too many cooks in the kitchen

s. 40 (1)

There seem to be too many levels of approval for decision making. [REDACTED] many things flow to the manager, past him, and on to the Director, and then sometimes on to the next level. By the time decisions are made, it's too late to help the student, or too late for the employee to attend something, etc. [REDACTED] front line employee you quickly learn to either not ask for decisions, or not share new ideas, or not make suggestions. It's a defeating feeling to not feel empowered, or trusted, or valued. I am not sure if this is a trust issue (please trust the staff to make decisions) or a micro-management issue (who'd assessing effectiveness), or an atmosphere of leadership being "afraid" to make decisions (please empower all your staff). [REDACTED]

I am not sure if there are too many cooks in the Leadership Kitchen, or too little efficiency among leadership. If I look at Memorial's leadership structure (and sunshine list), it certainly seems like there's a lot of leadership cooks.

Thank you for providing this avenue for feedback. Appreciate the president's approach.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:40:54 PM

---

**Comments:** Suggestion of Executive Leadership at Memorial University

President(MUN) (Provincial/National/International Growth / Long Term Focus) <

VP (MUN) (Provincial /Short Term Focus/Backup for President) <  
MI-Dean of Programs (SOT, SOF, SMS), Grenfell-Dean of Programs,  
MUN-Dean of Programs (Focuses on Schools within 3 institutions /  
Long Term Focus)

MI-Department Heads of (SOT, SOF, SMS), Grenfell-Department  
Heads of (SASS, SFA, SSE, WRSN), MUN-Department Heads of (BA,  
Educ., Eng.(EAS), Science, HSS/Music, Medicine/Pharmacy/HKR,  
Arctic SS, (Interdisciplinary split across schools based on program).

Department Heads of Each School (Individual School Management/  
Long & Short Term Focus) < Unit Managers (Unit Management Short  
Term / Opportunity Driven).

**From:** noreply@mun.ca  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:46:20 PM

---

**Comments:** The high number of staff employed in positions of leadership is a problem with our university structure. Certain areas seem to have a higher number of positions in leadership than others, and some may have overlapping portfolios. I have the following suggestions:

- Examine the roles of VP Indigenous, Vice-Provost EDIA, and AVP Indigenous Research: Can the first two roles be combined? Is the third role necessary with leadership in both research (VP) and EDIA/Indigenization (the aforementioned roles)?
- Do we need AVPs for any of the campuses outside St. John's?
- We have a VP (Research). Do we need other AVPs who have Research in their portfolios as well? There are no fewer than four AVPs with "Research" in their portfolios, so why do we have one VP for this but several AVPs?

Outside of the overall leadership roles, I strongly suggest a review of the leadership structure within MarComm. Eight out of 27 roles there are in management or are directors. That's around 30%. When contacted, they don't typically have the bandwidth to take on anything, likely because so many of them are in management. It also begs the question of why we are hiring outside contractors for marketing. If we have a unit devoted to that task, we should be able to take on these projects ourselves. I recommend we shift the focus of that department, which could both save money and attract new students. Let's start doing more in-house.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 4:51:11 PM

---

**Comments:** Executive leadership is a mystery. Nobody knows how people, even highly under qualified people, got those positions. What do those offices actually do?

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 5:05:00 PM

---

**Comments:** The problems are not with "organizational design", but with culture. There is no evidence of any administrator from, say, Dean and higher having any knowledge or interest in what anyone from, say, Head and lower think about anything. Or what actually goes on in research labs and classrooms. There are no rewards for success (apart from various offices giving themselves awards) and no consequences for failure. The other significant cultural factor is the existence of various fiefdoms like FacMan and RIS, with no accountability, completely opaque processes, and highly variable quality of service. But there's no accountability because it's all a club, promoting their friends, hiring their buddies as contractors (with certain kickbacks) and punishing anyone who doesn't play their corrupt game. As long as there's an apathetic and/or clueless leadership and a service network (including IT) that runs wild, it doesn't matter what the "organizational design" is. It's no wonder that the Province doesn't want to support us, the problems are a very open secret.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President\\_The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 5:16:35 PM

---

**Comments:** An overhaul of what positions exist and what titles they exist under needs to be seriously reconsidered.  
 There is not the money at the institute for grandiose titles or special initiatives.

Harlow: should be a campus director; not an associate Vice-president.  
 Co-Directors CITL: this should be one Director only, if too much is bundled into CITL then it should be split into Director positions with clear division of what branches report to which Director (for the staff and the public); particularly now that it has adopted the Writing Centre.  
 Director, Botanical Gardens and Geo Centre and Administrative Lead, Engagement: should become a title that can bring things under the title without constantly needing to change the title, for example Director of Public Engagement.

Vice-Provost (Equity, Diversity, Inclusion and Anti-Racism): would first suggest that this go away and instead the work become integrated into strategic plans; if it has to remain, demote to an associate director position that reports to a vice-president.

Vice-President (Indigenous): understand that politically this position would remain but recommend that there be a re-title to Associate Vice-President EDI then that office absorb Indigenous, EDI-AR, and Accessibility (having it banded together allows flexibility to absorb groups and be responsive to changing priorities for marginalized populations).

Vice-President (Grenfell Campus): become a campus director or manager.

Associate VicePresident (Grenfell) Research and Graduate Studies: become associate director.

Dean School of Fine Arts/Dean Arts and Social Science/ Dean School of Science and the Environment: should become "Head of School of XYZ" positions like Marine Institute or alternatively become just a department Heads with reporting duties into SJ campus Deans.

Vice-President (Fisheries and Marine Institute): become a campus director.

Associate VicePresident (Indigenous Research): should become an associate director position reporting into Research Initiatives and Services plus whatever the IA position stays or becomes (as noted above, Associate VP of EDI) though I discourage anyone being required to have two different chains of command they must report to.

Vice-Provost, Labrador Campus and Dean School of Artic and Sub-Artic Studies: become a campus director position... then have the Dean become a School Head position like MI has... would also suggest that the Director, Nunavut Artic College – Memorial University Partnership be moved to this campus. If the campus director position were to absorb this role could recommend it be bumped up to as associate VP (Labrador and Arctic).

Executive Director Marketing and Communications: should be a director position.

Executive Director Office of Development and Alumni Engagement: should be a director position.

Executive Director, Board of Regents: this ultimately also comes from the MUN budget and I would suggest that it be only a Director level position.

Senior Advisor to the President, Government Relations and Strategic Initiatives: what even is this? Could this not be an associate director position if it is mainly a liaison/point-of contact position on special initiatives with the government (I believe it is currently being covered by an executive director or director in another office?); would it be best reformed under the "external relations" umbrella?

Also, will note that in general MUN has many, many Deans.. There must be models of other universities that do not have this many Deans and the number of associate Deans that then follows after each of them.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 6:22:17 PM

---

**Comments:** Thank you for the opportunity to share feedback on the future organizational structure and executive leadership at Memorial University.

It is essential that Memorial retain and strengthen the Vice-President (Indigenous) position. This role provides the leadership, accountability, and vision required to guide the university through the complex and ongoing work of truth and reconciliation. Without this dedicated senior position, there is a serious risk of losing direction and credibility in Indigenous relations at a time when stability and principled leadership are most needed.

The Office of Indigenous Affairs is already stretched with limited staff and resources, yet continues to carry a heavy responsibility across all campuses. Removing or reducing senior Indigenous leadership would further strain the team and signal a step backward in the university's stated commitment to reconciliation.

I am also deeply concerned about the growing pattern of non-Indigenous individuals leading or facilitating Indigenous engagement on behalf of the university. When Indigenous voices and leadership are not centered in these processes, the result is often harm to relationships, erosion of trust, and misrepresentation of Indigenous perspectives. These outcomes not only damage the university's credibility but also undermine the reconciliation process itself.

Students, faculty, and staff rely on Indigenous leadership to guide respectful practices in teaching, research, and community partnerships. A Vice-President (Indigenous) provides the expertise and authority needed to ensure this work is done responsibly, ethically, and in true partnership with Indigenous Peoples.

Maintaining this role is not symbolic. It is a structural necessity for Memorial to fulfill its responsibilities under truth and reconciliation and to demonstrate a genuine, long-term commitment to Indigenous inclusion and respect.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 4, 2025 6:31:40 PM

---

**Comments:** It is important to maintain the campus level vice president structure. Both Grenfell and the Marine Institute are unique and in Grenfell's case, the geographic remoteness from the St. John's campus necessitates a high level position as senior leader. In the Marine Institute's case, the campus is fundamentally different than that of the St. John's campus and its unique programming and industrial response role necessitates a strong senior level position. In addition, the Marine Institute has a special place in Newfoundland having originated from what was the Fisheries College.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 7:38:48 AM

---

**Comments:** It's very difficult to see hiring of highly paid positions when the bottom of the pay scales are seeing their permanent full time contracts turned into 8 month contracts to save money. The people at the coal face who are actually student facing, or keeping the university going are the ones who can least afford a pay cut, yet are the ones sacrificed under budget cuts. The sad belief that they do nothing for the university when the students aren't here. Try culling some of the higher paid higher/middle management where tasks are double covered. Then they can see what it's like when technical staff are cut [REDACTED]

[REDACTED] s. 40 (1)

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 8:39:48 AM

---

**Comments:** Would like to see a more hub and spoke model for the university. Similar to how the health authority operates. The VPs of smaller campuses could become directors and those campuses could be called satellite campuses. Routing things through St. John's for admin support might streamline. Would also like to see more standardization across the university. For example, Carleton U's website has the same format for every department, every webpage, etc. It makes it very easy to find information and locations. Finally would like to see centralization of services. For example, MarCom would host all communications staff for the uni, not individual departments. This would add to equity across the uni and also allow for clarity in policy and process.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 9:08:02 AM

---

**Comments:** I have great respect for the unique lived experiences within our community and the important work being done in these areas. However, I believe there may be an opportunity to better align and consolidate efforts in turn amplifying resources, across the VP Indigenous, VP EDI-AR, and certain SWCC/HR roles.

At present, the leadership approach within the VP EDI-AR portfolio appears to create friction and a sense of division rather than collaboration. Employees have expressed hesitation and even avoidance in working with this unit due to an atmosphere of fear and intimidation. This role should ideally be filled by someone who demonstrates openness, values education and partnership, and actively fosters advocacy and inclusion across the institution.

In addition, there seems to be siloing and even competition between SWCC and HR in their well-being initiatives. While SWCC focuses on student well-being and HR focuses on employee well-being, both share the common goal of fostering a healthy, thriving community. Well-being is well-being—regardless of whether someone is a student or employee—and collaboration between these areas could lead to more cohesive, efficient, and impactful programming. Joint initiatives such as Thrive Week demonstrate the potential for shared efforts that complement rather than duplicate one another.

To strengthen collaboration and impact across the institution, I suggest exploring the creation of a Student & Employee Engagement unit that integrates EDI-AR, Indigenous initiatives, and equity-related roles (including HR's equity officer), alongside strengthened alignment between HR and SWCC. This unified approach could ensure that inclusion, belonging, and well-being are supported consistently from recruitment to retirement and across the entire campus community.

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: President, The  
 Subject: Form Submission: Executive structure review 2025  
 Date: Wednesday, November 5, 2025 9:22:40 AM

---

**Comments:** Dear President Morrison,

I hope this message finds you well and I hope your time so far at Memorial University is treating you well. Thank you for taking the opportunity to review feedback on Memorial University's organizational design and executive leadership.

s. 40 (1)

[Redacted]  
 It is a very diverse, friendly, and inspirational community. [Redacted]  
 [Redacted] However,

with the current issues Memorial is facing, the possibility of that happening seems to get lower. This is because I have noticed with budget cuts, what is referred to as the "middlemen" aka administrative staff are always the ones who suffer from such consequences/issues. I am sure most staff members can agree that administrative staff at Memorial University are the backbones of this institution. [Redacted] students would not receive the support they need (for example: admissions support, academic support, financial, and wellness support). Referring to Memorial University's organizational chart, it confirms something I have already known.

s. 40 (1)

At Memorial University, we currently have 8 Vice-Presidents. Based on my research so far, Dalhousie for example has 5 Vice-presidents and they are a larger institution.

Additionally, what I have learned at Memorial University, is we seem to have way too many executive leadership positions. To add, I have also learned Memorial University is very disorganized when it comes to implementing policies. It seems that nobody (including Human resources and Finance) is able to provide copies of policies so that proper procedure can be followed. For example, when asking a Human Resource manager if they can direct you to a policy so you can follow proper procedure, we are met with responses such as "Not every policy is written down". This was concerning to hear because as an institution it is extremely important to have documented policies in place.

To conclude, what I think you should look at is cutting some vice-presidents and directors. It is important that students do not get negatively impacted by these cuts and that faculty are also not negatively impacted by the cuts. Faculty and students are two other important vital parts of this institution. Without our students, we would not be here today.

Thank you for your attention to this matter and I hope to meet you in person someday. Have a great day!

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 9:36:18 AM

---

**Comments:** I would like to offer feedback and suggestions for improvement but quite frankly it's a mess. One item that may assist would be consistent titles. There are associate vice presidents, co-directors, executive directors, directors, vice provost, Deans, Heads of Schools. Grenfell and MI campuses have completely different structures when they are each employing approximately the same number of staff. MI has an assoc vp of admin and finance and Grenfell has a director of finance for instance. Then signal hill is a campus but isn't even listed on the org chart. There are directors reporting to VPs and directors reporting to associate VPs. Thanks for your commitment to organizational design and good luck. As a worker who doesn't know all the functions of this senior leadership team it appears there is definitely room for improvement and a leaner team.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 9:43:53 AM

---

**Comments:** People & Culture should be reverted to HR - culture is tangible and natural, not something you can develop. Focus should be on people i.e. HR. People & Culture infers there will be an emphasis on EE talent development, includes DEI (which already has it's own portfolio), wellbeing (i.e. burnout), EE experience. Until we are financially stable, this title insults employees as it pretends to focus on EEs when in fact we do not have the resources to do it properly.

VP of Finance should have a standalone portfolio esp with the transition to the new model and as Trudy Pound-Curtis leaves – this will require focus from new VPF. If the new model is to be taken seriously, show it in the portfolio. move Administration to its another portfolio with other related.

Remove Advancement and External Relations all together - Canada Games and 100 MUN is finishing/ed. If anything it could be an office under MarCom. Alumni and Development should also be together with MarCom – maybe together with Admin.

MI & Grenfell have reporting structure like faculties, but they do not follow faculty decanal or faculty structure – Grenfell follows no rules and is like the wild-west. Leaders are detached from main campus and need a rehaul. MI has an identity problem – they think they are their own institution. these need to be reviewed and revamped for modern times that fall in line with Memorial and not their own governance

Remove research from Grenfell - centralize all research to ensure compliance. Get Grenfell to focus on the academia! If there is research in Grenfell, the leadership should be anchored under VPR.

EDI is part and parcel with HR – these 2 different offices should be working hand in hand not separately. Put EDI under HR.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 9:58:31 AM

---

**Comments:** I feel that we have too many VP positions. The creation of the VP Advancement and External Relations and the VP Indigenous in recent years was unnecessary. Neither portfolio is of the size or scope to warrant a vice president position. While both serve important roles within the university - they can be positioned within other VP portfolios. Or in the case of the VP advancement and external relations - returned to its previous structure. I also don't believe we need as many AVP and Chief roles either. Scaling these back to directors would be more appropriate and perceived better by the public. I believe better accountability for senior level positions is needed rather than the creation of more positions with salaries that are out of touch. When a AVP, Chief, VP, etc. is making more than double of their direct reports it is problematic.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 10:03:51 AM

---

- Comments:**
- 1) Too many VPs which in turn leads to the associated expense of staffing VP offices.
  - 2) Too many people in "acting" positions for too long - some who were appointed into the role without due process being followed and in some cases without having even been short-listed for the position junior to the acting position itself. How is that even possible?
  - 3) To many of us, it strongly appears, and has for a very long time, that nepotism and favoritism far outweigh qualifications.
  - 4) Hiring Committees for significant positions (such as VPs) are frequently composed of those with overlooked conflicts of interest such that the candidate of choice gets selected - which normally appears to be a pre-determined, foregone conclusion.
  - s. 40 (1) 5) To those [REDACTED] with a long history in the MUN system (not necessarily on main campus), the above points have been observed to be played and replayed.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 10:45:55 AM

---

**Comments:** There is significant opportunity for operational improvement within the HR department. Currently, HR leadership tends to operate in a reactive and disorganized manner. There are no clearly defined departmental goals, which results in individual units also lacking direction and merely responding to immediate needs as they arise.

s. 40 (1) [REDACTED] quarterly departmental meeting was canceled, [REDACTED]

This highlights a concerning lack of strategic planning and leadership engagement.

Additionally, major projects are often rolled out with limited communication and minimal opportunity for staff input or feedback, which in turn leads to disengagement among employees. Communication breakdowns are common, largely because many processes rely on institutional knowledge rather than being formally documented. Establishing clear goals, improving communication channels, and implementing structured processes could greatly enhance coordination, accountability, and overall effectiveness within the department.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 10:58:29 AM

---

**Comments:** Hello there,

I am writing to you with the input regarding organizational design and executive leadership at Memorial. I think that there are too many executive leaderships therefore leading to part of Memorial's budget problem. In the past the budget cuts have been made to the people on the lower scale when there was so many in executive leaderships. Within day-to-day processes there is too many people involved which results in delays and miscommunication. There are many executive leaders, yet no institutional memory or policies written down, and it changes from person to person. I do not want people to lose their jobs however I do not see it necessary to have as many people in executive leadership as what Memorial University does.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 11:02:51 AM

---

**Comments:** I will first say that in my mind the overwhelming expense of running the university is faculty salaries ... to trim the budget we need to trim the faculty. The rally cry of the need to trim "administrative bloat" is a political distraction that should not interfere with appointing necessary leadership.

I have been very disappointed by the support given to the Office of Indigenous affairs. Is the issue of indiginisation important: yes, then support it properly. No, then don't support it at all. I feel like what's happening now is a process of starving it until it fails. [REDACTED]

s. 40 (1)

[REDACTED] but the units ability to take action has been disappointing. And, we should have the leadership strength to decide that we cannot afford that initiative at this critical time!

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 11:37:06 AM

---

**Comments:** Staff and faculty can be cut so easily yet we do not see the same for the managers and senior management (in contrast, the numbers of VPs and their office staff increase every time....yes?) - very demoralizing and not right. I expect the President Morrison to address this swiftly and effectively. We are shrinking in student, staff, and faculty size - how are we supposed to deliver our academic mission?

Without staff and faculty there is no good student experience: these two must be protected by all cost to preserve MUN and MUN's mission to the people of this province.

Thanks for listening. Hope I am heard.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 12:33:55 PM

---

**Comments:** Hello,  
Thank you for the opportunity to provide feedback regarding Memorial University's senior leadership structure review.

While past presidents and leadership teams have achieved many positive outcomes for Memorial, the university has struggled to address the long-term impacts of declining government funding. For many years, leadership appeared to operate under the assumption that additional funding would eventually be secured to support expanding operations and infrastructure. Unfortunately, this has not materialized, and we are now facing the compounded consequences of those decisions. The lack of a proactive approach—particularly during the major retirement period from 2010 through the early 2020s—meant that attrition was not leveraged to reduce financial pressures while minimizing negative impact on employees. Even if new funding is obtained through the incoming provincial government, which has signaled a willingness to invest more heavily, such relief will likely be temporary and unsustainable in the long term.

The timing of recent developments has further worsened Memorial's position: tuition increases, federal reductions in international student visas, and a general decline in public support for higher education have all reduced enrolments and revenues. The university now faces the challenge of maintaining extensive infrastructure and programming with fewer students and fewer resources. This dynamic risks creating a cycle of decline—reduced supports leading to program degradation, further enrolment declines, and additional financial strain.

Turning to the leadership structure specifically: Memorial currently has seven Vice-President positions, which equates to roughly 2,555 students per VP (based on Fall 2024 enrolment data of 17,882 students). Comparative analysis with institutions such as McGill, the University of Ottawa, and Dalhousie indicates that Memorial is significantly more top-heavy on a per-student basis. For example, the University of Windsor, which faces similar challenges and has a comparable student population, operates with only four Vice-Presidents (<https://www.uwindsor.ca/president/302/leadership-team>).

Some faculties and units within Memorial have been implementing efficiencies and restructuring initiatives to reduce costs for years, while others have been slower to respond. To achieve genuine alignment and collective commitment across the university, cost reductions must begin at the senior leadership level. This could include consolidating or eliminating certain VP roles, as well as reviewing associate and similar-level administrative positions. Leadership must not only be exercised from the top but demonstrated by the top.

Finally, Memorial should approach review of its academic program portfolio—focusing on market-supported, career-oriented programs—while evaluating and reducing high-cost, low-enrolment offerings to ensure alignment with the university’s strategic priorities, financial realities, and special commitments to the population of Newfoundland and Labrador.

Thank you for considering this feedback

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 5, 2025 1:53:45 PM

---

**Comments:** Why not create a Faculty of Health Science and Recreation that would comprise the School of Pharmacy, Faculty of Nursing and the School of Human Kinetics and Recreation?

The School of Music and the School of Social Work could join HSS, but HSS is already very large. Social Work could also join the new Health Science Faculty : Faculty of Health Science, Recreation and Social Work. Actually, it would maybe make more sense than I thought.

Each campus seems to have their own vp (Grenfell, Marine Institute, Labrador). Can the VP Research take care of the research at Grenfell for instance?

Is the Faculty of Graduate studies necessary? Could it be dismantled and given to the Faculties? I honestly don't know but this happened in Ontario.

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: President, The  
 Subject: Form Submission: Executive structure review 2025  
 Date: Wednesday, November 5, 2025 3:43:20 PM

---

**Comments:**

Thank you for the opportunity to provide feedback.

s. 40 (1)

██████████ Grenfell ██████████ reporting structure works. Reporting to SJ is not a viable option. ██████████ VP role is essential. While some may argue ██████████ only the size of some schools in SJ, ██████████ functions parallel the main campus. ██████████ need a VP at the helm to keep things moving ██████████ and to give ██████████ campus the credibility it deserves.

I do see an opportunity to rethink some of the AVP roles. There seems to be an abundance of AVPs and I wonder if that is the best use of resources. Unlike VPS, their roles appear to be very specific, and do not require that high of a salary. Is their work advancing the university? In some cases, I would argue they are not as their portfolios are so specific. ██████████ how directors operate in SJ ██████████ Grenfell, ██████████ directors are required and fill important roles. I think a redistribution of staff to each director (at Grenfell) is required. Some directors have 30ish staff that report to them while others have 5.

s. 40 (1)

██████████ at Grenfell, non academic staff has taken a real blow. ██████████ ██████████ cutting staff (██████████) would be very damaging, and I hope there is some opportunity to find savings in reduction of leadership in SJ.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 8:34:01 AM

---

**Comments:** A few comments/suggestions:

The VP (Advancement and External Relations) and VP (Indigenous) portfolios seem quite small to be reporting to a VP. Could these be restructured as one or report to a Director or AVP as opposed to 2 VP's?

Could there be a one VP of Ancillary Campuses to include Labrador, Harlow, Grenfell, MI and SHC?

The structure under the Provost is heavy on executive leadership - can this structure be reduced?

Repetition of roles at Grenfell Campus and at St. John's Campus. Can these be consolidated? Or managers at the ancillary sites reporting to a Director at St. John's Campus?

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: [President, The](#)  
 Subject: Form Submission: Executive structure review 2025  
 Date: Thursday, November 6, 2025 9:14:52 AM

**Comments:** I find myself struggling to provide concrete feedback because there is still a key piece of information that I feel has been missing in the communication from the president thus far: what is the vision for the university? If all goes according to plan, what will we look like in five years? By this, I don't mean the broader goals of being sustainable, student-focused etc. but what does the university actually look like? How big is it? What are the departments? What do the different campuses look like? I realize it's still early in the president's tenure, but I would hope she has some concrete vision of our future, even at this point. Having a shared sense of a goal or vision would be helpful and is, I believe, a critical idea that needs to be more clearly communicated, especially to help us figure out how to sell the university to new students, plan for the future of our departments, etc. Otherwise, all of the cuts, restrictions, etc. (which are deeply demoralizing - it's simply not possible to contract with compassion because there is nothing compassionate about taking away people's jobs) seem to be random: cutting for the sake of cutting without any guiding principles or justification beyond quickly saving money. If that is the case, the cuts being made now may undermine or fully threaten the future of the university itself.

With that being said, I'm concerned that it seems like the VP positions are being regarded as a package deal: it's either all or none, and if one VP position is maintained, they all must be. I don't think this is a useful approach; each position needs to be assessed separately, taking into consideration the unique needs of different groups. [REDACTED]

s. 40 (1)

[REDACTED] Grenfell campus, I see having a VP as a critical part of maintaining the student-centred approach that is continuing to be presented as a core part of president's vision, and I have deep concerns about what would happen if we lost this unifying figure.

A small example of why I have these concerns can be seen in what has happened with IT support since the cyberattack. By moving much [REDACTED] IT support to the St. John's campus (which may look like it's providing more efficiency from the outside), it has caused more issues. For many tech problems that need to be address, [REDACTED] on-site team could deal with them immediately. Now, the majority of the issues [REDACTED] encountered have to be sent to St. John's. This means [REDACTED] IT people have to wait for them to respond and then pass that information on [REDACTED] even if it's something they are capable of fixing because they have done so in the past. This is inefficient, creating extra and unnecessary steps, and is disrespectful to the competent staff [REDACTED]

s. 40 (1)

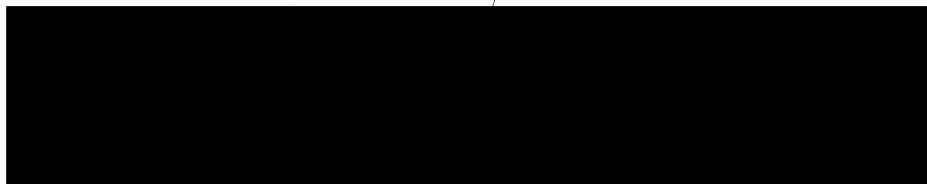
[REDACTED] I fear that further changes, including the removal of the VP position, would cause a duplication of this experience through many different departments and services. Grenfell is a very different campus from St. John's [REDACTED], and it is not efficient to expect [REDACTED]

s. 40 (1)

to wait on them to address and mediate all of the aspects of [redacted] campus, including issues, programs, technology, etc. that they don't have. These inefficiencies and disruptions have an impact on everyone on campus, including [redacted] students. We need a centralizing figure heading up the campus who not only can represent [redacted] to the larger university but who has the necessary authority to also coordinate and deal with internal issues that are unique [redacted] where it makes no sense to have other campuses/individuals involved.

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: [President, The](#)  
 Subject: Form Submission: Executive structure review 2025  
 Date: Thursday, November 6, 2025 9:33:53 AM

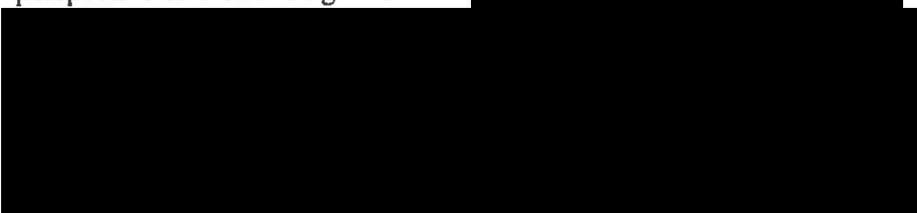
Comments: Good Day President Morrison, s. 40 (1)



This speaks to the creation of many management and executive positions now at the University. When the general public refers to "bloat", in my opinion, this is the bloat being referred to. When it comes to economic savings, (having salaries made public via the "sunshine list"), it's a very obvious calculation that one would need to cut 4-6 unionized positions to equal 1 management/executive level salary. When extrapolating this calculation to the economic effects of job loss on the community and general economy, you have the power to decide whether to affect 6 families with a potential income loss vice 1 family.

s. 40 (1)

Further to this, the creation of many executive positions has not had a positive impact on morale at the Marine Institute. It has been the opposite effect, with many surveys and anecdotal conversations point to the fact that morale on [REDACTED] MI campus is at an all-time low from the perspective of the "average worker". [REDACTED]



s. 40 (1),  
s. 29 (1)(a)

[REDACTED] is currently hiring a VP, and although the process has been put on hold, I dearly hope the committee will take this opportunity to hire a true leader who has the ability to completely shift and improve [REDACTED]

s. 40 (1)

[REDACTED] Thank you for allowing an avenue by which anonymous feedback could be supplied in a safe manner.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 10:12:16 AM

---

**Comments:** There is a general lack of trust from faculty in the senior admin. The university infrastructure is falling apart, graduate students have to work near full-time at off campus jobs just to make ends meet, and all we keep hearing from admin about their 'Cadillac pet projects'. Instead what we need is to see change. Who ever runs finance should be fired; their staff are abusive and insulting to faculty and students, and overall generally incompetent. ITS cannot solve IT issues; why is the head of ITS still working here? Facilities management seems to prioritize easy jobs, but dont fix anything that really needs fixing, and when it is done, it often falls apart quickly. Why are the leaders not being held to account? This faculty and student malaise will only get worse without fixing the services that are supposed to support the main purpose of a university: teaching and research.

From: noreply@mun.ca  
 To: President, The  
 Subject: Form Submission: Executive structure review 2025  
 Date: Thursday, November 6, 2025 2:50:43 PM

---

**Comments:**

[REDACTED]

s. 40 (1)

Over that time, there has been significant growth in executive and management positions at MI.

[REDACTED] instructors reported directly to a School Head and the School Head reported directly to the Executive Director of MI (now MUN VP for MI). Currently, instructors now report to an Assistant School Head who reports to the School Head who reports to the AVP Academic who reports to the MUN VP for MI. This is a doubling of the layers of executive and management.

s. 40 (1)

Twenty years ago, there were a lot more students at MI [REDACTED] had about 100 students from the Canadian Navy every year, plus enrolment in [REDACTED] other programs was higher. In other words, [REDACTED] had a lot more students and a lot less management and everything seemed to work just fine.

s. 40 (1)

So, my advice would be, if you're serious about reducing costs, the management and executive levels would be a good place to start. When you get things back to where they used to be, if more cuts are still required, then you can move on to other areas.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 2:52:17 PM

---

**Comments:** Thank you for the opportunity to provide feedback on the organizational design and executive leadership at Memorial University.

About 20 years ago, the Marine Institute (MI) had a stream-lined and effective executive structure. It was comprised of an executive director supported by four directors - finance and admin., academic and student affairs, research, and business development and engagement. Since then, the executive structure has evolved into a vice president (in place of the executive director) and the four director positions are now associate vice president (AVP) positions. There are director level positions serving under the AVPs. Also changed is the management structure of each school at MI. There used to be a head for each of the three schools plus a director for each research centre. Today there are school head, assistant school heads, directors, and assistant directors. This a top-heavy executive structure - especially when you consider there are less students, faculty and staff, and fewer programs. It would be appropriate to have one vice president supported by four directors (not AVPs). Such a structure would enable more effective and direct communication between faculty/staff and management. Right now, there are so many management levels, it takes quite some time to get answers and responses to take necessary actions.

In terms of the overall university, Indigenous, EDI, and advancement and external relations are important concepts that should be part of all faculties, schools, and units. Having a director (or manager) level for each of these roles would seem more appropriate than vice provosts and VPs. The same holds true for the AVP positions - Indigenous research, facilities, CIO, human resources. These units could be led by directors (or managers).

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 3:00:52 PM

---

**Comments:** With the myriad of management levels at Memorial - VPs, AVPs, Directors, Managers - it is surprising that Memorial's new multi-million dollar facility in Holyrood doesn't have a full-time director. There is one person assigned to director of The Launch and director of the Centre for Applied Ocean Technology. Inappropriate resources allocated for a new facility.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 3:51:35 PM

---

**Comments:** We need to retain strong representation across all campuses. Smaller campuses already feel forgotten. Increasing presence outside of the main campus is needed, and a VP of Grenfell is detrimental to the campus' continued success.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 4:15:49 PM

---

**Comments:** I want to begin by stating, I appreciate your leadership during this difficult time. There are too many administrative positions at Memorial and I applaud your efforts to address this costly issue. While you consider the adjustments that need to be made, please ensure that you are receiving accurate information about Grenfell Campus, both the current situation and the history that led to the administrative structure. To be a true multi-campus university there has to be a clear understanding and appreciation of each campus; otherwise is it the St. John's campus perspective incorrectly applied to all other campuses. There has been a long history of advocacy and effort to foster and protect Grenfell's unique contributions and attributes. There is deep concern that [REDACTED] may slide back into the past unhealthy relationship with the St. John's campus if Grenfell's leadership capacity is eroded. [REDACTED] Grenfell Campus, are seeing early and concerning signs of this backward slide. Several representatives from St. John's campus have referred to [REDACTED] Grenfell College, an outdated name that was long ago changed. [REDACTED] it feels like an echo from the past with a dismissive connotation that those on the St. John's campus aren't making any effort to acknowledge [REDACTED] correct name. Further, an administrative structure chart was recently released from St. John's campus and the effort was not made to update the names of the people in [REDACTED] administrative positions. [REDACTED]

These may seem like minor points, and without the context of the past, they indeed may be. But with the long history of, at best, being overlooked and, at worst, being totally controlled by St. John's campus, these are concerning echos from that past relationship. I understand that change needs to occur to address [REDACTED] concerning financial situation and that Grenfell needs to be a component in that change. I ask that you please consider the long and often fraught history of [REDACTED] relationship with St. John's campus and the need to protect [REDACTED] voice and perspective in the multi-campus environment. Thank you for your openness to feedback, and the many channels you offer to provide it. It is noticed and appreciated.

s. 40 (1)

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 6, 2025 4:56:20 PM

---

**Comments:** After reviewing the organization structure it became clear that we need leadership and restructuring to consolidate student services. Right now, the AVPA Dean of Students oversees the SWCC and Student life but that is not all of the services we offer to student. The Internationalization office, although services a group of students and international partnerships, should fall under a new VP Student experience/services. Residence has been moved under VP Finance and Administration but the programming side should be tied into student services as well. Our Seahawks report to the Dean of HKR who reports into the provost which does not reflect the department or the positive impact they could have on institution reputation and student experience, hence, SeaHawks should report into student services/VP student experience. Registration should/could also report to VP student services/experience because we need to couple all of the experience that students have with Memorial into one place.

The current structure of communications advisors is not as effective as it could be. We have a lot of comms advisors but because they report to their Dean or Director, they are not members of a larger communications team. There is a frustration towards the central marketing and communications office and vice versa. If we pulled our resources together, we could tackle issues management and storytelling by dividing the work based on skillset and not department which would unify and create a team environment that is missing.

Finally, i do not think we need VP's at all of our campuses. MI only has a few hundred students, similar to Engineering or FoS. eliminating those positions and turning them into Deans (or another title) would remove the salaries have them report into the St. John's campus VP's which are just 'Memorial University Vice Presidents" and allow all of our campuses to be treated equally and keep our Memorial branding strong.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President.The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 7, 2025 1:41:11 PM

---

**Comments:** I feel that a university the size of Memorial does not need seven Vice-Presidents. For smaller campuses to have their own VP and subsequent org structure under that is not a good use of resources and creates discrepancies in how the university handles operations. For instance, we have an OCIO which should be central for all campuses, yet Grenfell is quasi-independent. Similar with Campus Enforcement and many others. I appreciate the uniqueness of Grenfell and MI, but is a VP required?

I also struggle with the need for a VP Indigenous. That work should be embedded in everything the university does and I don't see the need for a VP to do that.

Another point I will make about Memorial's org chart is there are a lot of very high paying jobs on that list, yet in many cases the direct reports to those people make half or less than half what their supervisor does. The discrepancy is quite large and I doubt that exists in other public jobs.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 7, 2025 3:29:38 PM

---

**Comments:** Unfortunately it was not possible to realize practicality of Grenfell campus senior management. Opinion as such, that we will be best without VPs, deans would be better in the position of management.

Sincerely

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 7, 2025 4:52:02 PM

---

**Comments:** It's hard to go back, but the VP Indigenous could be an Associate vp under the Provost.

The VP Grenfell and the VP Marine Institute could be Associate VP under the Provost. The Associate VP Research at Grenfell might not be necessary if the VP Research take their files. For the Marine Institute, I understand that their governance is different but there is probably a way to integrate them more in the actual structure. There are a lot of Associate VPs for instance. They are doing an essential work but they have only 1 000 students, which is less than most Faculties at MUN. There are probably ways to make it less top heavy.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 7, 2025 4:56:59 PM

---

**Comments:** The organization design discussion, particularly the budget model, only compounds the current issue that is arguably the most important factor affecting daily work at MUN: The complete abandonment of the idea that we all work for the same institution. IT services refer to faculty as "clients", not colleagues. Facilities management calls faculty "customers", not colleagues, and bills as if they are a business serving a single collection of customers, instead of a department servicing the daily operations of their institution. The idea that academic departments could be billed for services is absurd on its face - departments don't own the buildings, anyone can walk through them at any time. Who should pay for a leak in the washroom, or a projector malfunctioning in a classroom, when the department can't, and shouldn't, control who uses it? Is it not the same employer's name on all our paycheques? It's like me giving my children an allowance so they can pay me back for the food, shelter, and clothing I give them. The reason the institution pays for operating expenses, including things like repairs and IT services, is because that's what it costs to operate a university. The province needs to recognize this as well, along the lines of "if you want a public university in your province, it costs what it costs." If wasteful spending is identified, or bloated departments (RIS comes to mind) or positions like extraneous VP staff, are identified - fine, make adjustments. But businesses don't charge their internal divisions for the internet they use, or for maintaining the workshops or warehouses, or cleaning the carpets in their cubicles, because there is an understanding that the investment in high-quality services for their employees is repaid through high-quality work being done. Meanwhile, these quasi-businesses like FM are just left to their own profit-generating devices, leading to rampant corruption, inside dealing, and cronyism, making everyday work difficult to do and impossible to budget for.

Anyway, there has been a complete erosion - even total destruction - of the concept of being on the same team, "One University" mindset, and working towards the same goal (delivering teaching and research for the province). This budget model and organizational restructuring is a prime example of this. It creates a complete disjoint between all the groups within the institution. I suspect a big part of this is that upper administration (Deans to President) has expressed no interest in engaging with anyone who actually does the daily work of the institution, and so has no idea of the types of day-to-day interactions that result between people that should be colleagues but are instead fighting for the same resources.

From: noreply@mun.ca  
 To: President, The  
 Subject: Form Submission: Executive structure review 2025  
 Date: Friday, November 7, 2025 9:30:26 PM

---

**Comments:** I fully support a comprehensive review of Memorial's executive administrative structure, and I believe we do need to "right-size" this structure in our University.

In particular, I want to advocate for a careful consideration of the most senior leadership role of Grenfell Campus--the Vice President role.

s. 40 (1)

██████████ Grenfell faculty/staff session where the President implied that Grenfell's "identity" was the same as its need for "autonomy." This is both inaccurate, and concerning. The Grenfell community understands the history of ██████ campus and the evolution of ██████ academic leadership structure, and comments that assume the Grenfell "brand" is actually ████████████████████ that the critical role of the VP in ensuring ██████ decision-making autonomy, demonstrates a real under-appreciation for the scale and scope of this position.

s. 40 (1)

First, preserving the VP Grenfell position does not mean other campuses (namely, Labrador Campus and Marine Institute) should also be structured under a VP. Arguably, the VP position at Grenfell, should be considered a VP and Vice-Provost, given its scope, which is unlike any other VP portfolio. While Grenfell's academic and administrative structure must be reviewed (ideally, a review led by the GC Community), to demote the VP Grenfell role to an AVP/Other rank, will destroy both the identity and the decision-making autonomy of this Campus, which has much broader implications for ██████ broader community, not to mention to the portfolios currently in St. John's, that will then have to assume aspects of the Grenfell portfolio (i.e., considering the reporting lines of ██████ current structure at this Campus).

It is also worth noting that the VP Indigenous of this University, is situated in St. John's, and not Grenfell Campus, which hosts the largest Indigenous Student population in the province.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 7, 2025 9:42:55 PM

---

**Comments:** Reviewing the University's organizational chart, it is difficult to consider how anyone could justify VP role of Advancement and External Relations)--reports should report into the VP Finance and Administration.

Similarly, VP is not an appropriate rank for the current VP Indigenous. Rather, an AVP rank with reports to the Provost and Research would be more appropriate.

The VP of Marine Institution is also more accurately designated as an AVP, based on scope and scale.

The AVP (Research and Graduate Studies) at Grenfell Campus, should be shifted to an Associate Dean role for the Campus (of Research). Further, the School of Fine Arts and the School of Arts and Social Science at Grenfell should also be merged into one School, with a single Dean. Given the interdisciplinary nature of Grenfell's Schools, an Associate Dean of Curriculum/Programs should also be introduced; this is where Grad Studies at Grenfell should also be managed)

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Saturday, November 8, 2025 9:46:17 AM

---

**Comments:** I hope the review of organizational design considers the number of AVP, and Associate Dean, Director, and staff positions that exist in our University. There is stark inequity between many Faculties/Schools, and certainly campuses when you consider the actual scope of duties of many of these positions. Some Schools have an abundance of ADs/Directors, while others have none. There must be consideration given in these cases.

While I appreciate that this review is being driven (in part) by our fiscal reality (and frankly, is long overdue), I do hope the President and her advisory team is open to a fair assessment of all units, and that some units may actually currently be understaffed/supported at those levels.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Sunday, November 9, 2025 11:17:43 AM

---

**Comments:**

Hello,

s. 40 (1)

[REDACTED] One thing I've noticed is that there are two levels of executive structure, one for MI and one for MUN libraries. [REDACTED] a librarian and 5 staff [REDACTED] also have an Associate Dean. [REDACTED]

[REDACTED]

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Wednesday, November 12, 2025 11:53:44 AM

---

**Comments:** It has long been my view that Memorial is "top heavy" when it comes to leadership positions. In particular, the number of VPs grew significantly at a time when financial restraint should have been enacted. There is also considerable bloat at the AVP and Director levels. The highest paid positions need to have expertise to make important decisions and guide programming BUT the layoffs and cuts to lower management and staff have made it so that many aspects of "customer service" and retention of happy students has been lost. The lowest levels have continuously been asked to do more with less and many are at a breaking point. This results in less engagement and mental health strain. I also want to make the point that leadership and accountability have been lacking no matter how many VPs are involved. I am not aware of any policies on this campus that are truly enforced. They are nice words that have been crafted but there are no consequences if policy is not followed. Some of this was exposed with the Green report [REDACTED]

s. 40 (1)

[REDACTED] Some of us follow the rules because of our personal integrity but some will do everything they can get away with policy infringements since there are no consequences. The amount of waste in having multiple departments performing the same work is also alarming. Purchasing, conference services, and retail services come to mind. Why are there 5 retail outlets reporting to different silos, duplicating purchasing and following different sets of rules for things like transaction security? Why are academic department intermediate clerks allowed to purchase promotional items bearing the marks of the University that do not follow visual identity or purchasing policies? Why are purchasing and brand experts utilized to optimize University spending and reduce risks? I may have strayed from the question of the need for senior leadership positions but the point is that there does need to be a major overhaul where the right number of executive leaders have oversight and can set examples of how the University should operate and enact consequences when policy isn't followed. Eliminate all silos for more efficient operations and always, always put the student first in making these decisions. Without them, none of us have a job and they deserve the best education possible in their home province OR if they choose to travel here from another province or country.

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: [President.The](#)  
 Subject: Form Submission: Executive structure review 2025  
 Date: Wednesday, November 12, 2025 3:06:54 PM

**Comments:** Thank you for allowing us the opportunity to provide our thoughts regarding the organizational design, and executive leadership at Memorial. While I cannot say directly which positions should be eliminated, I can say for sure, we are certainly "top heavy" in some areas. There appears to be too many positions. While we see this chart, it does not take into account the number of positions below each level as well. Do we need all the VP'S, with Directors?! Not in my opinion. I do feel this needs to be reviewed going forward.

s. 40 (1) [REDACTED] Grenfell Campus [REDACTED] the leadership on campus.

1. Do we need a VP for Grenfell, or "Head of Campus"? While I appreciate the work that this position holds, I feel that having a "Head of Campus" would be sufficient. (Or as we had in the past, Principal.)
2. The Campus Registrar and Director of Student Services is too "much" for one person at the Director level. This position oversees the Registrar's Office, Recruitment and the Department of Student Life/Services (Learning Centre/ACES & Health & Diversity). This involves approximately 20-25 people. The range of issues that fall under this department is quite massive. [REDACTED] the Campus Registrar was a "stand alone" position, but now there are two other main areas added to this. One person cannot do it justice...for the bigger issues.
3. As we are all aware, the Director of Marketing and Communications, has been named in the Auditor General's Report. This position is one of the highest paid positions here on [REDACTED] campus (of the Directors) and has about 6 people reporting to them?! Where is the justice in this? If you are looking to keep this position, more should be added to that area. (Recruitment and or Conference Services.)
4. The other position that was named in the report, was the Director of Engagement & Research. I do feel this position needs to be looked at as well. This is a highly paid position overseeing a small number of employees and is absent from campus quite regularly.
5. In terms of the academic side, I do not think we need three deans (or is it 4, Library?!) for the number of students, [REDACTED] sufficient academic staff to be able to deal with these areas. [REDACTED] also have Chairs of each program.

s. 40 (1)

s. 40 (1) [REDACTED] I truly feel that Grenfell Campus can certainly save more money with its organizational chart - not only at the "Senior Leadership" level, but in each department. Things need to change; positions need to be reviewed; and changes need to be made. There are more ways to save money.

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: [President, The](#)  
 Subject: Form Submission: Executive structure review 2025  
 Date: Wednesday, November 12, 2025 3:59:15 PM

**Comments:** Thank you for the opportunity to respond to the organizational design and senior leadership review at MUN. [REDACTED]  
 [REDACTED] will restrict my comments to Grenfell Campus.

s. 40 (1)

1. Associate VP Research and Graduate Studies. This position has been an interim position for a number of years and has had very little visibility around campus. I don't pretend to know what individuals are spending their time at, but [REDACTED] lost [REDACTED] AVP Academic and [REDACTED] AVP Finance & Administration but kept this position? Does it have to be at the AVP level? Furthermore, there certainly seems to be some overlap when you consider [REDACTED] have a Director of Engagement and Research.
2. Director of Engagement and Research - no visibility on campus and this was a position questioned in the Auditor General's report. The office operates with employees working from home and often in different time zones. With the exception of the admin staff, email responses are slow. I am a bit concerned that SJC would eliminate their engagement office and GC keep [REDACTED]. The leadership in the GC office is non-existent. Take a look at the most recent report from the office - it is a compilation of faculty research - I'm not seeing where the Office of Engagement and Research fits into many of the faculty initiatives.
- 3 GC has a Dean of Libraries and a Librarian - seems like overkill for a campus of 1200 students.
- 4 The organizational chart does not indicate it, but Grenfell has a significant number of Program Chairs under each Dean. Each Program Chair gets a course remission to serve in this role. Can that structure be reorganized so there are fewer Program Chairs (especially given the small number of students in the programs)?
- 5 The Director of MARCOMM, also mentioned in the Auditor General's report, is the highest paid staff position at the campus. Only a small number of staff reporting to this position and many of the duties, like events and posters, have been downloaded to the different departments. Before the creation of this position, there was one supervisor leading communications and college relations at the campus. That supervisor had a larger number of staff reporting to them and seemingly more responsibilities. This position is one of the most talked about positions on campus - many believe it needs to be reviewed. There is a lot of disagreement with the salary scale for the position, and this leads to morale issues.
- 6 Does a campus of 1200 need 3 academic deans?
7. The Registrar and Director of Student Services position has one of the largest roles on campus. It is largely responsible for recruitment and retention initiatives for the campus. How can one person handle such a large portfolio?

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: [President, The](#)  
 Subject: Form Submission: Executive structure review 2025  
 Date: Thursday, November 13, 2025 9:47:20 AM

---

**Comments:** From reviewing the organizational chart it appears that we are quite top heavy. Do we need all the Associate VPS when there are directors/managers for each of the departments plus a VP. Agree that we need VP Academic and VP Finance but the remaining senior leadership could be the level of director. At Grenfell Campus [redacted] need to have a head of the campus (e.g principal like in past years) but [redacted] certainly don't need the VP position or the Deans structure. [redacted] have program chairs that could administer the faculty relations piece and use the Administration and Finance Director and staff do do the actual approval of expenditures. There is a lot of waste and a lot of deviation to policy.

s. 40 (1)

[redacted] Grenfell [redacted] do have roles that are duplicated in manager positions. The Recruitment office (3 people) should be under Marcomm which would increase direct reports to the Director of Marcomm/Alumni Affairs and decrease some of the responsibilities of the Registrar/Director of Student Services.

s. 40 (1)

[redacted] Grenfell the staff/faculty have grown but the numbers of students registered has basically been the same over the years. Also the inclusion of the WRSON student numbers doesn't reflect the true numbers. With growth in staff/faculty and decrease in enrolment it would seem hard to imagine how [redacted] can sustain the budget [redacted] In ancillary services [redacted] 2 Managers - one for Housing and one for Conference Services - and this could easily be one role. I would also like to add that the "working from home" piece takes away from having someone you can call upon on a daily basis, have a timely response, relationship building (all of this adds to the cost of human capital as people have leave benefits that they don't utilize because they work from home. Also, the extra week of annual leave that is given needs to be monitored and reported on - lots of Managers don't work the extra time and again this is a cost to the University.

s. 40 (1)

I don't envy the task at hand.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 13, 2025 12:13:50 PM

---

**Comments:** If there is any reflection necessary on the leadership structure it should be from a decolonial lens, a reflection on how necessary it is to continue the journey of reconciliation asked for, by Indigenous Peoples, in the Strategic Framework on Indigenization. Having a steadfast advocate for Indigenous Peoples and their ways of knowing and being built into the structure of the university was a priority in the framework for a reason. The importance of this advocacy and engagement opportunities is just the tip of the iceberg for Indigenous Peoples, these relationships, with Indigenous peoples, lands, cultures, and histories, are at the core of what Memorial has told it's community that it aspires to be. These relationships to Memorial are the most impactful aspect of a positive and prosperous future for this provinces only University.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Thursday, November 13, 2025 12:20:40 PM

---

**Comments:** It is essential for Memorial University to support, and allow the enhancement of, the VP Indigenous. The Strategic Framework on Indigenization was drafted through a thorough community engagement process with the VP Indigenous as a priority to them. The creation of the SFI was a gift from community to the University as it outlines, in plain language, where Indigenous Peoples, felt space could be made for their ways of knowing and being.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 14, 2025 9:01:57 AM

---

**Comments:** There are currently a number of small schools and faculties. Some of these are smaller than a department in the Faculty of Science. It seems like some of these could be combined from an administrative perspective which would result in less Deans and Associate Deans (meaning there would be more teaching available), less duplication of support staff and lower salary levels of staff (i.e. a faculty/school has a senior administrative officer where a department may have an admin staff specialist III; only one decanal assistant would be needed, one APO, etc..).

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 14, 2025 1:43:53 PM

---

**Comments:** The need for a senior administrative overseer at Grenfell Campus remains essential to the functioning and character of the West Coast campus of Memorial University,

From: [noreply@mun.ca](mailto:noreply@mun.ca)  
 To: [President, The](#)  
 Subject: Form Submission: Executive structure review 2025  
 Date: Friday, November 14, 2025 3:07:55 PM

**Comments:**

Good day,

s. 40 (1)

I am writing to you regarding the issue of the Executive Structure Review. [REDACTED] and forced to write this on my phone, retaining formatting and editing was challenging!

First and foremost I wish to applaud this effort to consider in depth the institution's organizational design and executive leadership structure. Memorial grew at an unsustainable pace during a period of provincial wealth. There are redundancies and ineffective structures embedded in Memorial University. These are in part driven by a desire to maintain separation and 'autonomy' between the campuses. This is something that needs to be assessed critically and responded to with appropriate changes.

There is value in marketing the Marine Institute differently from Memorial University. It offers programs that are outside the 'standard' academic wheelhouse, with uptake by a student demographic that are not seeking a traditional degree. However this does not mean that the MI campus could not and should not have more of its operational structures aligned efficiently with Memorial. It only serves approximately 1000 students. This forces the following questions:

- Would an AVP or other be more appropriate than a VP of the Fisheries and Marine Institute?
- Is an AVP Academic and Student Affairs redundant and/or excessive considering the number of students at MI and campus proximity to Memorial SJC?
- Is an AVP Research and strategic partnerships necessary?
- Is an AVP finance excessive? Grenfell operates with a director of finance.

This may read like I have beef with Grenfell, I don't. [REDACTED]

s. 40 (1)

[REDACTED] However, the Grenfell campus is a source of excessive administrative and operational redundancies. The effort to silo the campus and bring it 'out from under' the SJC is detrimental to its operation, and one can only assume where time is wasted money is also wasted. To provide an example, the insistence that Grenfell operates autonomously and distinct from the St. John's Campus has been a source of logistical headaches from an IT perspective when working on pan-institution projects. In reviewing MI's executive structure versus Grenfell, with consideration of their similar student numbers, then the extent of executive excess is evident. Should Grenfell be better aligned in the creation of a more cohesive Memorial University then there are executive leadership positions that could be reduced by bringing them under other portfolios.

- Grenfell does not need to have a Vice-President, nor does it need to

have deans. Similar to MI, Grenfell successfully operated without deans, but rather 'division heads' until quite recently (post 2010). These heads, if necessary, could come under the existing Deans of HSS, Science, and Libraries.

- Grenfell has approximately 1200 total students, if you account for the ~300 nursing students, this means there are 3 deans for ~900 students. This is entirely unnecessary.

- Considering these student numbers this calls to question the need for an AVP Research and Graduate Studies. This role is redundant considering the VP Research and AVP Indigenous. The MI and Grenfell AVP research positions should be considered in relation to the VP Research and AVP Indigenous Research to see if there are any significant gaps and at most 1 additional position formed to supplement or support them, whether at the AVP or director level.

Unfortunately, I do think the Harlow Campus likely needs to be dropped. While a beloved space that opens doors for students without a lot of opportunity for travel, it is my understanding its upkeep is costly. Unless, however, the campus is able to find a way to generate supplementary income, perhaps through further partnership. The Labrador Campus on the other hand, presents great potential for growth, and to further Memorial's commitment to the people of Newfoundland AND Labrador, and to Indigenous Peoples. Additionally, in the face of climate change and the real changing landscape of the Arctic, to limit their operations would be a misstep.

To look at the St. John's Campus presents some challenges. Regrettably, this matter was brought to my attention last minute and I am unable to perform the deep dive I believe much of the executive structure would benefit from. The organizational structure chart provides an inadequate breakdown - for example, in thinking what exactly is an AVP People and Culture (oh! That is HR) I looked the position up - an associate VP has 2 executive assistants. That seems excessive.

Relevant to my above concern of excess is my concern for the future of the Vice-President Indigenous. At first glance this VP has the smallest number executive leadership positions associated with it. It looks like low hanging fruit, an easy place to make a cut by transitioning the role down to that of AVP, and appeasing the Board of Regents. But if you give the nature of this role due consideration it is evident that this would be a massive misstep for Memorial.

- This leadership position is expected to do simultaneously very specific and diverse work that is extremely political across the institution, and with Indigenous communities. And it happens with the least amount of 'excess'. The VPI has a single executive assistant and no AVPs. Neither director has an administrative assistant. The fiscal savings in reducing this position would be negligible, but the negative impact upon the "institution wide commitments to academic quality, research intensity, student experience, Truth and Reconciliation, EDI-AR, financial sustainability and employee engagement" would be extensive. This

position creates accountability across all of these commitment with respects to Indigenous peoples and to the collective benefit of this province and the institution.

- The VPI recently brought in 5 million dollars, with essentially a skeleton staff. The VPI and Indigenous Affairs are punching above their weight class and will continue to do so.

- Per the Executive Structure Review: this is 'responsible action' - it would be irresponsible to remove the VPI position. It would be a backwards step with respects to Truth and Reconciliation and EDI-AR. It would violate an agreement that was made in consultation with the Indigenous communities of this province. The development of the Strategic Framework for Indigenization pre-dates the appointment of former president Dr. Timmons.

- Memorial is a national leader regarding the creation of the VPI position. There are very few similar roles across the country, but we are slowly seeing an increase in executive positions for Indigenous leadership in academia. The VP level is going to become the norm. At this time we are ahead of the curve and removing the position would set us back. It would be an embarrassment to our reputation.

- We could no longer be viewed as competent leaders in Indigenization and Reconciliation - the grounds for the recent award of 5 million dollars. To remove this position would say Memorial is not serious about this priority, and that would limit future funding opportunities. We could lose future millions to save what, \$40 000 or \$50 000 dollars a year by reducing the VPI position to AVP? Frankly, that would be shockingly short sighted.

- To alter the VPI position would be to create a structural change that eliminates accountability to Indigenous peoples and communities. It would force reliance upon the good will of actors higher in the executive structure. That is not guaranteed. How does the saying go? Nothing about us without us.

- If the VPI is eliminated the message to Indigenous faculty, students, staff, research partners, communities etc., would be offensive. It would be a step backwards, it would say 'To Memorial University we do not matter, we do not deserve a seat at the table, we do not deserve representation, a voice, or a mechanism for accountability.'

Finally, for similar reasons as listed above regarding the VPI position, I must stress that it would be a misstep to remove the AVP Research (Indigenous). This is the way of the future, and necessary for good working relationships with Indigenous communities. Consider looking at the First Light Research Policy Framework to understand the way Indigenous research is changing.

Thank you for your time and consideration.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Friday, November 14, 2025 4:35:17 PM

---

**Comments:** Thank you for providing the opportunity to offer suggestions/feedback on the review of the executive structure at Memorial.

I'll start with a few important considerations for any institution or any individual claiming to be deeply invested in truth and reconciliation:

It must be understood that when you open up feedback on anything, in this case the executive structure, and one of the entities in that bucket is related to Indigenous Peoples (in this case, the VPI), there will undoubtedly be a large number of people who are of the opinion that this position should not exist. This is a result of colonialism and in this province, it is worse than in other provinces. There will be people with great arguments, too, that might sound appropriate on the surface. People with anti-Indigenous bias are really really good at providing justifications that absolve them from having to look inside to see why they feel how they feel.

So, it is the job of those collecting the feedback to take great care in how they assemble it, how they communicate it, and how they assess it. Indigenous Peoples, Indigenous Affairs, Indigenous "anything" is going to get a lot of criticism, especially in this province. And that is one of the important reasons why the Vice-President Indigenous must remain as part of the executive team, as a VP. Because it is that much harder in this province, to combat the anti-Indigenous sentiment cloaked as "good business" or cloaked as "contraction" or cloaked as anything other than what it really is.

It must also be understood that the number of Indigenous people working inside the university is such a small number [REDACTED]. At first I had only seen communications offering the email address to submit feedback, [REDACTED]

s. 40 (1)

I say all that to preface my feedback because I don't really trust that I will be taken seriously, and that is really sad. I have comments here regarding Harlow, regarding Grenfell, and regarding the VP structure.

First, Harlow. I've read the report that was done a year or so ago, by Kim Schipp. In it, she details all the various arguments, or attempts at

saving the campus. Some things have been tried multiple times. It's fair to say Memorial has given its best shot at it, and it just isn't working. I think the reason Memorial has continued to try is because the property was given as a gift by (I think) a former president, so there is a sentimental attachment to it, and probably some noble desire to make good on keeping it going. But it's 2025, the provincial government has been gutting the university since 2016 (in the most recent cycle), and it isn't a thing that should still be a conversation. It's not a sustainable situation, and on top of that, the whole thing lacks any sort of relationship-building. I mean, a partnership with a separate institution, in the UK, would make so much more sense in terms of giving the exchange experience while also cultivating relationships with other institutions. Instead, in the Harlow context, students and faculty travel to the UK and just hang out together, like a little "Grenfell Junior" campus, and then take trains to be tourists in other places. They get to drink at pubs, visit landmarks, and so on. But it's not a relationship with any other institution. Create an MOU with another institutions, rent out one of the residence halls, partner faculty members together and create new opportunities—then Memorial might actually benefit, and would not be footing the bill for catered lunches that students don't show up for, or crumbing buildings and HR issues.

The argument that it's good for international recruitment is a joke. It's the UK. That's not where international students are coming from anyway. Time to let it go. Be kind about it, create a committee to set up a new type of term abroad for theatre and visual arts, and then let that germinate. Sell off the Harlow property.

About Grenfell. Way too top-heavy and should not be a VP at the top. Grenfell has only had a VP since 2011. There have only been 3 official VPs at Grenfell—Mary Bluehardt, Jeff Keshen, and Ian Sutherland. There've been interim and pro tempore VPs, but only three who were the product of a search.

[REDACTED] This is part of the problem. Just one part, but a significant concern in terms of Grenfell morale.

s. 40 (1)

[REDACTED]

My point is that the VP Grenfell, as a job, is super desirable to stone-steppers, and that is not what Grenfell needs. It used to have a campus principal, and that person was always someone who was deeply committed to GRENFELL, not to their own CV. Not that people

shouldn't or can't change their minds and move, but the structure as it is currently is just invited interlopers. It's not healthy for Grenfell.

The other issue with having a VP of the campus is that it adds to the tension between Grenfell and St. John's, implying some sort of autonomy that is neither possible nor appropriate. The VPs should be roles that have pan-university mandates. And when a VP shows up at Grenfell—just using the example of the VP Research—they should be the highest ranking person in the room (unless the president is there). They shouldn't have to awkwardly navigate the whole VP to VP thing, if the issue is Research. Same for the VP Indigenous. When they show up at Grenfell they should be viewed as the leader, for Indigenous Affairs. Not a sibling to the campus leader.

s. 40 (1)

Another issue—the presence of a VP of the campus then leads to the presence of AVPs— there were at least 3 (maybe 4?) AVPs. With 1400 students!!!! And now there are even fewer students. There was an AVP Finance/Admin, an AVP Academic, and an AVP Research. Maybe it was only 3, not 4. But the point is, it was overkill. Then there were directors below them—again—1400 students!! And that was including WRSON which has its own leadership and leadership structure.

After the first big budget gutting in 2016, two of the AVP positions were eliminated—but not without a fight. The remaining AVP should not be a role at Grenfell any longer either. Why at such a small campus is there an AVP Research AND a Director of Research? The campus is way too small for that.

Here is what happened—When Danny Williams was premier, he started throwing money hand over fist to the university. And Grenfell lobbied to move from “Sir Wilfred Grenfell College” to become Grenfell Campus. At the time, it planned on huge growth after getting the new Arts extension and the new student residences. But the tension between Grenfell and St. John's prevented that growth—the stupid notion that there is only so much pie (potential students) and if one campus gets more pie, the other will get less. It is RIDICULOUS—resources should have been put, at the time, into recruitment planning rather than AVPs. And now, Grenfell sits with about the same enrollment it had in the 80s.

Don't get me wrong—Grenfell is amazing. And Grenfell is a hugely important part of the whole university. need to stop pretending that a multi-campus system. planned to be, but never really were. Stop pretending—, but right now, need to just acknowledge are a satellite campus system, where the satellite campuses are amazing places. Maybe in a couple decades, reconsider. But for right now, Grenfell will arrive at more stability if it realizes it needs to have a better relationship with St. John's, and then start making decisions that make sense. at Grenfell,

s. 40 (1)

there were no deans. Now there are three deans. Make it one dean for the whole campus, or something. Have one academic leader. Actually, that could just be the campus leader—maybe make them a vice-provost? I don't know, but whatever it is, you don't need three deans—it actually causes too much competition within the campus. Have a Dean, Grenfell Academics. And then program heads. Easy peasy.

I don't know enough about the evolution of the Marine Institute to speak authoritatively, but I do think it's weird to have so much high level administration at a campus that is walking distance to the St. John's campus.

Now, to the Vice-President (Indigenous). The move to create this role, a retooling of the previous Special Advisor role, is about structural change. It is no longer appropriate to have high-level “advisor to the president” roles—it is insulting, and it leaves Indigenous people outside of the actual structure of the decision-making bodies. It is colonial. The decision to move to a VP role was a long discussion over more than a year, carefully and thoughtfully considered with respect to trends in Canada, and rootedness in place. Memorial was the second university to have a VP Indigenous. The first was University of Manitoba. And the way that one came about was that they first created a vice-provost role,

s. 40 (1)

██████████, the University of Manitoba went back to the drawing board and eliminated the vice-provost role, to create the VPI role. Memorial was second, and now UVic is the third. It may not yet be common, but this is the wave. And Memorial is a leader in this, and has been touted as a leader in this area.

It is ultra important here for a few reasons—one of which is that we are the only university in this province. For universities of this size, the other ones are boosted by the presence of other universities—issues in community can be discussed across university lines, student issues from local Indigenous students can be bounced off one another, and the presence is just better in terms of numbers. When you are the only university, it is different. Add to that, this province is still extremely colonial. We have a government that still holds up the Beothuk as the “true” Indigenous people, and implies ██████████

s. 40 (1)

██████████ that everyone else came later. ██████████ Memorial needs a VP Indigenous for the structural piece, for sure. But it also needs a VP Indigenous as a signaler—a signal to the people of the province that Indigenous people are here, ██████████ and that the university is truly committed to reconciliation and the associated Indigenization. It is also important because reconciliation does NOT fall under EDI!!! Too many people are

ignorant of this.

Reconciliation is about repairing historical relationships with Indigenous Peoples. The Strategic Framework for Indigenization is the codification of the university's commitment to that work. The VP Indigenous position is in that document, which was approved by all Indigenous groups prior to being sent to Senate, where it passed UNANIMOUSLY, to applause. Also should be noted that the creation of the VP Indigenous role was not the work of Vianne Timmons. The creation of the SFI happened prior to the arrival of Timmons. But it went to Senate just after she arrived—it may have been her second or third senate meeting? Anyway, it had nothing to do with her, although she was the president on record when it passed Senate.

I'll end with a couple last thoughts. In the statement about the review of the executive structure, the president said that "most important," Memorial needs to align the leadership structure with current and longer term strategic priorities. This means the VPI needs to remain the VPI. Truth, Reconciliation, Indigenization—these are strategic priorities that the university has committed to, quite publicly. If you undo this, it will be a big break of trust with Indigenous communities, and that includes Indigenous students, staff, and faculty.

And final thought—in the president's convocation speech of October 16, 2025, she said:

"Second: Do the Right Thing

Peter Parker reminded us that: "With great power comes great responsibility." But he also noted that: "It's the choices that make us who we are, and we can always choose to do what's right."

Doing the right thing isn't always easy. Sometimes it means standing alone. Sometimes it means being uncomfortable or giving something up. But whether it's speaking up, owning a mistake, or showing kindness when no one's watching—do the right thing anyway. It's always worth it."

Please do the right thing and retain the VPI. Imagine an Indigenous graduand sitting in the audience listening to that speech—how hopeful that might make them feel about the future of the university. If the VPI is change or removed, that will be a big blow to relations with Indigenous Peoples, including Indigenous students. I would expect it could be demoralizing.

Thank you for your time.

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** [President, The](#)  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Monday, November 17, 2025 9:16:42 AM

---

**Comments:** The irony of holding an open forum at the Marine Institute is that the leadership group continue to quell any negativity from its staff from reaching the St. John's campus. They continue to want to present an image that employee morale is not at an all-time low. [REDACTED]

s. 40 (1) [REDACTED]

**From:** [noreply@mun.ca](mailto:noreply@mun.ca)  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025  
**Date:** Tuesday, November 25, 2025 8:27:22 PM

---

**Comments:** I'm worried the president might think, when employees talk about "admin bloat" we mean excessive salary. That's not it.

If you want to understand how the executive structure works here from an employee's perspective, it's like this: those [REDACTED] who actually do the work that needs doing has to pass it up to a boss who has a boss who has a boss who has a boss who has a boss and then who has a VP or President Morisson. The telephone game waters down the quality of the work and thought put into it.

s. 40 (1)

Likewise, and this I see and hear happening, the message President Morisson tells our VP who tells our director, who tells their next in charge, who tells their next in charge [REDACTED].. it's not at all what the president asked for. It's changed by someone in the reporting line who resists President Morisson, or doesn't hear her or understand her. And so the work tht comes back up to her, is not what she asked for or wants.

When employees complain about "Admin bloat," they don't mean wasted salary, they mean the work we do gets changed by Boss A, then Boss B, then Boss C, Boss D, Boss E ... With each of these bosses successively having less and less background or expertise in the area that they somehow oversee. And with each of these bosses getting further and further from the initial thoughts behind the work.

So please, look at that VPs and directors oversee and make sure each unit is reporting up to the right person. In some cases, we are not, and we can guarantee you this diminishes the quality of the work we do. We do great work only to have it pulled apart by someone with no experience in this field. We hear you, President Morisson. But the work we try and send up to you is butchered by the hands we place it in before it's shown to you.