

MUN (UK) ('company')**Company number: 6132072**

Minutes of the Meeting of the Board of Directors of the Company held on 15 April 2019, Harlow Campus via Video Conference.

PRESENT

Dr Gary Kachanoski (Chair)
Mr Jim Andrews
Ms Margaret Egan
Dr Noreen Golfman
Dr William Lawton

IN ATTENDANCE

Mr Simon Hatchett
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Kachanoski welcomed everyone to the meeting. Apologies were received from Ms Julie Houston and Mr Derek Linfield

2. MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on 23 January 2019 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

3.1

s. 29 (1)(a)

3.2 Item 7.1. Ms Wright had contacted Grenfell Campus about the possibility of hosting a semester at Harlow for the new MFA program and was told that Harlow could be used for potential future tie-ins, but nothing would be planned for next year.

4. CHAIR'S REPORT

4.1 Dr Kachanoski reported that the Provincial budget was expected on 16 April 2019. Indications from Government were that there would be no surprises. There were expectations of a call for elections after the budget announcement, with elections before the end of June 2019. At this stage it was uncertain if the budget that gets passed would be the real budget or an election budget with a mini-budget in the fall.

4.2 The Johnson Geo Centre and surrounding 35 acres of land, which was contiguous to the Signal Hill Campus, had been donated to MUN. The Holyrood Marine Base had been approved for government funding of \$9million and the Board of Regents had approved to proceed with the ocean technology building on site.

5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

- 5.1 Dr Lawton had been liaising with various faculty who were interested in teaching at Harlow, including those who wished to teach at Harlow in 2020. Interest for this time frame was extremely high and a more formal system to prioritise proposals should be considered if it became oversubscribed, a possible item for discussion at the summer 2019 retreat.

Discussions with Grenfell were on-going with Laura Robinson, Dean of Arts and Social Science, as to the possibility of a new interdisciplinary course. This would be a full semester in the fall, with four existing courses and one new anchor course unique to Harlow, possibly in the area of community engagement. Delivered by 2-3 faculty/staff with student numbers approximately 12 to start, the date for this course could be as early as fall 2020. It was also suggested that a separate ESL cohort of international students could also attend during this timeframe, to partly overlap with the new interdisciplinary course. The next step would be to send a proposal for the new program to the VP Grenfell.

s. 35 (1)(f) Dr Lawton was waiting for a phone meeting with Dean of Medicine and had met with [REDACTED] at Harlow, but most activities to date had been on the Newfoundland side.

5.1.1 Dr Golfman would provide Dr Lawton with details on expected timelines with regards to the proposed new course at Grenfell.

6. FINANCE MANAGERS REPORT

- 6.1 Mr Hatchett provided directors with the financial reports for the 12 months to March 2019, which would form the basis of the audited accounts 2018-19. The audit was due to start during mid-May, with view to completion by the Board of Regents meeting in early July. MUN accommodation revenue was £109,000, which was £12,000 adverse to budget due to 16 fewer students than expected. Operating expenses were £510,000, £3,000 favourable to budget. Harlow would be reporting a £9,000 deficit for the year 2018-19. The cash balance at the end of year, 31 March 2019, was £24,000 which included pre-paid accommodation revenue of £9,000 and unpaid creditors. Initial allocation of £144,000 had been received from MUN in April 2019.

6.1.1 It was agreed for the audited accounts 2018-19 to be approved by MUN UK board via email once completed.

7. GENERAL MANAGER REPORT

- 7.1 Occupancy Report 2019-20. The occupancy total for 2019-20 currently stood at approximately 39%, there would be a small drop in numbers due to the Business program leaving earlier than planned and fewer VA and music students. The total number of students now stood at 81 [REDACTED]

s. 29 (1)(a)

4 new programs had applied for Harlow spring/summer 2020. They would all need to go through their own faculty approval process which was normally around June, but working with faculty Harlow would be able to accommodate them all if approved. Art & Revolution, now named Grenfell English @ Harlow 2020 had confirmed dates 20 April – 7 June 2020. Biology had confirmed [REDACTED]

s. 29 (1)(a)

s. 29 (1)(a) [redacted] Computer Science had also confirmed their course for 16 July – 28 August 2020.

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

7.2 Harlow 50th Anniversary. Ms Wright provided directors with an update of activities relating to Harlow's 50th Anniversary, an updated version of the report attached, appendix A.
7.2.1 Dr Golfman would reach out to Dean's to encourage them to travel to Harlow for the reunion, providing them with the opportunity to learn more about Harlow and the opportunities it could provide.

8. HEALTH & SAFETY / STUDENT WELFARE

8.1 All health & safety and fire safety yearly checks had been completed with no issues arising. Communications Management, who provide support for crisis communications for Memorial University in Harlow as part of the emergency communication plan during the winter semester, had been approved to extend this arrangement for the until 30 July 2019.

8.2 Ms Wright provided directors with a Service Level Agreement (SLA) between Youth Concern Trust and MUN, which had been drawn up following concerns that students were not able to get immediate support for counselling services through local free services, as wait times were over 2 months. Donna Hardy-Cox, Associate VP (Academic) had been provided with the agreement. The agreement would be on an ad-hoc basis, payment only required if the service was used. [redacted]

s. 29 (1)(a)

[redacted]

9. OTHER BUSINESS/DATE OF NEXT MEETING

9.1 A possible date for the MUN UK retreat would be 22 August 2019, to be confirmed.

9.2 There being no further business Dr Kachanoski declared the meeting closed.

CHAIRMAN

Appendix A

Harlow Campus 50th Anniversary update

16th April 2019

1. Harlow 50 Anniversary coordinator

Deborah Moynes-Keshen was appointed, on a contractual part-time basis, to the position of events co-ordinator for the Harlow Campus 50th anniversary celebrations on 15 February 2019. Since taking on the position, Ms Keshen's last day in the role would be Friday 12 April, her replacement, to be formally announced, Marilyn Butland. Harlow Campus had 23 paid, with 6 provisional bookings for the reunion celebrations.

2. Reunion events 2019

The following timings and dates were planned for the Harlow reunion celebrations in August 2019:

Friday 23 August

10.00am -12.30pm **Walking tour to Newfoundland Garden in Town Park, including a sculpture tour within Harlow**

1.00pm – 4.00pm

BBQ at Harlow Campus

- Guests to include all alumni, past & present staff and friends/stakeholders of Harlow Campus
 - Event to include a presentation from Harlow Campus to Harlow Council, a piece of commissioned artwork by a Newfoundland artist
 - Presentation – 'Harlow and planned developments within Harlow Town and its future plans'
 - Presentation – 'Harlow the next 50 years'
 - Comic/Stand-up set by Chris Dunn (son of the late Dr Chris Dunn, Political Science, Harlow alumni)

Saturday 24 August

2.30pm – 7.00pm

'Come From Away' Phoenix Theatre, London & dinner at The Phoenix Artists club

Sunday 25 August

12.00pm till late

'Linkfest' Open air free music event - Harlow Town Park

Corner Brook celebrations in Corner Brook will take place September 14, 2019.

St. John's celebrations will take place 25-26 October 2019.

3. Marketing 50th Anniversary

Marketing and Communications were working on the concept for all advertising pieces which include a flyer for the UK, web banners and social media.

Registration for the Harlow events are due to open mid-April, registration for the Corner Brook and St John's event open late May- early June.

Flyers had been produced and T-Shirts will be printed to be handed out at events within Harlow leading up to the celebrations. Flyers were provided to the British Association for Canadian Studies to hand out at their annual conference in London, 11-13 April 2019.

Media & Stakeholders s. 40 (1)

Marketing and Communications, MUN, have produced a strategy document for a paid advertising campaign to be rolled out from 8 April 2019. A UK media campaign had been proposed by Communications Management and subsequently agreed on 3 April, which will roll out from mid-late April; a meeting with [REDACTED] Dr Lawton and Ms Wright was planned for Wednesday 17 April to discuss the details which would include capturing human interest stories from alumni and student, the story of the foundation of Harlow Campus and the local schools/business who had hosted MUN students and the value of such placements.

Harlow Webpages

The landing page for the Harlow 50th events would be placed on Harlow Campus' current website; the content of the website would also be updated. Zach Wheeler, Internationalisation office, with the help of a student hired to complete the task, would upload the new content overseen by Sandra Wright. Some webpages and content had been lost overtime, Marcomm had agreed to make this a priority to ensure Harlow's website content was reloaded.

4. Outreach / Stakeholders

[REDACTED]

s. 35 (1)(f)

Ms Mica McCurdy, Internationalization office, MUN and others [REDACTED] were tentatively booked for a conference in Oxford, September 17-19 and were interested in events happening in Harlow and the surrounding area within the business community before or after the conference.

s. 29 (1)(a)

[REDACTED]

s. 29 (1)(a)

Harlow Business Award

MUN (UK) LTD were sponsoring Harlow & District Chamber of Commerce Harlow 2019 Business Awards. The awards were open to any business or organisation operating in the Harlow and District area. The award being sponsored was:

Contribution to Education

This award recognizes a business or individual member of the business community, for their outstanding contribution to education, either by working with a formal educational institution in the Harlow area or by implementing innovative solutions through, for example, internships, in-house training, distance learning or increasing community skills.

Presentations from Finalists will take place at the Enterprise Hub in Harlow on Wednesday 28th & Thursday 29th August 2019, the panel would listen to each presentation and arrive at a conclusion about the winner, one person from MUN (UK) could sit on the panel each day. The Business Awards presentation dinner, would be held on Thursday 3rd October 2019.

Harlow Showcase

The Harlow Showcase would take place in the Town Centre on 27th June 2019.

It would present the best of what Harlow has to offer. Everything from the great work that Harlow businesses do, to live entertainment and a celebration of Harlow's multicultural community. There would be 60+ Pitches in the Market Square and East Gate, packed with interactive exhibitions, for all to get involved with.

Harlow Campus would have a stand at the showcase where staff would promote the campus, hand out leaflets about the 50th Anniversary celebrations but also hand out t-shirt printed with the 50th Anniversary logo.

Harlow Ambassadors group

The Harlow Ambassadors group was a scheme that brought together businesses, organisations and individuals across Harlow and the surrounding area in a powerful network to help change perceptions. Harlow Ambassadors would be proactive advocates for the town and area locally, nationally and internationally and be part of a movement driving forward the prosperity of the town. Ambassadors would meet bi-monthly to hear about what's happening in the Harlow area from the people making it happen.

Ms Wright would be presenting at the breakfast meeting on Thursday 5 December, to give an overview of the campus, its place within the community and the 50th Anniversary celebrations.

MUN (UK) ('company')**Company number: 6132072**

Minutes of the Meeting of the Board of Directors of the Company held on 22 August 2019, Harlow Campus via Video Conference.

PRESENT **Dr Noreen Golfman**
 Dr William Lawton
 Mr Derek Linfield

IN ATTENDANCE **Mr Simon Hatchett**
 Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Golfman welcomed everyone to the meeting. Apologies were received from Dr Kachanoski, Mr Jim Andrews, Ms Margaret Egan and Ms Julie Houston.

2. MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on 15 April 2019 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

3.1 There were no matters arising.

4. CHAIR'S REPORT

4.1 Dr Golfman reported that the Presidential search was still ongoing and that the committee was hoping to make a recommendation by November 2019.

Post-Secondary Education review by Government was underway, the final report was expected to be delivered in the fall 2020, and our input to date has stressed the vitality of Harlow to the Memorial Brand.

MUN's base budget had been faced with severe budget cuts over the last 9 years, strategic savings have been made.

In 3 years, MUN had risen 45 points in the World University Rankings.

5. FINANCIAL RESULTS, 4 MONTHS, JULY 2019

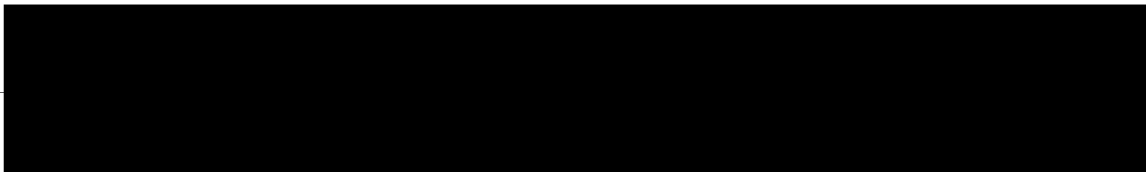
5.1 Mr Hatchett provided directors with the financial report, 4 months to July 2019, and the full year forecast. MUN accommodation revenue was £67,000, 5 fewer students than expected, but the shortfall was made up by other accommodation revenue. Harlow was expecting a total of 81 students for the year, which was an improvement on last year's numbers, with a view to slightly exceed budget.

Operating expenditure was overspent by £1,500, mostly utilities; savings of £2,000 in salaries was due to a 2% cost of living increase not being applied until the full budget payment from MUN had been received, which was due within the week.

6. OCCUPANCY REPORTS 2019/20; 2020/21

- 6.1 The occupancy total for 2019-20 currently stood at approximately 42%, with the total number of MUN students at 80. Added to this were the Visual Arts Alumni (11) and Harlow reunion (41), the total head count for the fiscal year was projected at 132.

s. 29 (1)(a)



7. HEALTH & SAFETY / STUDENT WELFARE

- 7.1 All health & safety and fire safety yearly checks had been completed with no issues arising.

8. OTHER BUSINESS/DATE OF NEXT MEETING

- 8.1 A possible date for the next meeting would be Tuesday 17 December 2019, to be confirmed.
- 8.2 There being no further business Dr Golfman declared the meeting closed.

CHAIRMAN

MUN (UK) ('company')

Company number: 6132072

Minutes of the Meeting of the Board of Directors of the Company held on 17 December 2019, Harlow Campus via Video Conference.

PRESENT

Dr Gary Kachanoski (chair)
Ms Margaret Egan
Ms Julie Houston
Dr Noreen Golfman
Dr William Lawton
Mr Derek Linfield

IN ATTENDANCE

Mr Simon Hatchett
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Kachanoski welcomed everyone to the meeting. Apologies were received from Mr Jim Andrews.

2. MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on 22 August 2019 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

3.1 There were no matters arising.

4. CHAIR'S REPORT

4.1  s. 40 (1)

4.2 Fall and winter enrolments were up overall, with undergraduate enrolments up by 1% and Graduate enrolments up by a minimum of 5%. Government had not given any budget proposals guidance, but this was expected in January; so far, no further budget reductions had been announced.

4.3 Post-Secondary Education review by Government had started with the main visits to St John's expected in January/February; the final report was expected to be delivered in the fall 2020.

4.4 The Board of Regents had announced the new president and vice-chancellor of MUN, Dr Vianne Timmons. Dr Kachanoski had agreed to continue in his role until the end of March 2020, at which point Dr Timmons would take office.

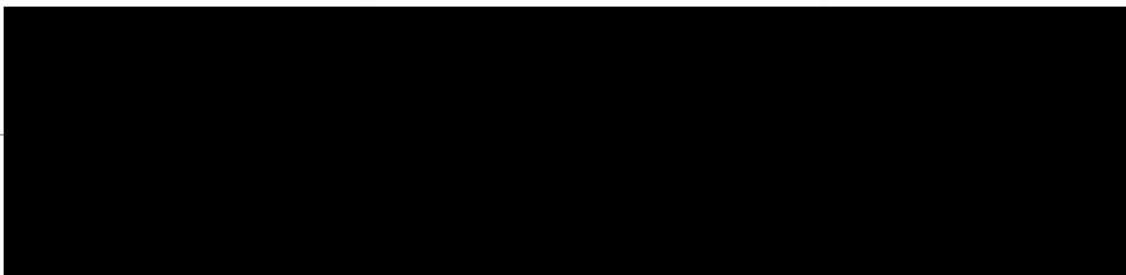
5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

5.1 Dr Lawton provided directors an update on activities over the past 5 months and said that some successes were gained in raising Harlow's profile.

'Heart for Harlow' Business & Community Awards Dinner, October 2019 – MUN (UK) Ltd attended and sponsored a new award 'Contribution to Education', which was presented to Stansted Airport College; MUN (UK) Ltd also were winners of the 'Community Award 2019'.

Dr Lawton provided a presentation at a Harlow & District Chamber of Commerce meeting, and Dr Lawton and Ms Wright gave presentations at the Harlow Ambassadors group, which was well attended with local stakeholders including local council and businesses. The final event of the 50th Anniversary was to be held on 17 December at the RAF Club, London.

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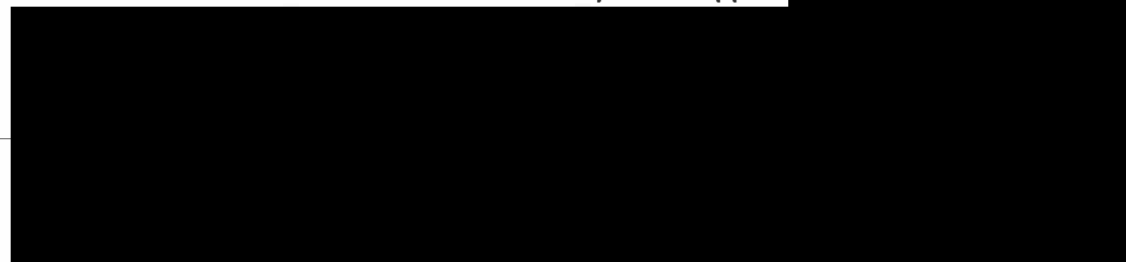


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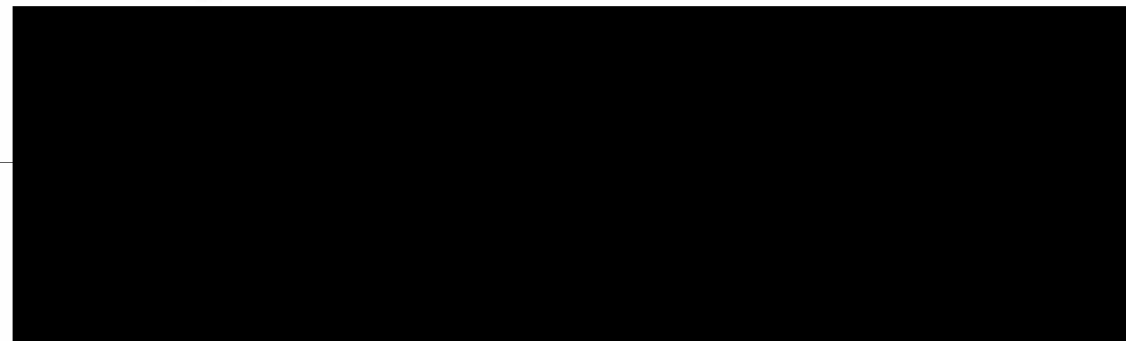


During his visit to Harlow Campus in September, Minister Mitchelmore spoke of provincial funds that were available for business development support

s. 29 (1)(a)



s. 29 (1)(a)



Dr Lawton and Ms Wright had been providing logistical support to new Harlow courses in Biochemistry and Computer Science, [REDACTED]

s. 29 (1)(a)

The Harlow profile had been growing in the local area, links between MUN and PHE were promising. Directors agreed for Dr Lawton to continue in his role to further provide support to MUN faculty and to continue to raise the profile of Harlow Campus, and links between the local business/education sector and MUN.

6. FINANCIAL RESULTS, 8 MONTHS, NOVEMBER 2019

s. 40 (1)

6.1 Mr Hatchett provided directors with the financial report, 8 months to November 2019, and the full year forecast. In the 8 months, 42 students attended, 3 less than budget. MUN accommodation revenue was £90,000, £10,000 favourable compared to budget due to extra accommodation revenue, principally, 50th anniversary alumni, [REDACTED] students and 1 local teacher.

Operating expenditure was overspent by £1,000; £11,000 savings in System Administrator vacancy, £5,000 overspend on utilities, repairs/maintenance and £5,000 overspend on security due to increased covered required and increase in national minimum wage.

The full-year forecast expected revenue to be £8,000 adverse to budget due to 13 fewer students compared to budget which were, 2 fewer Business students, 8 fewer Theatre students and no Education or Pharmacy students. Savings in overheads of £8,000 should be made, the expected deficit at the year-end would be approximately £1,000.

Next year's budget would see some increases in certain areas due to rising costs, for example security and utilities, a draft budget would be provided at the next board meeting, expected mid-March 2020.

7. OCCUPANCY REPORTS 2020/21

7.1 The occupancy total for 2020-21 currently stood at approximately 38%. Total occupancy for 2019-20 was 30% the total number of students were 74, including the alumni groups (VA and 50th) leaving the total occupancy at 126.

s. 29 (1)(a)

Even though room occupancy was showing 38% in 2020/21, similar to 2019/20, the total number of students (not including alumni) had more than doubled, with occupancy having increased by 20%.

8. HEALTH & SAFETY / STUDENT WELFARE

8.1 All health & safety and fire safety yearly checks had been completed with no issues arising.

8.2 A technical fire safety officer visited and inspected campus on 10 December 2019, a satisfactory standard of fire safety had been received. This was not a comprehensive

audit, but had looked into a variety of aspects from which conclusions were drawn. Fire officers carried out these inspections to all student residences in the country following to a fire that broke out in November at a student hall of residence in Bolton, Greater Manchester. Now that the campus was on their radar, it could expect further period inspections.

8.3 There had been no changes to the risk register and no incidences on campus so no update was given this time.

s. 40 (1)

9. OTHER BUSINESS/DATE OF NEXT MEETING

9.1 The Board acknowledged [REDACTED] service to MUN UK LTD and Dr Kachanoski, on behalf of the board and the University, extended his sincere thanks for his service, thoughts and commitments over the past 12 years.

s. 40 (1)

[REDACTED] had retired as Chairman from the Scholarship Trust and Mrs Jayne Platt had taken on the role of Chair of the Scholarship Trust.

9.1.1 Mr Hatchett would provide the president's office details of service for [REDACTED] and [REDACTED] so a letter of acknowledgment could be sent; [REDACTED]

s. 40 (1)

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

9.2 Mr Garrett Doyle had been asked if he would consider becoming a director of MUN (UK) LTD, which he agreed to. This was moved by Dr Golfman and seconded by Mr Linfield. It was resolved and unanimously approved to invite Mr Garrett Doyle to become a director of MUN UK LTD. (This resolution would be taken to the next Board of Regents meeting to be formally approved).

9.3

[REDACTED]

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

9.3.1

[REDACTED]

9.3 The date of the next meeting would set at a later date.

9.4 There being no further business Dr Kachanoski declared the meeting closed.

CHAIRMAN

MUN (UK) ('company')

Company number: 6132072

Minutes of the Meeting of the Board of Directors of the Company held on 21 April 2020, 2.30pm UK, 11.00am NL, via zoom.

PRESENT **Dr Vianne Timmons (chair)**
Mr Jim Andrews
Ms Margaret Egan
Dr Noreen Golfman
Ms Julie Houston
Dr William Lawton

IN ATTENDANCE **Mr Simon Hatchett**
Dr Sonja Knutson
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Timmons welcomed everyone to the meeting. At this point Dr Timmons, President and Vice-Chancellor of MUN, in her capacity as the Member of MUN (UK) Ltd, by virtue of her position, became chair of the MUN (UK) Ltd board.

2. MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on 17 December 2020 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

3.1 There were no matters arising.

4. CHAIR'S REPORT

4.1 Dr Timmons begun her term as president and vice chancellor, MUN on 1 April 2020 and had spent her time understanding the various MUN campuses and community. Dr Timmons congratulated Harlow on its 50th anniversary and was impressed with Harlow Campus' strategic plan and how it was enacted and also how nimble MUN and Harlow Campus had been through the ongoing pandemic crisis.

Vice-Presidents would be launching a strategic planning process throughout MUN, which would include Harlow Campus at high level, possibly to start in the fall 2020 or winter 2021.

The search for MUN's provost would commence on 30 April 2020 when Dr Golfman would step down from the role. [REDACTED]

[REDACTED]

[Redacted]

s. 29 (1)(a)

The Harlow Campus strategy plan was endorsed at the Board of Regents meeting, 12 March 2020, in which it was applauded and praised. Dr Golfman mentioned that a new board member, Andrew Woodland, [Redacted]

s. 40 (1)

An excerpt from the minutes were as follows:

C. Update on the Strategy for Harlow

The Board received for information an update on the Strategy for Harlow. At its meeting on September 17, 2018, the Board of MUN (UK) Ltd. endorsed a strategic plan for Harlow Campus titled "Harlow – the Next 50 Years". Implementation of the recommendations had been adopted shortly after approval (a copy of which was provided in the background documentation in the Executive Summary). The success of these actions had re-energized Harlow Campus by increasing the campus profile and academic credibility.

The following appendices providing further details on the progress were contained in the background documentation:

- Appendix A: Harlow – the Next 50 Years
- Appendix B: Proposal for a new UK-based Academic Director
- Appendix C: Academic Director Summary of Activities
- Appendix D: Developing Courses at MUN (UK) Harlow Campus
- Appendix E: Harlow Campus 50th Anniversary Update

5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

5.1 Dr Lawton provided directors with an update on activities and background information for Dr Timmons and Mr Doyle.

Discussions with Grenfell Campus had led to an agreement in principle for an annual full semester program at Harlow [Redacted]

s. 29 (1)(a)

[Redacted]

[Large Redacted Block]

s. 29 (1)(a)

Faculty of Business had set up a committee to determine the way forward for their Harlow Course to look at ways to integrate business related volunteering in the community within their course. A stipulation for volunteering in the UK would require

a visa, which Canadian Nationals did not currently require if entering the UK for study for less than 6 months.

During a visit to Harlow Campus last year, Minister Mitchelmore spoke of a provincial development fund that was available for business development support.

[Redacted]

s. 29 (1)(a)

The idea of using Harlow as a base for residential international seminars had been discussed with MUN faculty.

Four new MUN courses had been scheduled at Harlow for 2020, three were cancelled due to COVID-19 and one for budgetary reasons.

Outreach in Harlow had been very successful in 2019 with the 50th Anniversary celebrations, including a stakeholder and alumni BBQ with local and international news coverage, a London MUN alumni social Christmas dinner, and presentations to many local business and community groups, raising the profile of Harlow Campus immensely. MUN UK LTD won a local community award in November 2019.

Dr Lawton would be closely monitoring the planning of universities in the UK with regards to admissions and course delivery, to ascertain if courses would be held in-class or remotely. Dr Golfman gave an update on the status of the fall semester 2020 at MUN. Registration would be expected to proceed as normal, with courses to possibly be held remotely following guidance from the province's public health officials. Mr Andrews stated that Bournemouth University were looking at a few scenarios for September 2020, planning on the assumption that at best it would be a mixed mode of teaching, with the ability to fully deliver virtually if required.

5.2 Dr Knutson updated the board on some items. Todd Hennessey, Grenfell Campus had contacted Dr Knutson wondering of the status of the Theatre winter 2021 program as it was a mandatory requirement for students on that program to go to Harlow, she said she would let him know that she had spoken to the MUN UK board so that they could provide him guidance.

Dr Knutson was the new Interim Director of ESL, MUN. MUN was one of the very few universities in Canada with registered organisation status, allowing MUN to obtain work visas for students. Ms Knutson noted that if work visas were required for any student travelling to Harlow, this could be done though the Internationalisation office.

[Redacted]

s. 29 (1)(a)

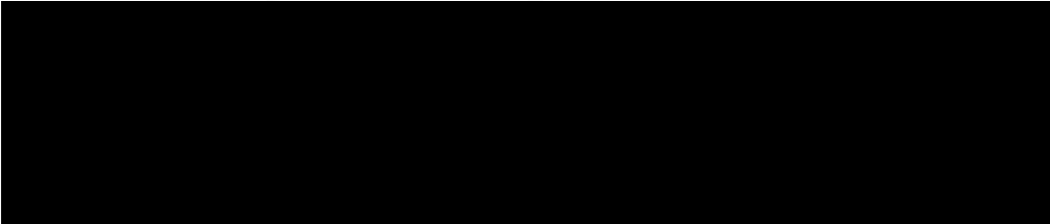
6. GENERAL MANAGER REPORT

6.1 Harlow Campus COVID-19 update. Ms Wright provided directors with an update on COVID-19, attached appendage A.

[Redacted]

s. 40 (1)

6.2 Occupancy reports 2020/21. 2020-21 total occupancy would be around 16%, it was decided not to plan for any courses/students during the fall 2020 semester, but hoped that all courses would resume from January 2021. If this was to be the case, then the expected total number of students in the winter 2021 would be 41. Ms Wright had been contacted by both professors from Grenfell programs, Theatre winter 2021 and Visual Arts spring 2021 about the viability and planning of their programs.



s. 29 (1)(a)

6.2.1 After discussions, it was agreed for Dr Knutson, Dr Lawton and Ms Wright to meet to discuss a plan of action on planning and notification for faculty that plan to take courses at Harlow in 2021.

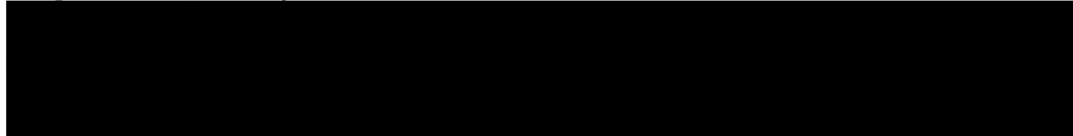
6.3 Most Harlow spring 2021 courses were cancelled due to the COVID-19 pandemic, but two courses were for other reasons. One was timing and the other cost.



s. 29 (1)(a)

It was asked if faculty were aware of the Harlow Incentive program which is \$1,500 per student per full semester, for the first 10 students and \$1,000 per student thereafter, pro-rated based on the length of the residency.

The funding package had two components: the first based on the number of students in the cohort and the second based on an in-kind component providing instructor accommodation on the Harlow Campus. For programs that involved residency of less than a full semester at Harlow, both components would be pro-rated based on the length of the residency.



s. 29 (1)(a)

6.4 Social Media. Ms Wright spoke with Mr Doyle of the possibility for setting up pages on social media for Harlow Campus and Mr Doyle had offered to provide training on how to create and administer them.

7. FINANCE MANAGER REPORT

7.1 Financial results, 12 months, March 2020. Mr Hatchett provided directors with the financial reports for the 12 months to March 2020, which would form the basis of the audited accounts 2019-20, the audit was due to start 11 May. The operating grant was £384,000, accommodation revenue was £133,000, which was £11,000 adverse to budget. Operating expenses were £533,000, £5,000 adverse to budget. Harlow would therefore be reporting a £16,000 deficit for the year 2019-20. The main reasons for this were due to 16 fewer students during the year, an overspend on gas/electricity (unknown price increases) and essential roof and boiler repairs, but the main contributor was 18 business students returning to NL a month early due to COVID-19 pandemic (resulting in refunds of £11,300). This deficit figure did not include any payments from the UK furlough scheme for which UK government would contribute 80% of staff salaries.

7.2 Draft budget 2020/21. At this time it would be difficult to plan accommodation revenue due to the uncertainty with the COVID-19 pandemic. Accordingly, Mr Hatchett provided directors with a draft budget showing optimistic and worse case scenarios, both only including essential costs.



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s. 35 (1)(b)

8.
8.1



s. 37 (1)(a)

9. HEALTH & SAFETY / STUDENT WELFARE

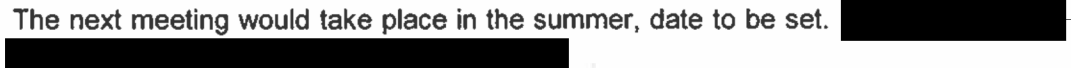
9.1 All health & safety and fire safety yearly checks had been completed with no issues arising.

Ms Wright would be meeting with incident commanders Mike Fowler and Mark Abrahams to provide them with an update on the response that was carried out in relation to the pandemic; Ms Wright would also be joining the Emergency Operations Centre (EOC) that held weekly meetings. The EOC is the centralised facility where emergency response and recovery activities were planned, coordinated and delegated.

There had been no changes to the risk register and no incidences on campus, apart from the pandemic, so no update to give this time.

10. OTHER BUSINESS/DATE OF NEXT MEETING

10.1 The next meeting would take place in the summer, date to be set.



s. 29 (1)(a)

10.2 There being no further business Dr Timmons declared the meeting closed.

CHAIRMAN

Appendage A

Harlow Campus Action Plan (COVID-19)

COVID-19 is a new illness that can affect your lungs and airways, it is caused by a virus called coronavirus.

The risk in the UK is now high.

COVID-19 was announced by the World Health Organisation as a pandemic on Thursday 12 March 2020.

Preamble

On Friday 13 March, due to the situation escalating rapidly the Dean of the Faculty of Business Administration, advised our Harlow Campus cohort that we were making plans to bring the group home as soon as possible.

On 12 March 2020, Memorial suspended all travel until further notice.

Memorial activated a Level 3 emergency, 


s. 29 (1)(a)

The following message was sent out via Newsline on 17 March 2020:

employees should consult with their managers immediately regarding their work arrangement.

- Managers will determine who is critical to their unit's operations; everyone else should, until further notice, go home.
- This will be implemented prior to the start of normal business hours on Wednesday, March 18.
- Employees who are not deemed critical are not expected to work from home at this time and should stay at home until advised otherwise. Employees who have been deemed critical and have made arrangements with their managers to work from home should do so. An update for next week will be provided when available.
- Employees deemed critical to their unit's operations or to support health and safety are expected to report to work as normal. In situations where employees must report to work, best practices regarding social distancing, hygiene, etc. must be followed.
- All employees must remain available for possible deployment if required.
- Employees must ensure managers have their contact information and must check their email daily for updates. Employees can access their email online through webmail.
- As this is an evolving situation, positions and individuals deemed critical can change.

- Program and service delivery have transitioned from normal operations to focus on maintaining critical services. The university's priorities are the health and safety of students, faculty and staff; maintaining the academic integrity of the semester; and critical university operations.
- As you can appreciate, the next couple of days are critical for the implementation of these plans. This is an unprecedented situation and is being monitored very closely. We're working through this together and your patience, support and cooperation at this time is appreciated. We will continue to communicate information on an on-going basis.
- Employee health, and the health of the general public, is paramount at this time and support is appreciated. Please take the advice of provincial health authorities and stay home where possible and practice social distancing.

Harlow had 18 business students and 1 business professor attend Harlow Campus in the winter 2020 semester, as of 18 March 2020 all students had managed to re-book flight and returned to their homes in Canada. The professor, George Cummins, returned back home [REDACTED] on Friday 3 April 2020.

s. 40 (1)

On 18 March the UK government announced that all schools will close from Friday 20 March 2020, until further notice.

On Monday 23 March 2020, the UK Prime Minister, Boris Johnson, announced that the UK would enter into lockdown, and stated:

'From this evening I must give the British people a very simple instruction - you must stay at home.

Because the critical thing we must do is stop the disease spreading between households.

That is why people will only be allowed to leave their home for the following very limited purposes:

- shopping for basic necessities, as infrequently as possible
- one form of exercise a day - for example a run, walk, or cycle - alone or with members of your household;
- any medical need, to provide care or to help a vulnerable person; and
- travelling to and from work, but only where this is absolutely necessary and cannot be done from home.'

Action

If any staff felt unwell, they had been told to follow current advice on the NHS website <https://www.nhs.uk/conditions/coronavirus-covid-19/>

All laundry suppliers have been cancelled, the contractors were due to collect all towels, bedding and kitchen wear from the campus on Thursday 26 March 2020. Due to laundry facilities being closed due to lockdown, it was agreed that the stock would remain on campus at no charge on from Tuesday 24 March 2020.

Staff were in the process of deep cleaning the campus, using anti-bacterial cleaning solutions with all staff using PPE, all staff were told to work from home from Tuesday 24 March 2020 and to only go in for critical functions only (Appendix A).

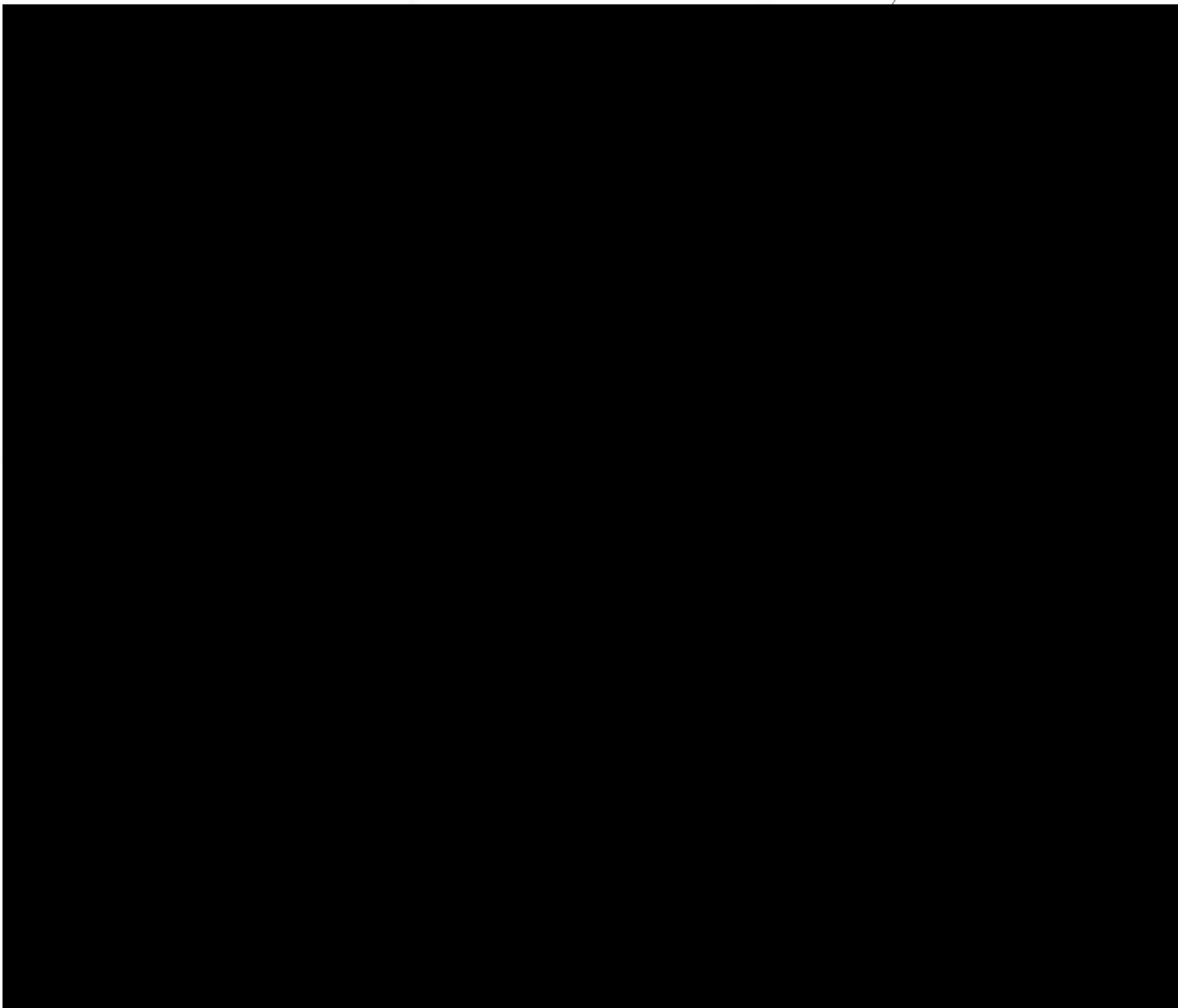
Waste collection would continue to be serviced until further notice, at a reduced service of once a week.

All staff would receive full payment as per their contract and will accrue holiday days that they will be asked to take at regular periods during the closure of campus. Full details of remaining holiday entitlement will follow once the campus has reopened.

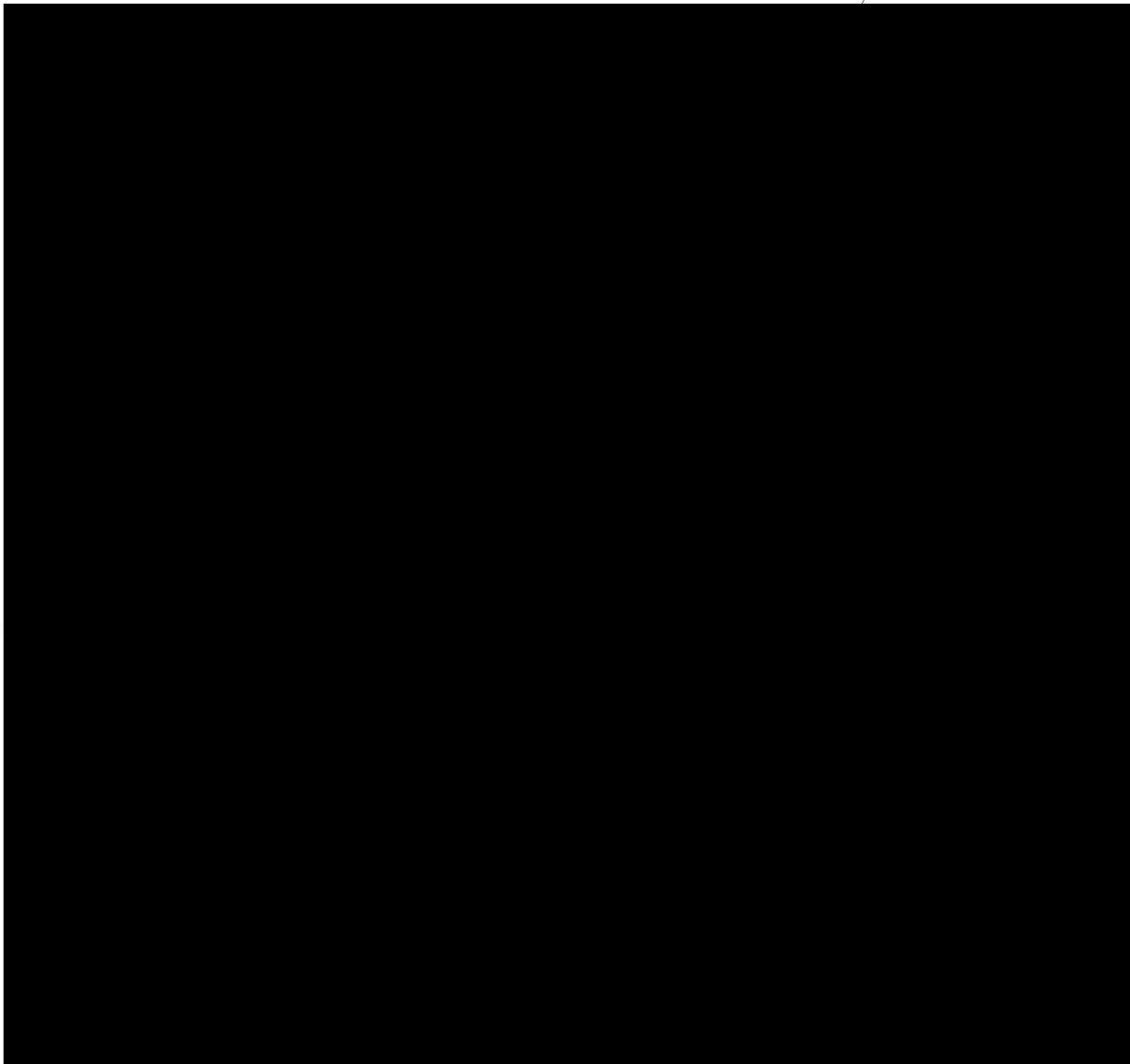
The on-call mobile member of staff would have the emergency phone, and if contacted, conduct as much as they possibly could remotely. In the case of an emergency they should contact the General Manager who would attend campus.

The emergency contact information for all staff had been updated. All staff would be told that all future contact will be by email, and regular updates will be provided to them. A message to all staff will be sent out on Friday 20 March 2020 (appendix C).

s. 35 (1)(c)



s. 35 (1)(c)



Weekly Zoom meetings were set up between the four members of staff that were carrying out the critical functions on site, General Manager, Systems Administrator, Admin Assistance/Receptionist and Housekeeping Team Leader, where they agreed upon a rota system every Monday to ensure that only one member of staff would be on site at any one time.

Appendix C

Email to staff re closure of Harlow Campus

20/03/20

Dear Staff,

During the current coronavirus outbreak, the health and safety of our staff remains paramount. We are closely monitoring and following advice and guidelines from the Government and World Health Organisation.

The Government has announced that they are asking anyone who shows certain symptoms to self-isolate for 14 days. This means they are asking people to stay at home and avoid all but essential contact with others for 14 days from the point of displaying symptoms, in order to slow the spread of infection. The symptoms are:

- A high temperature (37.8 degrees and above)
- A new, continuous cough

You do not need to call NHS 111 to go into self-isolation. If your symptoms worsen during home isolation, or are no better after a certain period (check NHS website for the amount of days as this is continuously being updated – www.nhs.uk/conditions/coronavirus) then contact NHS 111 online at 111.nhs.uk. If you have no internet access you should call NHS 111.

Harlow Campus will be closing its doors for all non-critical functions from Friday 3 April 2020, and to prepare for full closure from this date, a phased closure for all departments will happen over the next 2 weeks':

Administration staff

- Last day of work Friday 27 March 2020, unless for critical functions (see appendix A, then remote working where possible (appendix B attached).
- Finance Manager is already working remotely and will continue to do so.

Catering staff

- Deep clean of the kitchens and dining room. Last day of work Friday 27 March 2020.

Housekeeping staff

- Deep clean of the campus. Last day of work Tuesday 7 April 2020. (Business professor due to depart from campus Friday 3 April 2020).

Maintenance staff

- As the maintenance operative s. 40 (1) will be advised to not come to work, unless for critical functions, from Friday 20 March until further notice.

All staff will receive full payment as per their contract and will accrue holiday days that they will be asked to take at regular periods during the closure of campus. Full details of remaining holiday entitlement will follow once the campus has reopened.

During this time, we would ask all staff to stay at home as much as possible, if remote work is possible then please reply to emails and continue to do your daily tasks as much as possible.

How to avoid catching and spreading the coronavirus (social distancing)

Everyone should do what they can to stop the coronavirus spreading. It is particularly important for people who:

- Are 70 or over
- Have a long-term health condition
- Are pregnant
- Have a weakened immune system

We really appreciate your cooperation during this very difficult time, I wish you well and hope to see the campus back in operation as soon as possible and be with you all again soon.

I will be updating you regularly on the status of the campus, please ensure that you check your email regularly.

Please keep me updated on any changes in your health condition and please stay safe.

Best Regards,
Sandra

Sandra Wright
General Manager – Harlow Campus

Tel: 07950400381
Email: sandra.wright@mun.ca

MUN (UK) ('company')

Company number: 6132072

Minutes of the Meeting of the Board of Directors of the Company held on 6 July 2020, 2.30pm UK, 11.00am NL, via zoom.

PRESENT **Dr Vianne Timmons (chair)**
Mr Jim Andrews
Mr Garrett Doyle
Ms Margaret Egan
Dr Noreen Golfman
Ms Julie Houston
Dr William Lawton

IN ATTENDANCE **Mr Simon Hatchett**
Dr Sonja Knutson
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Timmons welcomed everyone to the meeting.

2. MINUTES OF PREVIOUS MEETING

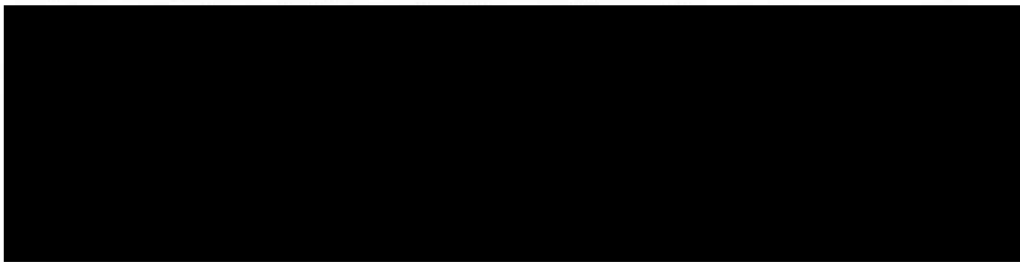
2.1 The minutes of the meeting held on 21 April 2020 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

3.1 Social Media. Harlow Campus, with the help of Gemma Christy, Head of Marketing, Virtual Forge, arranged by Mr Doyle, had set up profiles with LinkedIn, Twitter and Instagram. All platforms were gaining followers with a steady progress on raising Harlow Campus's profile.

3.2



s. 29 (1)(a)

4. CHAIR'S REPORT

4.1 Dr Timmons reported that MUN was planning to only have distance and remote learning in the fall semester 2020, with the hope to resume on-campus teaching from January 2021



s. 29 (1)(a)

Spring 2020 enrolments had increased by 18%, which was all online and remote learning. Faculty could return to their offices

and Graduate students could return to campus with prior permission and limited access. Dr Timmons would be visiting Grenfell Campus and the Labrador Institute from 13 July, and hoped to be able to visit Harlow Campus once restrictions were lifted.

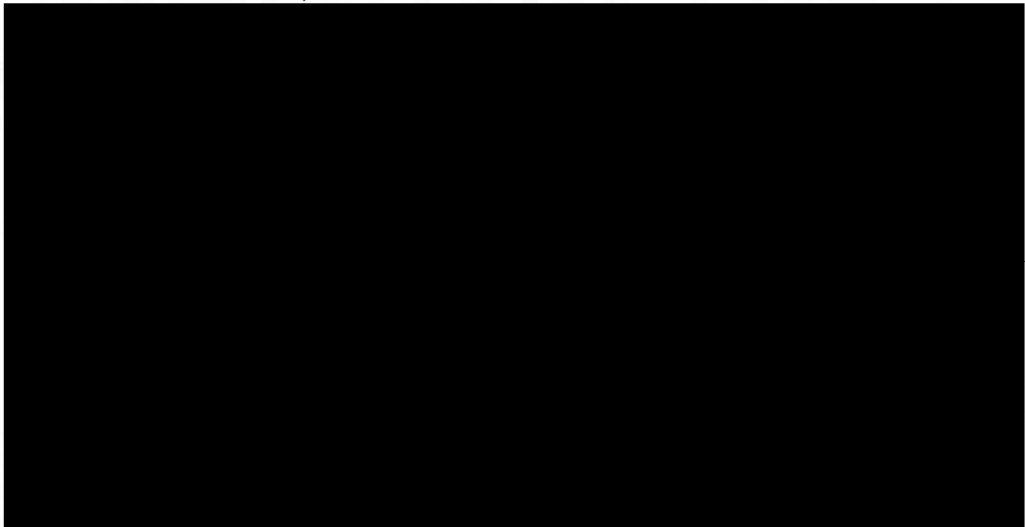
MUN had not yet received its budget from provincial government, [REDACTED] s. 29 (1)(a)

Dr Knutson provided an update on the International students. International student enrolments had increased for the spring semester 2020, but numbers were not known for the fall 2020 due to a number of factors that were required to be resolved. A recommendation from the travel from outside Canada committee had been put forward to no longer have a travel ban for international travel, but to allow for essential travel.

The senate and the Board of Regents had approved MUN's strategic planning process. Consultations would start in the fall 2020 with completion hopefully by March 2021, Harlow Campus would be engaged in the process. Dr Timmons would send directors a copy of the overview of the strategic planning process.

5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

5.1



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

5.2

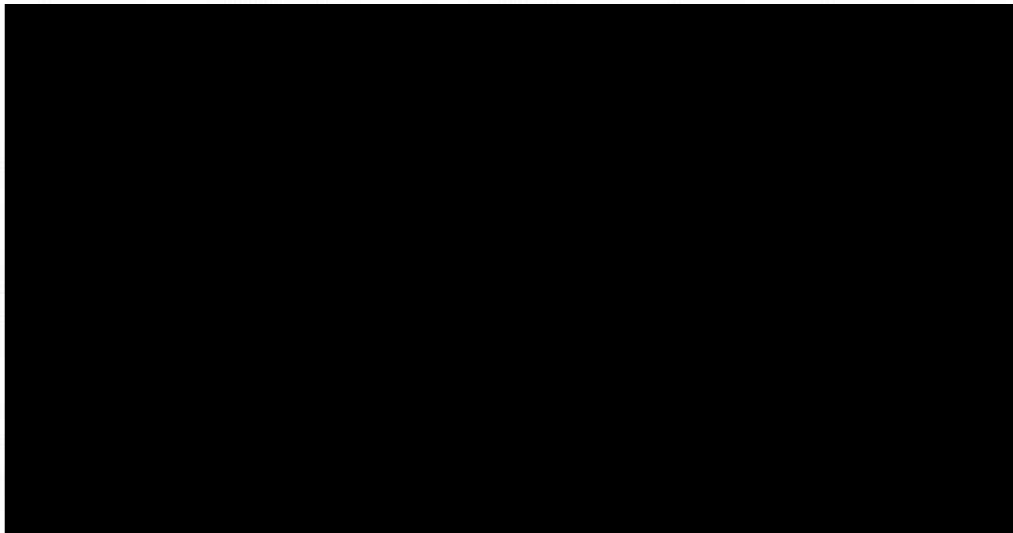
6. GENERAL MANAGER REPORT

6.1

Harlow Campus COVID-19 update. Ms Houston spoke on the economic impact to Harlow due to the pandemic. 11,600 jobs had been furloughed, unemployment rate for 18-21-year-old had hit 12.6% and around 4,000 self-employed were being supported by government; but an opportunity for Harlow was to capture large companies looking to move out of central London with the view to setting up their operations/businesses within the local area.

On Friday 19 June it was announced by the UK government that the COVID-19 alert level would move from Level 4 to Level 3. However, the virus was still in general circulation, and localised outbreaks were likely to occur. People must continue to wash their hands and keep 2m distance. The Prime Minister had also set out that where it was not possible to stay two metres apart, guidance would allow people to keep a social distance of 'one metre plus'. On Tuesday 23 June, the UK government set out further changes to lockdown measures in England to enable people to see more of their friends and family, help businesses get back on their feet and get people back in

their jobs. From Saturday 4th July, the Prime Minister had announced that pubs, restaurants and hairdressers would be able to reopen, provided they adhere to COVID secure guidelines. Two households would now be able to meet up in any setting with social distancing measures, and people could now enjoy staycations in England with the reopening of accommodation sites. Campus accommodations for Market Street, St John's House and Cabot House (as a single dwelling for groups from the same household) could now be re-opened. The Maltings would not re-open until a later date as social distancing was impossible as facilities were shared. From 10 July, you would not have to self-isolate if arriving and staying in England from a country or territory on the travel corridors list, Canada unfortunately was not on this list, but most European countries were.



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

- 6.2 Occupancy spring/summer 2021. Harlow Campus did not envisage any programs attending Harlow until April 2021. Most of the courses that were planned for spring/summer 2020/2021 would go ahead in 2021. It was likely that the Theatre course would not go ahead in the summer as planned but in the spring for 2-3 weeks only, supplemented with online classes in the winter 2021 semester. Computer Science had decided not to come to Harlow in 2021.

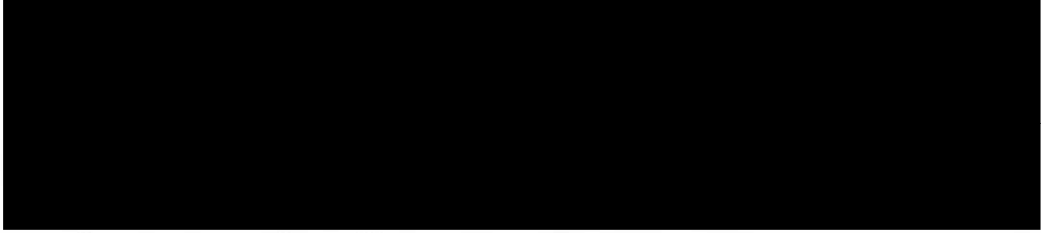
A panel discussion of faculty/unit coordinators involved with pre-departure planning for Harlow would be planned for September, led by the office of the Associate VP Academic students, with Dr Lawton and Ms Wright providing a presentation. The process would be repeated for all deans and heads of departments that currently do not have a course at Harlow, especially for those that their professors had expressed interest but had not gone through the process.

7. FINANCE MANAGER REPORT

- 7.1 Proposed budget & Financial results, 3 months, June 2020. Mr Hatchett provided directors with a proposed 2020/21 budget to the board for approval.



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



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

8. HEALTH & SAFETY / STUDENT WELFARE

8.1 All health & safety and fire safety yearly checks had been completed with no issues arising.

There had been no changes to the risk register and no incidences on campus, apart from the pandemic, so no update to give this time.

9. OTHER BUSINESS/DATE OF NEXT MEETING

9.1 Change of Registered Office Address. It was proposed by Mr Hatchett and seconded by Dr Lawton and unanimously resolved that:

- (a) The registered office of the Company be changed to c/o Ince GD Corporate Services Limited, Aldgate Tower, 2 Leman Street, London E1 8QN with effect from 3 August 2020; and
- (b) Form AD01 be filed with Companies House on behalf of the Company.

9.2



s. 35 (1)(d)

9.3 A date for the next meeting would be set for the fall (TBC), which would include the MUN retreat.

9.4 There being no further business Dr Timmons declared the meeting closed.



s. 40 (1)

CHAIRMAN

MUN (UK) ('company')**Company number: 6132072**

Minutes of the Meeting of the Board of Directors of the Company held on 11 December 2020, 1.30pm UK, 10.00am NL, via zoom.

PRESENT

Dr Vianne Timmons (chair)
Mr Jim Andrews
Mr Garrett Doyle
Ms Margaret Egan
Dr Noreen Golfman
Dr William Lawton

IN ATTENDANCE

Mr Simon Hatchett
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Timmons welcomed everyone to the meeting. Apologies were made for Ms Julie Houston. Ms Knutson was not able to fully join the meeting, but was able to hear the discussions held.

1.2 Directors agreed that the Hidden Memorial – Harlow Campus Tour that took place live on Thursday 10 December 2020 was a great marketing campaign for Harlow and well received.

1.2.1 Directors agreed for Ms Egan to write a thank you to the organisers on behalf of the MUN UK Board.

2. MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on 6 July April 2020 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

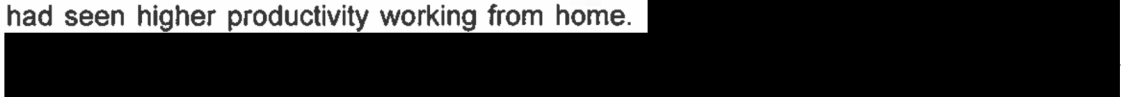
3.1 [REDACTED] s. 29 (1)(a) Ms Wright would contact Ms Tobin in the New Year to follow up.

4. CHAIR'S REPORT

4.1 Dr Timmons reported that MUN's strategic planning process was underway, over 50 strategic planning consultations had taken place, Harlow would be included in this process. MUN had received its budget in the fall 2020, which was down approximately \$300,000. Enrolments had increased, at its peak reached 19,600. [REDACTED] s. 29 (1)(a)

[REDACTED] Remote and online learning would continue for the winter 2021, with the hope to a return to campus from spring 2021, classes would be delayed until 11 January 2021. Staff would be brought back to campus from the third week of January. Pilot

projects on working from home would take place in some departments at MUN where they had seen higher productivity working from home.



s. 29 (1)(a)

5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

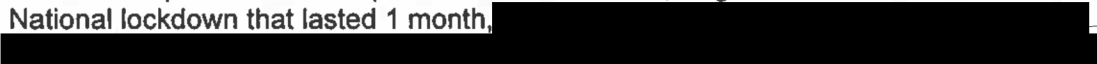
5.1 Dr Lawton echoed the comment made by Dr Timmons on the Hidden Memorial – Harlow Campus tour event and thanked Ms Wright and Darren Smith for all their work.



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

6. GENERAL MANAGER REPORT

6.1 Harlow Campus COVID-19 update. On 5 November, England entered a second National lockdown that lasted 1 month,



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

On 2 December, staff returned to campus,

Cleaning and maintenance programmes would continue and be reviewed when required or if there were lifts/changes in restrictions. Essex had been placed in Tier 2, high risk,



s. 29 (1)(a)

In November, 11 nurses stayed in Cabot House and Market Street for 2 weeks self-isolation. The local hospital (PAH) arranged for the nurses to fly over and stay on campus before they started work at PAH.

s. 40 (1)

Hidden Memorial. Harlow had taken part in an online virtual tour the previous day as part of the Memorial alumni series 'Hidden Memorial'. The event was well received, feedback had been mostly very positive. 225 people registered for the event, 131 joined on the day, with close to 500 views to date.

6.2 Occupancy spring/summer 2021. Ms Wright had spoken to all faculty who had courses planned for the winter, spring and summer 2021. Dependant on international travel restrictions, the outcome was as follows:



s. 29 (1)(a)

7. FINANCE MANAGER REPORT

7.1 Financial results, 8 months, November 2020. Mr Hatchett provided directors with the financial reports for the 8 months to November 2020. Accommodation revenue was favourable £3,000 due to isolating nursing staff. A claim of £7,000 in November and £6,000 for December had been made through the Government job retention scheme. Overheads were £5,000 favourable due to timing issues. Memorial had provided Harlow with £408,000 for its operating budget. Mr Hatchett had asked for £10,000 to be held back as it would be likely that these funds would not be required due to salary savings relating to the job retention scheme.

s. 29 (1)(a)

[REDACTED]

7.1.1 The Board gave kudos to Harlow Campus for its efforts in budgetary savings during challenging times.

7.2 Mr Hatchett presented the MUN (UK) Limited audited accounts for the year ending 31 March 2020.

[REDACTED]

s. 29 (1)(a)

7.2 It was proposed by Mr Andrews and seconded by Dr Golfman and unanimously resolved that directors accepted the MUN (UK) Limited audited accounts, with them being signed by Dr Lawton on behalf of the board.

8. HEALTH & SAFETY / STUDENT WELFARE

8.1 All health & safety and fire safety yearly checks had been completed with no issues arising.

There had been no changes to the risk register and no incidences on campus, apart from the pandemic, so no update to give this time.

9. OTHER BUSINESS/DATE OF NEXT MEETING

9.1 [REDACTED]

s. 29 (1)(a)

9.2 There being no further business Dr Timmons declared the meeting closed.

CHAIRMAN

MUN (UK) ('company')

Company number: 6132072

Minutes of the Meeting of the Board of Directors of the Company held on 30 March 2021, 2.30pm UK, 11.00am NL, via zoom.

PRESENT

Dr Vianne Timmons (chair)
Mr Jim Andrews
Mr Garrett Doyle
Ms Margaret Egan
Dr Noreen Golfman
Dr William Lawton

IN ATTENDANCE

Mr Simon Hatchett
Dr Sonja Knutson
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Timmons welcomed everyone to the meeting.

2. MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on 11 December 2020 were circulated.

2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

3.1

[REDACTED]

s. 29 (1)(a)

4. CHAIR'S REPORT

4.1 Dr Timmons reported that a draft copy of MUN's strategic plan would follow in the coming week, to go before the Board of Regents in May 2021 for approval. Dr Jeff Keshen, vice-president (Grenfell Campus) would be leaving in June 2021 to take on the role of president and vice-chancellor, University of Regina. Dr Ian Sutherland, current dean of Music, MUN, would become vice-president (Grenfell Campus) pro tempore, effective 15 June 2021 for a two-year period. The Board of Regents approved Dr Florentine Strzelczyk as the next provost and vice-president (academic) and pro vice-chancellor from August 2021. The Newfoundland and Labrador general election concluded with a majority Liberal NL government.

[REDACTED]

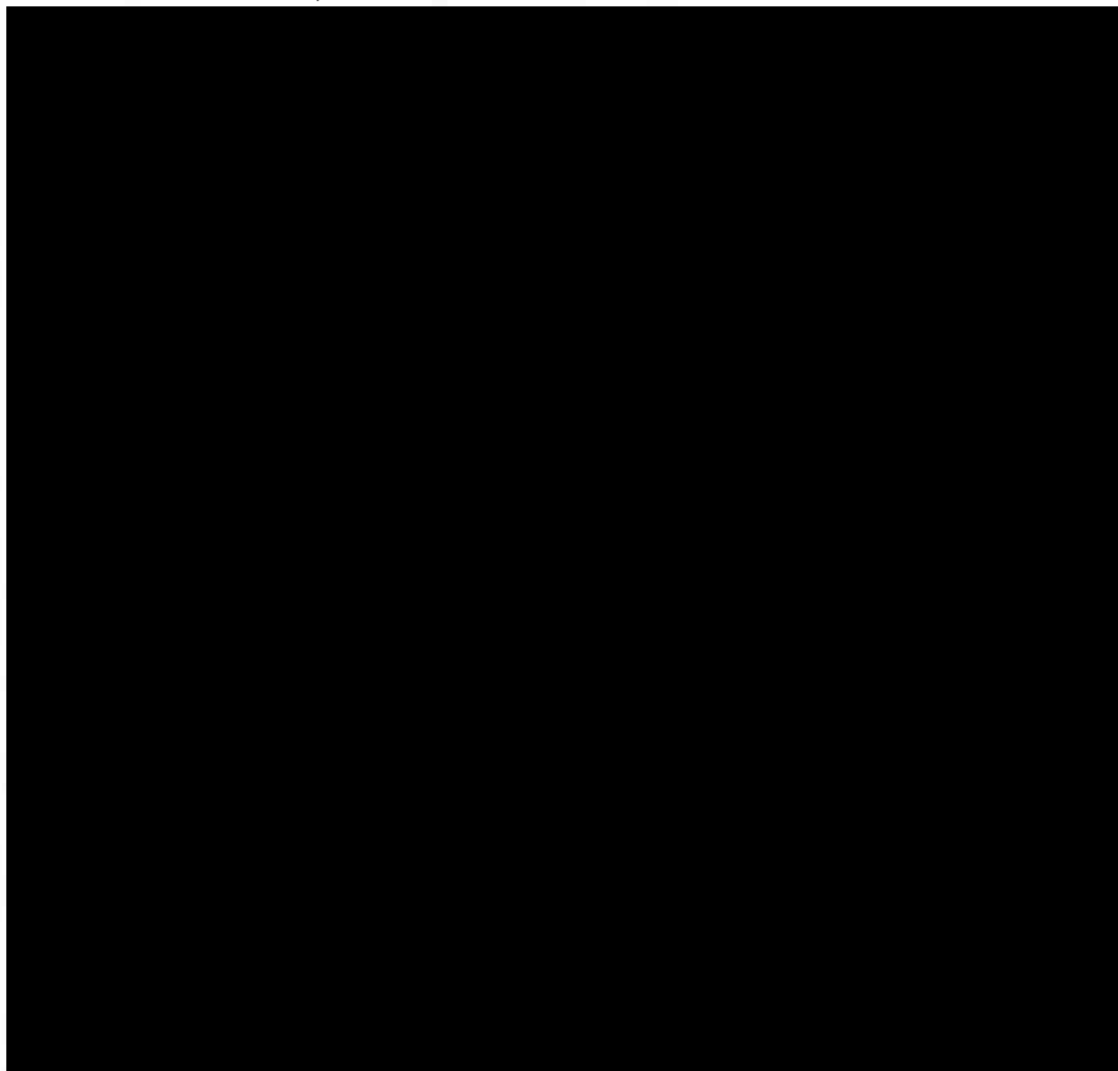
s. 29 (1)(a)

For the winter semester, graduate enrolment had increased by 18% and international undergraduate enrolment increased by 43%.

A 3-minute highlight video of all that Dr Timmons had accomplished in her first year as president of Memorial would be online from 1 April 2021.

5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

5.1



s. 29 (1)(a)

5.2.1 Following discussions, it was agreed by all directors to continue with the proposal.

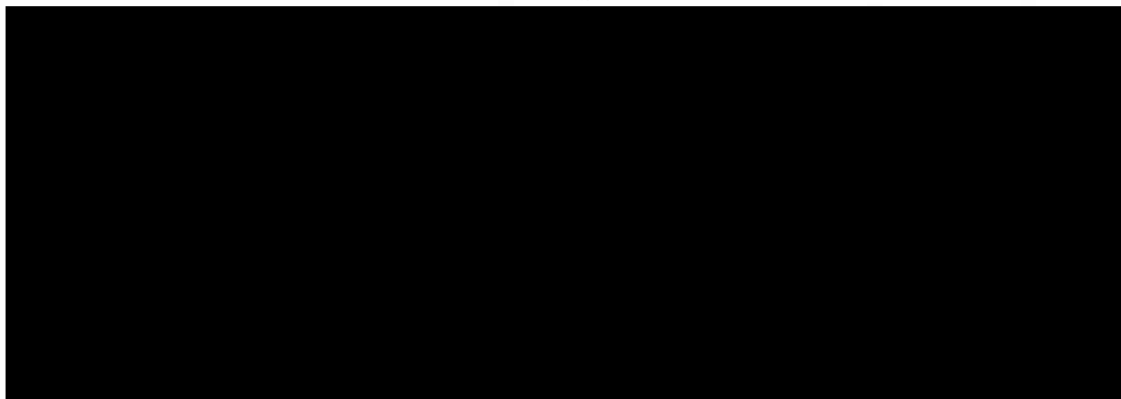
6. FINANCE MANAGER REPORT

6.1

Mr Hatchett provided directors with the financial reports for the 11 months to February 2021 which included the full year forecast to March 2021. Accommodation revenue would be £6,000, favourable by £4,000 which would offset a slight overspend in operating expenditure, which was £440,000 and £3,000 over budget. Other income was £69,000, favourable by £36,000 due to a claim through the Government job retention scheme. MUN UK LTD would make a surplus of £23,000 for the current year, which would recoup the losses of the previous two years without incurring a tax charge, and repair the balance sheet.

Total funding required from Memorial for the year was £30,000 less than originally requested. The grant received for the year was £388,000.

6.2

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

6.2.1 It was proposed by Mr Doyle and seconded by Dr Golfman and unanimously resolved that directors accepted the MUN (UK) Limited draft budget 2021/22.

7. GENERAL MANAGER REPORT

7.1 Harlow Campus COVID-19 update.

The UK went into its third lockdown at the beginning of January 2021,

s. 35 (1)(c)

There were no current bookings for accommodation or hall space due to lockdown restrictions, staff would work on a rota schedule to continue to carry out all critical functions on campus.

s. 35 (1)(c)

The UK vaccine rollout was going well and hoped to vaccinate all adults by July 2021. Currently the stages of lockdown were set to be lifted every 5 weeks, eventually with all restrictions being lifted on 21 June 2021, but no guidance on international travel had been given. It was expected that at the next update on 12 April, government would not ease any current restriction, and was looking likely that international travel would not resume without restrictions until August 2021, with no students expected until January 2022.

7.2 Occupancy 2021/22.

Visual Arts spring 2021 had to be cancelled due to COVID-19, but would now be attending in spring 2022.

s. 29 (1)(a)

From 13 April – 11 May 2021, Epping/Harlow Council strength classes would return for one x one-hour class per week, in St John's garden to adhere to current guidelines, with the hope to increase to two classes per week from 18 May 2021 in St John's Hall.

8. HEALTH & SAFETY / STUDENT WELFARE

8.1 All health & safety and fire safety yearly checks had been completed,

s. 37 (1)(a)

A remote audit on Cabot House from Essex

County Fire & Rescue Service has been carried out and was deemed to be managed effectively with a satisfactory standard of fire safety.

There had been no changes to the risk register and no incidents on campus, apart from the pandemic, so there was no update to give this time.

9. OTHER BUSINESS/DATE OF NEXT MEETING

- 9.1 Mr Doyle mentioned to the board that he had made the decision to look into the possibility to open his company Virtual Forge in Newfoundland.
- 9.2 There being no further business Dr Timmons declared the meeting closed.

CHAIRMAN

MUN (UK) ('company')**Company number: 6132072**

Minutes of the Meeting of the Board of Directors of the Company held on 13 July 2021, 2.30pm UK, 11.00am NL, via zoom.

PRESENT **Dr Vianne Timmons (chair)**
Dr Noreen Golfman
Dr William Lawton

IN ATTENDANCE **Mr Jim Andrews**
Ms Margaret Egan
Mr Simon Hatchett
Dr Sonja Knutson
Ms Sandra Wright

1. WELCOME AND APOLOGIES

- 1.1 Dr Timmons welcomed everyone to the meeting. Apologies of absence were made for Mr Garrett Doyle.

2. MINUTES OF PREVIOUS MEETING

- 2.1 The minutes of the meeting held on 30 March 2021 were circulated.
- 2.2 The minutes were agreed by all as a true and accurate record.

3. MATTERS ARISING

- 3.1



s. 29 (1)(a),
s. 37 (1)(a)

4. CHAIR'S REPORT

- 4.1 Dr Timmons reported that MUN's new strategic plan 'Transforming our Horizons' was in place and it would be great to see Harlow's strategic plan align with this. New appointments at MUN were Dr Catherine Anderson, vice president Indigenous who began 1 July. This was the first vice president Indigenous at Memorial and only the second in all of Canada at a university. Dr Florentine Strzelczyk would commence her role as provost and vice-president (Academic) and pro vice-chancellor on 15 August. Dr Ian Sutherland was appointed vice president, Grenfell campus, *pro tempore*. Lisa Browne had been appointed in the newly established role of vice president, external relations. The search had started for the vice president Marine Institute.

MUN had been allocated its budget from government, which was cut by approximately 23% equating to \$70million over a 5-year period. To offset this, tuition rates were to be increased to \$6,000, still the most affordable in Atlantic Canada, and international tuition would be increased to \$20,000. MUN students were consulted before the tuition rise went public.

[Redacted]

s. 29 (1)(a)

There had been a slight increase in enrolments for the spring and fall. Staff returned to campus on 12 July to prepare for students in the fall, which would be face to face, except for courses over 100 students that would be still be taught remotely.

There was a push for everyone to be double vaccinated in the province. Although it would be encouraged it would not be mandatory. The province had recently opened up to the rest of Canada, with the hope of some revival in tourism, but it was felt that it would still be lower than normal because of the pandemic.

5. ACADEMIC DIRECTOR, HARLOW CAMPUS REPORT

5.1

[Redacted]

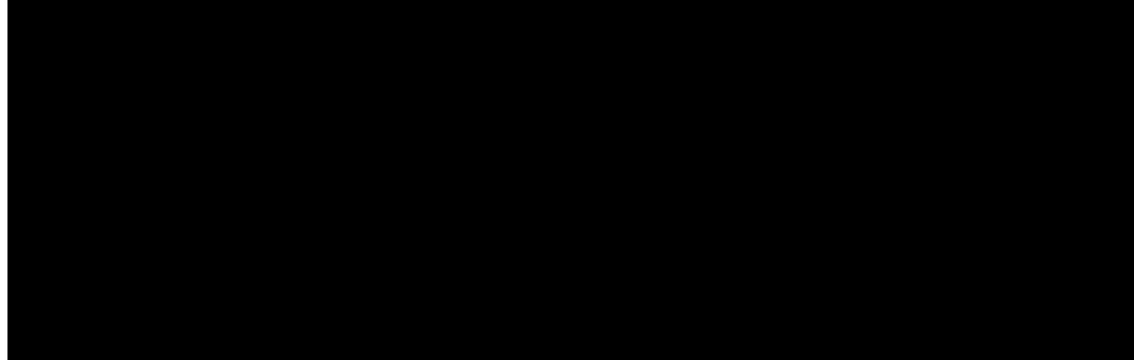
s. 35 (1)(g),
s. 29 (1)(a)

5.2

[Redacted]

s. 29 (1)(a)

5.3



s. 29 (1)(a)

5.4 Dr Lawton appeared on CBC's St John's and Corner Brook morning shows to discuss the impact that the pandemic had on Harlow Campus and its students.

6. FINANCE MANAGER REPORT

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

6.1 Mr Hatchett provided directors with the financial reports for the 3 months to June 2021. Accommodation revenue was £1,537, favourable by £184; other income was £23,000 claimed through the Government job retention scheme; this would run until the end of September [redacted] Harlow's total budget for the year was £414,000; an initial allocation of £146,000 had been received with further allocations to be made when needed. Operating expenditure was £112,000, which was close to budget; this included a spend of £7,000 for regular maintenance, with a separate application being made for deferred maintenance. The cash balance was £56,000.

7. GENERAL MANAGER REPORT

7.1 Deferred maintenance. Ms Wright provided directors with a report on deferred maintenance. The majority of the works required would be carried out by staff, to keep costs down. [redacted]



s. 29 (1)(a)

7.2 Harlow Course 2022. Theatre would attend in January 2022, with a small cohort of students if travel restrictions were lifted. Dr Lawton had been in touch with the Business faculty, [redacted]



s. 29 (1)(a)



s. 29 (1)(a)

Dr Knutson

noted that all business travel for MUN was suspended; this would be updated on the 21st of each month and it was hoped that by the fall 2021 some restrictions would be lifted.

- 7.3 50/30 Challenge. In December last year, the Government of Canada launched the '50-30 Challenge' to advance and recognise diversity, inclusion and economic prosperity from coast to coast. The goals of the challenge were for boards and senior management of organisations to achieve gender parity 50% and significant representation of under-represented group 30%. In March 2021, the Board of Regents approved Memorial's participation in the 50-30 Challenge.

As a result, the MUN UK Board for Harlow Campus must consider ways to strive towards these goals, to ensure its participation in this challenge. Excluding *ex-officio* directors, MUN UK board had 50% gender parity, but would need to look at under-represented groups in the future when recruiting new directors to reach 30%.

- 7.4 Sustainability strategy. Memorial had established a Sustainability and Climate Action Office (SCAO) under the Office of the VP (Admin and Finance) in July 2020, with a pan-university focus.

Last month, Mr Hatchett and Ms Wright met with Justin Dearing, sustainability and climate action officer, who is leading the development of the new office, to discuss possible initiatives regarding sustainability at Harlow Campus and how MUN could help. Small changes at Harlow had already been introduced with a recycling program and replacement of light fittings with low energy type (LED) bulbs when possible. Going forward Harlow Campus would aim to reduce the amount of energy used on campus and would look to install sensor lighting in all common areas and install air source heat pumps.

Because of the pandemic the campus had reduced its paper usage on campus, which should continue through the introduction of electronic wage slips to all staff and the possibility of using an intranet portal system for all staff to include daily information (memos) and staff holiday tracker.

Harlow Campus would also like to reduce its carbon footprint and look at the reduction of the number of trips student took by air whilst at Harlow and provide them with information on the best locations in the UK for weekend travel. Harlow staff were asked to be mindful and to purchase from local suppliers where possible.

All the above would be included in and form part of an environmental and energy management policy, which Harlow had asked Mr Dearing for his assistance in developing this.

8. HEALTH & SAFETY / STUDENT WELFARE

- 8.1 All health & safety and fire safety yearly checks had been completed. Because of changes in the law, the fire escape would need to be updated to comply with fire escape regulations. Once the Harlow Financial Oversight Committee had agreed the funds, the works would be completed.

8.2 There had been no changes to the risk register and no incidents on campus, apart from the pandemic, and so there was no update to give this time.

9. OTHER BUSINESS/DATE OF NEXT MEETING

9.1 There being no further business Dr Timmons declared the meeting closed.

CHAIRMAN

MUN (UK) ('company')

Company number: 6132072

Minutes of the Meeting of the Board of Directors of the Company held on 22 November 2021, 13.00 UK, 09.30 NL, via zoom.

PRESENT

Dr Vianne Timmons (chair)
Mr Garrett Doyle
Dr Lois Farquharson
Dr Noreen Golfman
Ms Jane Greer
Ms Sara Inkpen
Dr William Lawton
Dr Anthony Payne
Dr. Florentine Strzelczyk

IN ATTENDANCE

Mr Simon Hatchett
Dr Sonja Knutson
Ms Sandra Wright

1. WELCOME AND APOLOGIES

1.1 Dr Timmons welcomed everyone to the meeting and thanked all new directors for joining the board. All attendees introduced themselves to the board.

2. ELECT NEW DIRECTORS TO THE BOARD

2.1 At the MUN UK LTD AGM 13 July 2021, it was noted that Dr Lois Farquharson, Ms Jane Greer, Ms Sara Inkpen and Dr Anthony Payne be invited to become directors of MUN UK LTD board. As incoming Provost and Vice-President (Academic), Dr. Florentine Strzelczyk would become a director of MUN UK LTD as an ex officio member in accordance with the Articles of Association of MUN (UK) LTD.

2.2 **It was proposed by Dr Lawton and seconded by Dr Golfman and unanimously resolved that directors accepted the proposal for Dr Lois Farquharson, Ms Jane Greer, Ms Sara Inkpen and Dr Anthony Payne to be elected and serve as directors of the MUN UK LTD board for a 3-year term.**

3. MINUTES OF PREVIOUS MEETING

3.1 The minutes of the meeting held on 13 July 2021 were circulated.

3.2 The minutes were agreed by all as a true and accurate record.

4. MATTERS ARISING

4.1 [REDACTED] s. 37 (1)(a),
s. 29 (1)(a)

[Redacted]

s. 37 (1)(a),
s. 29 (1)(a)

5. CHAIR'S REPORT

5.1 Dr Timmons reported that Ms Wright was leaving Harlow Campus in January 2022. Discussions had been held and were moving forward with the search for a new General Manager. A search committee had been formed and an advertisement for the position had been placed in the UK and on Memorial's website. It was hopeful that the replacement would be recruited in the new year; but if there were any breaks in the position Dr Timmons would work with the management team to organise interim support.

s. 40 (1)

[Redacted]

6. FINANCE MANAGER REPORT

6.1 Mr Hatchett provided directors with the financial reports for the 7 months to October 2021. Accommodation revenue was £3,788, favourable by £1,067. Other income was £40,768 of which £38,898 was claimed through the Government job retention scheme. Operating expenditure was £262,064, which was £10,989 adverse to budget, essentially due to repairs and maintenance. Gas and electric savings were £4,000 favourable, but going forward this would not be as good as gas costs were set to rise after one of Harlow's suppliers with fixed costs had ceased trading. Capital spend was £5,716 for a new server and £3,400 for a new fire escape (50% deposit). The cash balance was £49,643. Harlow's total budget for the year was £414,000. An initial allocation of £290,000 had been received with the balance of £124,000 due shortly.

s. 29 (1)(a)

[Redacted]

6.1.1 Dr Timmons thanked management on behalf of the board for responsible fiscal management during the pandemic.

7. GENERAL MANAGER REPORT

7.1 Occupancy 2022/23. Ms Wright informed the board that some preliminary meetings with faculty had been held and it was looking hopeful that students would return to campus from April 2022.

s. 29 (1)(a)

[Redacted]

The recycling program and laundry contracts were currently on a reduced service or on hold and would be reinstated to full service once students were back on campus.

The Harlow Scholarship Trust decided to provide a set number of scholarships for those students returning in the spring 2022, with an increased award of £750.00 per student, which would fund up to 12 students in total.

In the past, the provost's office had provided an incentive to faculty considering a Harlow Course, \$1,500 per student per full semester, for the first 10 students and \$1,000 per student thereafter, pro-rated based on the length of the residency. The funding package had two components: one based on the number of students in the cohort and the other based on an in-kind component providing instructor accommodation.

7.1.1 Dr Strzelczyk confirmed that she would review the faculty incentive fund early next year. If it was to continue, place it in the base budget so that it could be advertised to faculty in advance of their programming.

- 7.2 Proposal for implementing changes to salary scale. The National Minimum Wage (NMW) in the UK was due to increase once again in the UK on 1 April 2022, increasing for over 25's from £8.91 per hour to £9.50 per hour. With this change, staff currently in the lowest grade 2 at spine point 8, would be just above minimum wage. Anyone new to the position would enter the grade at below minimum wage. This would affect housekeeping staff and catering assistant posts. Harlow Campus had always followed the National Single Spine (NSS). Over the years with inflation, Harlow's scale had fallen out of alignment.

Moving to the proposed new salary scale would mean a slight increase in everyone's pay without the need to change which spine points they were currently on. Some members of staff would be able to increase further within their grade into discretionary level if they showed exemplary contributions to their work, and continuously went above and beyond their job descriptions. The new salary scale did not include any inflationary increase.

With the current General Manager departing Harlow Campus in January 2022, it was proposed that some current tasks would be taken over by the Admin Assistant, currently on Grade 4. With the additional tasks, it was felt that the role should be moved permanently to grade 5 to reflect the tasks and the extra responsibilities within the role. It was proposed that this change be implemented on Monday 17 January 2022.

Another change to the grade would be the Chef/Cook. Due to historic pay and role, the current chef was on grade 6. The current chef was due to retire in July 2022, it was proposed that the job be downgraded to grade 5 after this time. This was to reflect the changes within the role as the campus had seen less corporate/external bookings, which were unlikely to return; but also, to reflect the true remuneration for the role.

7.2.1 It was proposed by Mr Doyle and seconded by Dr Strzelczyk and unanimously resolved that directors accepted the proposal for the Admin Assistant role to take on additional tasks and be moved permanently from grade 4 to grade 5 from Monday 17 January 2022.

7.2.2 It was proposed by Dr Payne and seconded by Dr Strzelczyk and unanimously resolved that directors accepted the proposal for the Chef/Cook role to move to grade 5 on the salary scale when their replacement had been made upon their retirement in July 2022.

7.2.3 It was proposed by Dr Golfman and seconded by Dr Strzelczyk and unanimously resolved that directors accepted the proposal to move all staff onto

the National Single Spine pay scale, whilst remaining in their current point within the scale, and to remove grade 9 upwards from the scale.

8. HARLOW CAMPUS BUILDING UPGRADES

8.1 The funding for the plan of maintenance works had been received from Memorial. Electrical testing and remedial works had been completed. A new fire escape and work on legionella control were underway. The planned works that were on hold which included repairs to roofing, window replacement and two bathroom upgrades, could now go ahead.

9. HEALTH & SAFETY / STUDENT WELFARE

9.1 All health & safety and fire safety yearly checks had been completed and were not due again until September and November 2022.

9.2 Asbestos that had been found on campus was removed safely under legislative control.

9.3 There had been no changes to the risk register and no incidents on campus, apart from the pandemic.

10. JOB DESCRIPTION GENERAL MANAGER AND FINANCE MANAGER

10.1 Formal approval for the job descriptions for the General Manager and Finance Manager was required following the last MUN UK retreat. For this interim, reporting line structure for both positions would be to report to the president of Memorial as the provost was new to her position, this was not a permanent change and would be reviewed in a year.

10.1.1 After discussions, it was decided to revisit the issue of governance once the review on internationalization activities at Memorial had taken place and to glean advice on the reporting line structure between Memorial and Harlow Campus from the external review team who have been tasked to complete a review of internationalization activities at Memorial.

10.1.2 The job advert for the General Manager had been placed in the UK and on Memorial's website, closing date was 1 December 2021. The search committee had been formed with Dr Timmons as chair.

10.1.3 Ms Wright had agreed to provide support to the new General Manager (GM) and Harlow Campus staff if required. Dr Lawton, Dr Golfman and Dr Knutson would be happy to provide any mentoring and support to the new GM once in position. Ms Knutson noted that it would be important for the new GM to visit St John's Campus and Grenfell Campus.

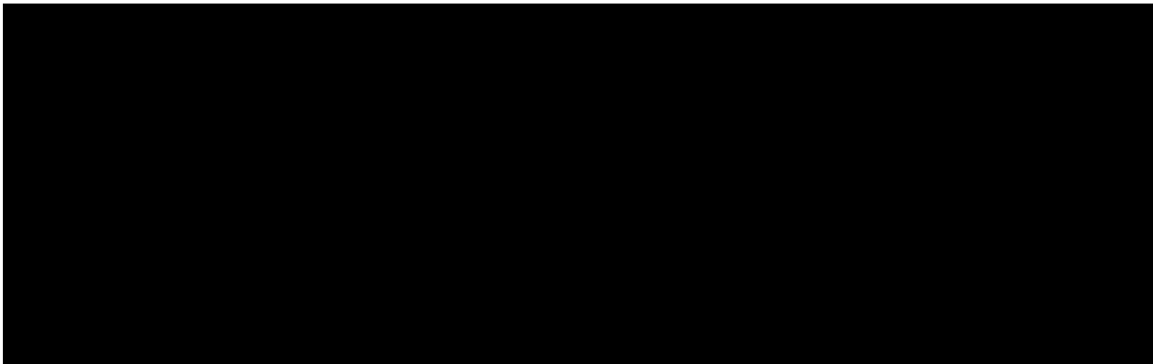
10.1.4 It was proposed by Dr Lawton and seconded by Ms Greer and unanimously resolved that directors accepted the proposal for changes to the job descriptions for the General Manager and Finance Manager and agreed that they both report directly to the president and vice-chancellor of Memorial for the interim.

11. ACADEMIC DIRECTOR HARLOW CAMPUS REPORT

11.1

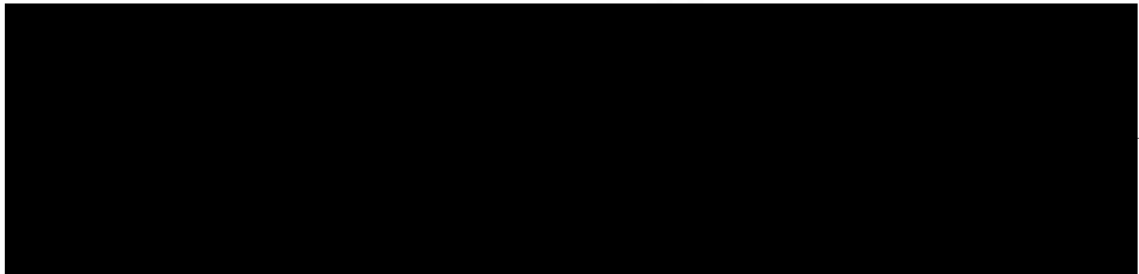
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s. 29 (1)(a)



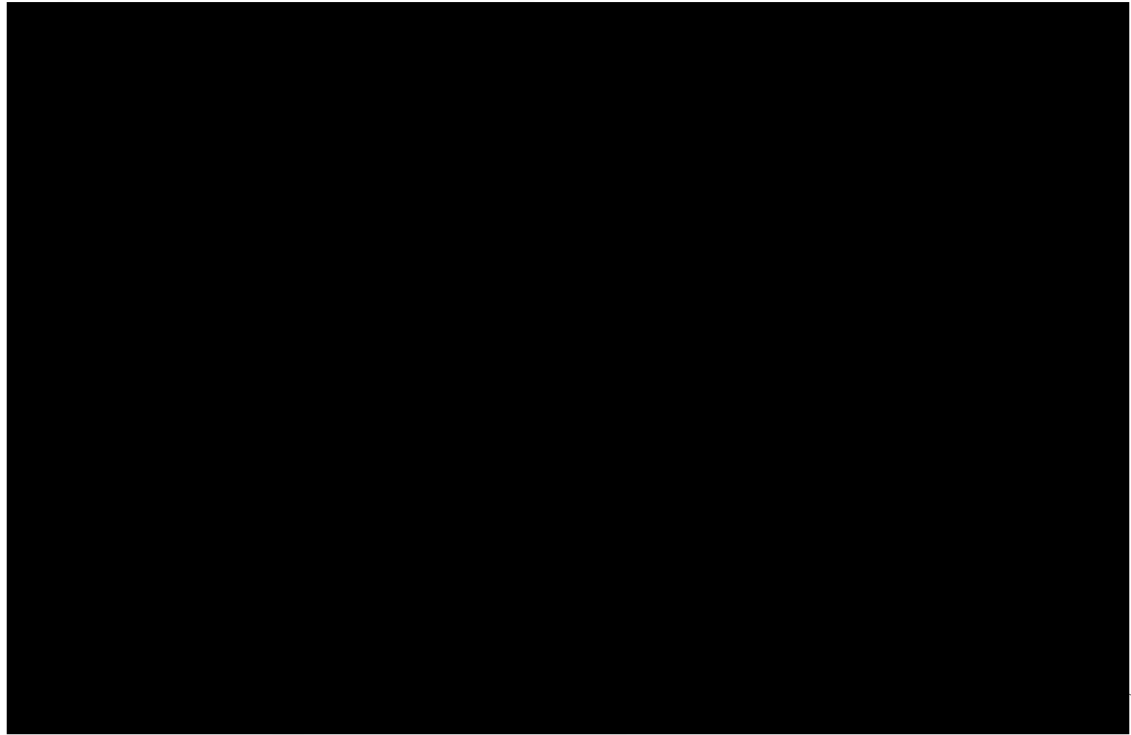
s. 29 (1)(a)

11.2



s. 29 (1)(a)

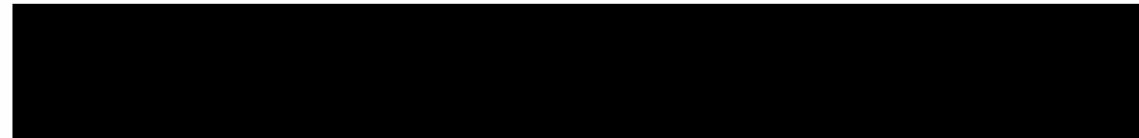
11.3



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

12. REVIEW AND DISCUSSION: HARLOW CAMPUS STRATEGY

12.1




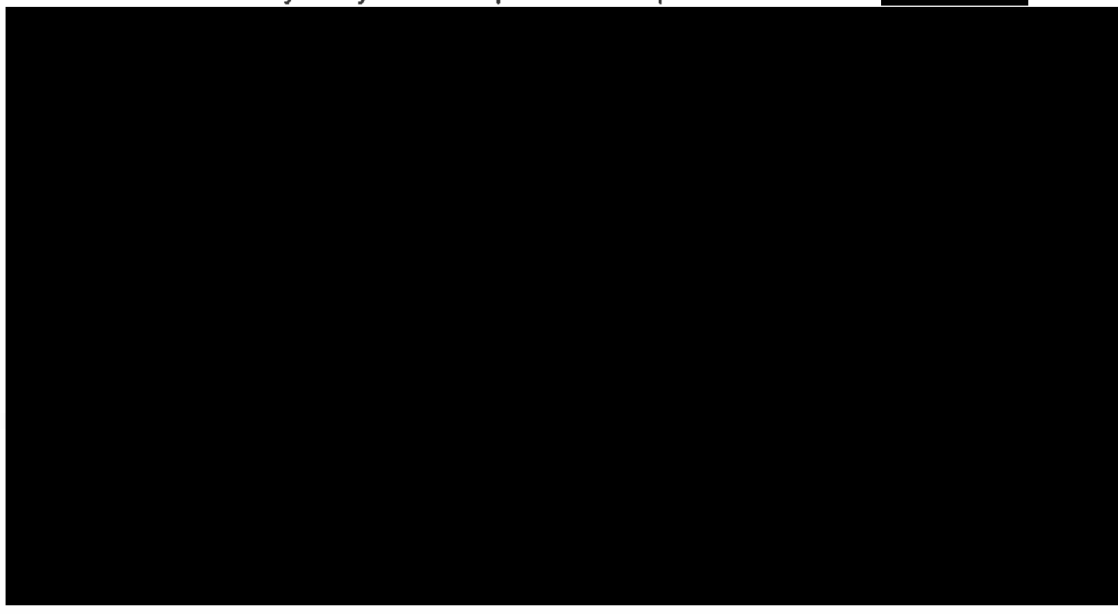
12.2



s. 29 (1)(a)

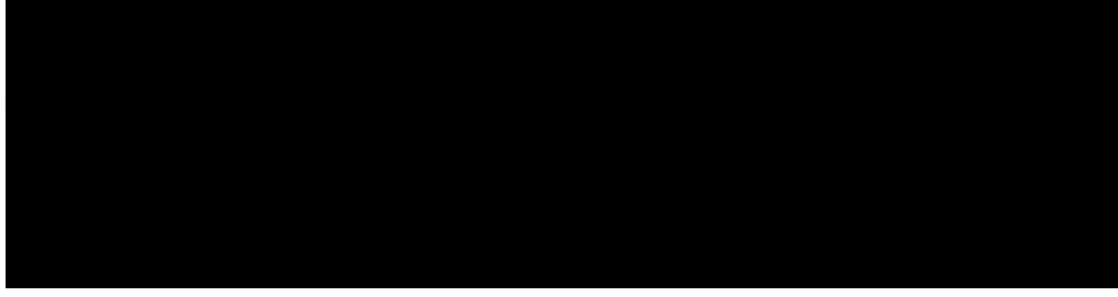
12.3

Dr Golfman noted that Grenfell Campus had a new graduate program, MFA, that would allow students to study away from campus for a couple of semesters. 



s. 29 (1)(a)

12.4



13. NEXT STEPS



s. 29 (1)(a)

4. It was agreed to take the idea of the med-tech social science initiative forward, but to also look at two new sectors in advanced manufacturing and ICT/digital technology for Harlow Campus to own. It was noted that extra funds would be required to fund this initiative if it was to grow and develop. The idea of using a MUN Business

student was also discussed, Dr Lawton would follow up with Dr Dostaler, Dean of Business to seek possibilities.

5. Ms Greer agreed to provide a list of all companies and connections within Harlow that could be helpful to Memorial and Harlow staff to look at where possible connections could be made.
6. It was agreed for Dr Timmons, Dr Strzelczyk, Dr Golfman and Dr Knutson to discuss and see if someone comes to mind to from MUN business school to work with Dr Lawton to look at possible links with other academics and local industries.

14. CLOSING REMARKS / END OF MEETING

- 14.1 The possible re-branding of Harlow as a multipurpose facility would be added to the next agenda.
- 14.2 The next board meeting would take place in Harlow around April 2022 with all board members being invited to attendance in person. At this time Dr Timmons would host a farewell event for Ms Wright. On behalf of the board, Dr Timmons thanked Ms Wright for her service and support over the years.
- 14.3 There being no further business Dr Timmons declared the meeting closed.

CHAIRMAN

MUN (UK) ('company)
Company number: 6132072
Board of Directors

This regular meeting of the Board of Directors of the Company was held on Wednesday, May 11, 2022 at 9:30 am via Zoom and in person at the Harlow campus.

Present:

Dr. Vianne Timmons, President and Vice-Chancellor, MUN (chair)
Dr. Noreen Golfman, Memorial University
Ms. Sara Inkpen
Dr. William Lawton, Director, MUN (UK) Ltd.

In Attendance:

Dr. Sonja Knutson, Director, Internationalization Office, MUN
Dr. Anne Burke
Ms. Lisa Browne, Vice-President (Advancement and External Relations), MUN
Ms. Cristin Casey, General Manager, MUN (UK) Ltd.
Mr. Simon Hatchett, Finance Manager, MUN (UK) Ltd.

1. Any apologies for absence

Apologies were received from:

Mr. Garrett Doyle
Dr. Lois Farquharson
Ms. Jane Greer
Dr. Anthony Payne
Mr. Ian Sutherland

The meeting was called to order at 9:30 by chair, Dr Vianne Timmons.

The chair extended a warm, welcome to Cristin Casey, General Manager of MUN (UK) who was attending her first meeting of the Board of Directors.

2. Minutes of the meeting 22 November 2021, Chair to seek confirmation that these are a correct record

The minutes of the Board of Directors held on 22 November 2021 were approved and agreed by all as a true and accurate record by the board.

3. Matters arising from minutes, not otherwise mentioned on the agenda

The Board of Directors presented no matters arising from the minutes.

4. Chair's report

Dr. Timmons provided the Board with a verbal summary of University activities since November 2021. In this update, the President included the following headlines for the board:

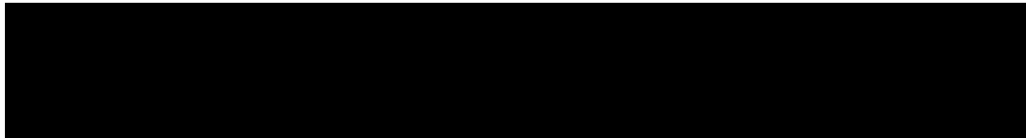
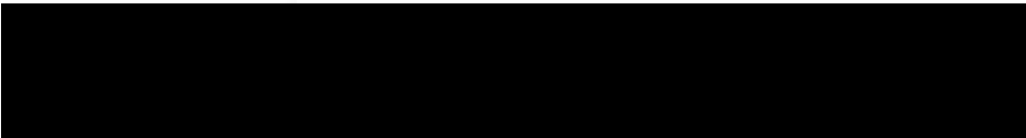


- Budget cut \$15.8m but tuition increase will make it manageable.
- No fall in enrolment after tuition increase though drop in international applications for the Fall.
- Chancellor is going to step down a new Chancellor to be appointed by Premier.
- New Nursing programs to distributed across 3 locations in the province.
- Government announced merger of Health Sciences Faculties in budget. Senate discussions to follow.
- Transition period – Margaret Steele is acting Provost and finalising search for new VP (Administration and Finance), Provost and, in the Fall, VP for Grenfell. VP Research is going through a renewal at this time. Transitions also at the Deans level.
- 11 Convocations back to face-to-face May/June including all those had not yet convocated due to Covid.
- A number of reviews including international activities on the campus which may impact Harlow campus.
- Primary focus on strap plan and "Culture of Service".
- Government announced provincial auditor is upcoming and may require a review of Harlow's operations and books.
- University Act – working with government to complete but significant delays to date and will now align with the audit.
- Chair opens for questions which there are none.

5. Finance Manager Report

- Financial results, 12 months to March 2022
- Occupancy
- Proposed Budget 2022/23

Mr Hatchett provided papers for the above.

- 12 months to March 2022 - Accommodation was £8,000 adverse to budget due to Theatre students arriving in April, instead of January.

- Total Overheads were £38,000 adverse, mostly due to £50,000 adverse for repairs/maintenance, however, £43,000 of this expenditure was claimed back as deferred maintenance funding (roofing, electrical and legionella compliance upgrades).
- Savings of £11,000 in salaries due to GM vacancy and £10,000 due to security as no students.
- Surplus of £10,000 which was used as capital expenditure (fire-escape and a new server).
-  s. 29 (1)(a)
-  s. 29 (1)(a)
- Additional impacts: Government support for the previous 2 years amounting to £109,000 (including £40,000 for 2021/22), would no longer be received and there would be a return to full operating expenses. Rising inflation which could reach 10%.
- Salaries up £22,000 to previous year to stay in line with National Single Spine Scale.  s. 29 (1)(a)
- Security contracts costs increased by 11% since last required 2 years ago, due to minimum wage increases- Sharp increases of food costs with catering returning in full.
- Gas and electricity contracts are renewed and fixed (for 2023 and 2025 respectively), but have doubled and £19,000 worse than previous year.
- Value added tax at 20% on relevant expenses meant an increase of £11,000, compared to the previous year.
- Insurance has also gone up £2,000 per year  s. 29 (1)(a)
- On a positive note, a new telephone contract has saved £5,000 per year ongoing and Business Rates had been frozen for 2022/23.

- Overheads in total compared to last year have increased from £505,000 to £603,000. The MUN grant requirement had subsequently increased from £427,000 to £527,000, an increase of 23%.
- Exchange rates currently working in favour. Was \$1.72 with first payment in April at \$1.64 and current rates of \$1.6.

[Redacted]

s. 29 (1)(a)

- [Redacted]

s. 29 (1)(a)

Dr Knutson stated that there is a Harlow Financial Oversight Board in St. John's that include herself, Roxanne and Debbie and the budget comes through this Board. Dr Timmons raised question as there was another named Harlow Oversight Committee with Roxanne, Carol and Margot though Dr Knutson confirmed that they were the Harlow Financial Oversight Board.

- [Redacted]

s. 29 (1)(a)

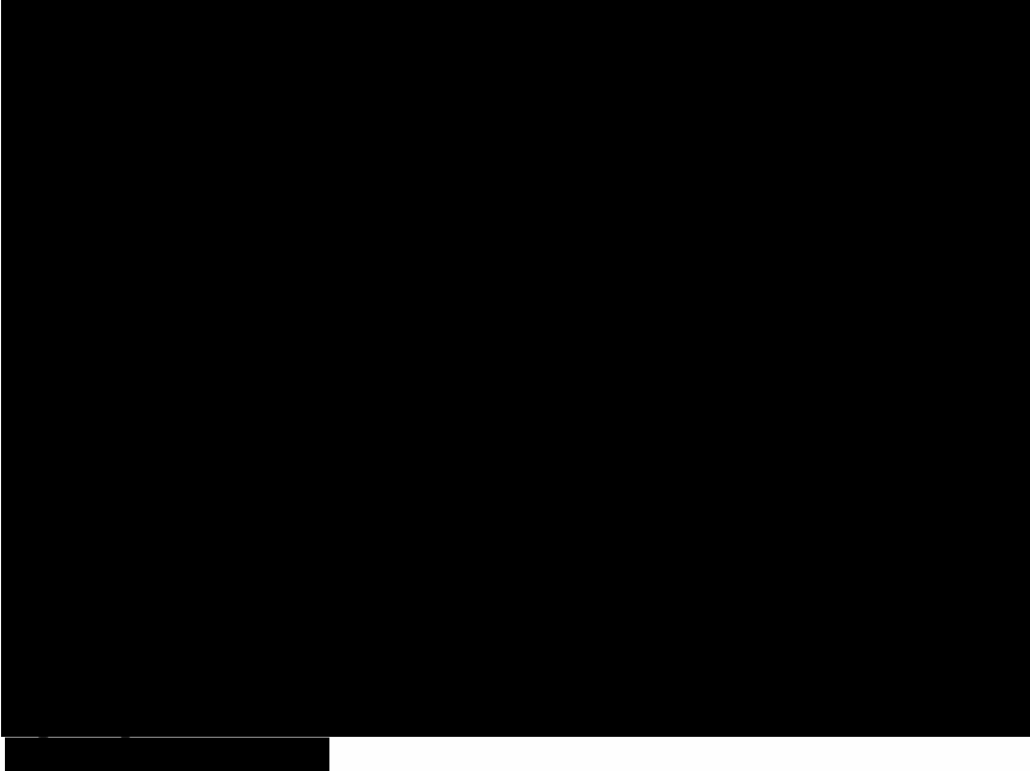
- Scholarship Trust took decisions to raise scholarships received to offset costs. Harlow Travel Scholarship is £500 and new students this April was £750 as looking at high costs. [Redacted] Biochemistry provided £250 as here for 2 weeks. Various other award available including £1,200 for graduate students and Linfield award is £1,000. All awards are primarily awarded due to financial need/rural areas. Scholarship investment pot is £250,000 and investment returns have been more difficult recently.

s. 29 (1)(a)

- Harlow Incentive Programme was raised at this time by Dr Timmons. Dr Golfman outlined history of HIP to innovate around students attending Harlow campus.

[Redacted]

s. 29 (1)(a)



s. 29 (1)(a)

- The motion to accept the proposed 2022/23 budget was moved by Noreen Golfman and seconded by William Lawton.

Actions –

- Prepare update on supporting students and academic units to attend/develop programs at Harlow campus in light of Harlow Incentive Program being amended.
- Request and send funds to Harlow whilst exchange rates are favourable.
- Capital Campaign will be corrected to include Harlow.

6 Health & Safety / Student Welfare

Ms. Casey registered for First Aid and legionella training. Mr Hatchett confirmed that all H&S and Fire checks have been completed and not due again until September and we are fully compliant.

s. 37 (1)(a)

Actions –

- [Redacted]

s. 37 (1)(a)

7 Finance Manager recruitment

Mr. Hatchett is extending his work to ensure a transition for the next person in post. Job specification has been drafted and Mr Lawton/Ms Casey to review this job

specification before advertised and looking to advertise this post as soon as possible.

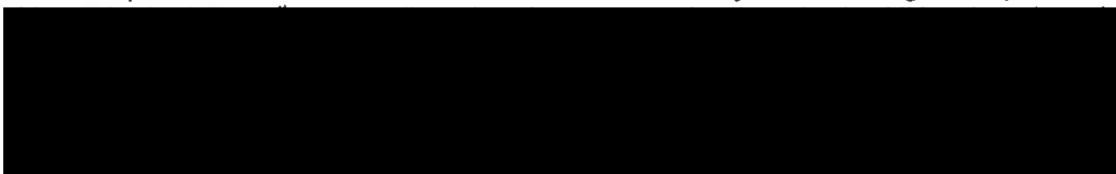
Dr. Timmons has taken Harlow under her umbrella rather than interim provost, but sometimes Margot and sometime Roxanne. As Harlow sits between the office of provost and president, Dr Timmons requested that any challenges be raised.

Actions –

- Ms. Casey, Mr. Hatchett and Mr. Lawton to review job specification and send to St. John's
- Prepare for advertisement of the position when approval has been provided

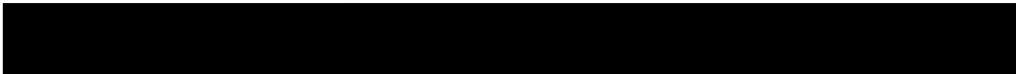
8 Compensation Review

Dr. Timmons requested that there should be an environmental scan to find out where the GM position falls as all the executive have recently been through this process.



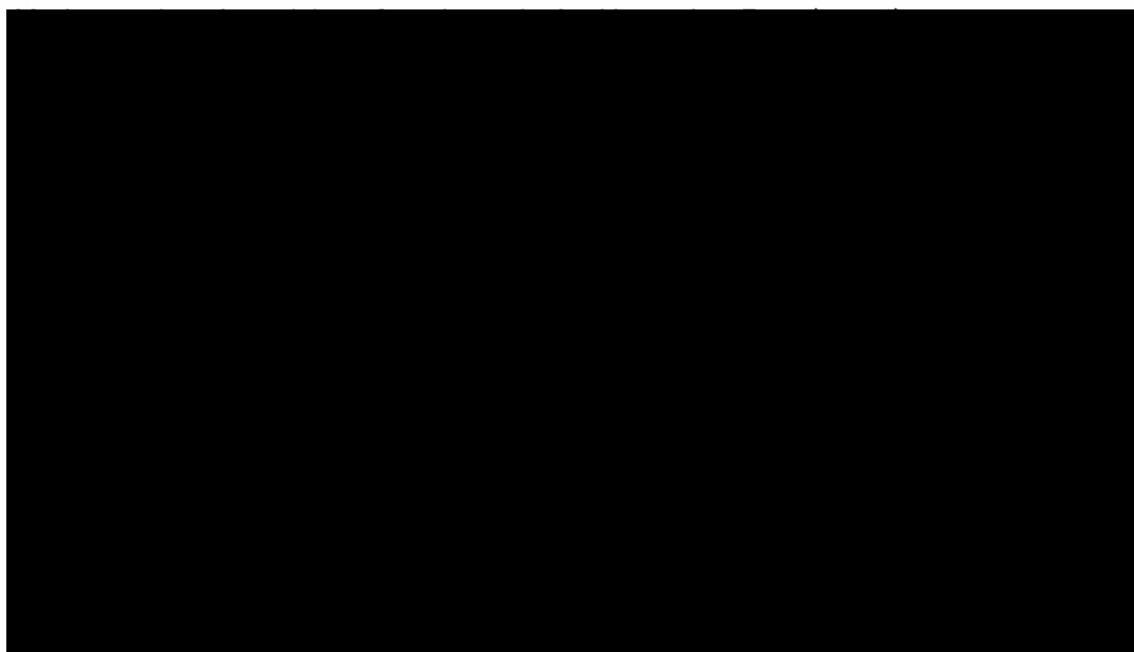
s. 29 (1)(a)

Actions –

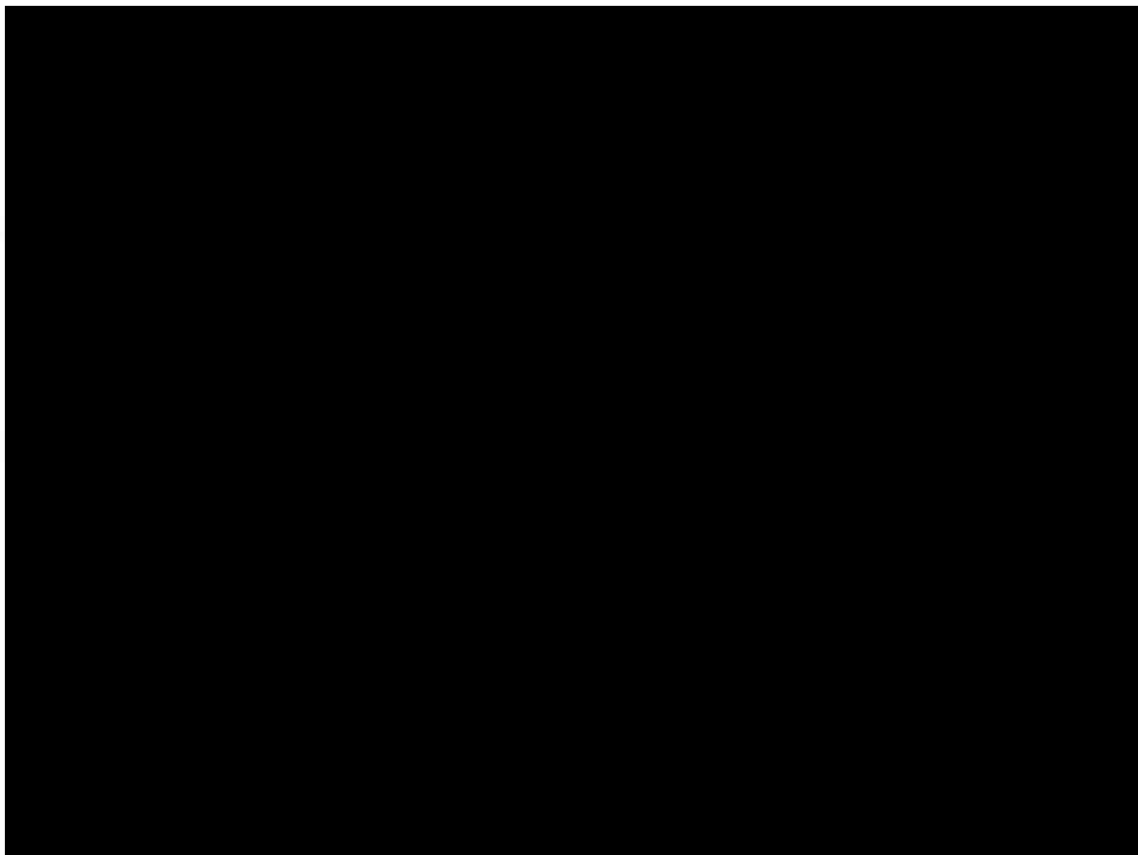
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s. 29 (1)(a)

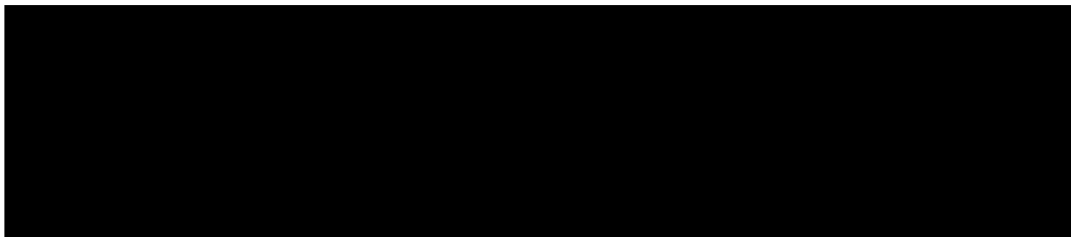
9 Academic Director Harlow Campus Report



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



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



s. 29 (1)(a)

2. GSO opportunities – Won the Global Skills Opportunity programme bid. This is an outward mobility programme that focuses on widening opportunities for indigenous students, those with disabilities and economically disadvantaged. Harlow was an important part of the bid and using Harlow as an interim-stop for those continuing on to their final destinations. This would involve a preparation programme that we would run here for those who do not already have international experience.

s. 29 (1)(a)

The Harlow Departure Program would involve seminars with guest speakers (Harlow and London) and London embassy's of the final destinations and maybe a reception/meet or scheduled event at Canada House.

3. Med-Tech – This will occur in late

s. 29 (1)(a)

September with meetings arranged at ARU and local incubator. Entrepreneur International provides funding for travel and has been passed to BounceNL.

- 4. FBA – Transition from classroom to a workplace model with potential to link to Med-tech companies. Potential for students to shadow Med-tech companies while they are here and with the students staying on to feedback. Erin Oldford holds detailed plans with the addition of a non-business faculty enterprise summer term amongst others.

[Redacted]

s. 29 (1)(a)

- 5. Media – Bill had an interview with CBC to support Harlow returning to business as usual. Dr. Timmons suggest that the communications team can get time at VOXM/NTV.

Actions –

- [Redacted]
- [Redacted]

s. 29 (1)(a)

- Dr. Timmons to take the Harlow Departure Program outline to Canada House upon visit to seek support from High Commission.

6. Harlow Incentive Program/Grenfell

This agenda point moved to the financial agenda point.

7. Closing remarks/end of meeting

Dr .Timmons ended with calling this year a building year for Harlow. She will invest money into long term, viable and packageable programmes with advocates from St John's.

Lisa Browne was struck by the opportunities available and advocated for the Harlow campus to have more prominence on the website to be more top of mind. Harlow website out of date. Mr. Lawton highlighted the many faculty areas have their own Harlow campus content and this should be held in one place. Dr. Knutson's office will help with content. Dr. Timmons stated the communications. Have decentralised and each faculty have their own, encouraging Mr Lawton to meet with all faculty comms during trip to NL.

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 29 (1)(a)

[Redacted]

MUN UK was previously set up as a registered charity prior to 2007,

[Redacted]

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

Dr. Timmons requested that Ms Browne sit on the Scholarship board.

[Redacted]

There being no further business, Dr. Timmons motioned to adjourn.

Actions –

- Audit of Harlow advocates in St John's.
- MUN UK team to update Harlow website.
- Mr. Lawton to meet with comms in NL.

- [Redacted]
- [Redacted]

s. 29 (1)(a)

- Lisa Browne to join the Scholarship Board.

- [Redacted]

s. 29 (1)(a)



MUN (UK) ('company)

Company number: 6132072

Board of Directors

This regular meeting of the Board of Directors of the Company was held on Monday, October 31, 2022 at 10:00 NL and 13:30 UK via Zoom and in person at the Harlow campus.

Present:

Dr Vianne Timmons (chair)
Dr Noreen Golfman
Mr Garrett Doyle
Ms Jane Greer
Dr Anthony Payne
Ms Sara Inkpen
Dr William Lawton

Apologies:

Dr Sonja Knutson
Dr Lois Farqharson

Present by Invitation:

Ms Margot Brown
Ms Cristin Casey (General Manager, Harlow Campus)
Ms Michelle Sortwell (Finance Manager, Harlow Campus)
Dr Erin Oldford

1. Meeting Called to Order

The meeting was called to order at 13:30 by chair, Dr Vianne Timmons.

The chair welcomed Margot Brown who was attending her first meeting of the Board of Directors as support for Harlow from the President's Office.

Introduction of Michelle Sortwell as Finance Manager to Harlow Campus and warm welcome from chair.

2. Approval of the Agenda

Following the call for the approval of the agenda, Dr Timmons provided members and those present by invitation with the opportunity to declare if they were in a conflict of interest position or a potential conflict of interest position with regard to any agenda item.

The agenda was approved by the Board.

3. Minutes

Minutes of the meeting of the Harlow Board of Directors held on 11 May 2022 were approved by the Board.

4. Matters arising not otherwise covered in the agenda

A. Harlow Incentive Program

The Board of Directors reported that the Vice-Provost has been asked to bring together a small group regarding the Harlow Incentive Programme and report back to the President's Office within the next two weeks.

B.

[Redacted content]

s. 29 (1)(a)

5. Chairs report

The Chair provided the Board with a verbal summary of the recent overarching University activities. In this update, the President included the following headlines for the board including: Instituted the new tuition framework with enrolment remaining stable. The government has reduced university budgets with every unit taking a 2.6% cut. A new Minister of Education has been appointed, John Haggie, who is from the UK with discussions about visiting the Harlow Campus. The Labrador Campus has opened and the first academic programming starts this Fall. A search for the vice-provost Labrador Campus has begun and new Government relations position to begin and search begins for Grenfell Campus vp. Great to see so many students on campus with special congratulations to the men's SeaHawk rugby team who have won the Atlantic Championship and made it to the Nationals. A number of inclusive changes have been made to convocation including the location of the event and the removal of the 'Ode to Newfoundland'. January's meeting is to look at a package of Academic Programming and Marketing that could be offered out to the Atlantic Provinces.

6. General Managers Report

The Board received background information pertaining to:

A. Occupancy 2022-2023

The Board received for information a regular status update regarding the occupancy, health, safety and wellbeing of the students attending the Harlow Campus.

Ms Casey informed the board that preliminary meetings with faculty have been held and attendance to the Harlow Campus is looking positive with students having returned to the campus from April 2022 with Theatre/VA from Grenfell followed by Biochemistry and September 2022 with Bounce NL. The provisional numbers look good with the Faculty of Business attending in January with Education, Theatre, English/Drama and Music in the Spring.

Occupancy for spring/summer 2023 are looking very positive with the outcome as follows:

Theatre, Grenfell – winter
 Education – winter, spring, fall
 Business – winter
 Biology – spring
 Biochemistry – spring
 English/Drama – spring
 Music – spring
 GSO – spring
 English, Grenfell – spring

Conventions:

Botany – spring
 Maths – summer

All Health & Safety and Fire Safety annual checks and risk assessments have been completed.

B. Crisis Communications Services

J Shaw contract is ready to be signed off.

C. Staffing

The Board received background information pertaining to staffing. [REDACTED]

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

D. Community engagement

The Board received background information pertaining to community engagement including use of the campus and the development of reputation within the community.

7. Finance Managers Report

Ms Sortwell provided directors with the financial reports for the 5 months to August 2022.



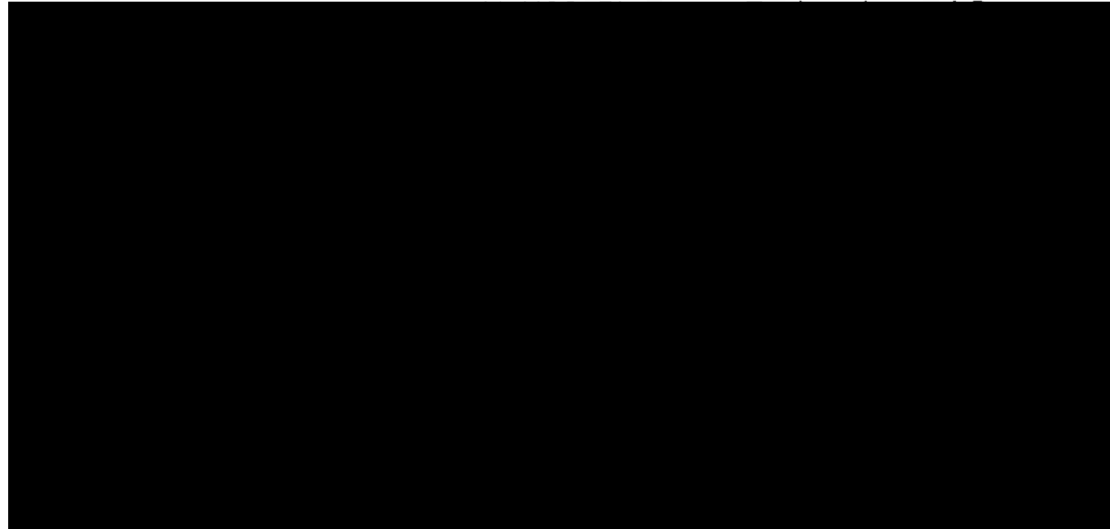
s. 29 (1)(a)

Ms Sortwell reported to directors that she is confident that we are expected to work well within the budget at year-end.

8. Academic Directors Report

A. Integrating Harlow into University Curriculum

Dr W Lawton provided directors with background information pertaining to his visit to faculty and Academic Units in St. John's in June. His trip focused on promoting opportunities with Harlow Campus and to gain feedback on barriers to attending.



s. 29 (1)(a)

Dr N Golfman reflected on reaching out to students by putting a call out with support of the Deans to run sessions with the faculty. Dr N Golfman raised attention to the integration of the scholarship trust to draw student interest/plug into the availability of support.

B. Global Skills Opportunity

Dr W Lawton provided directors with background information pertaining to the GSO. 5 staff from Memorial have received CCI funding for a fact finding mission to Harlow in 2023.

C. MedTech Initiative

Mr W Lawton provided directors with an update pertaining to the MedTech Initiative with Bounce Business students attending Harlow Campus from September to December. The initiative embarked with 6 business students attending the campus, quickly joined for a week by company founders, visits to universities and business and local reception which was well attended by local government, business and interested parties.

D. FBA update

Dr Erin Oldford provided the Board with background information pertaining to successful Bounce pilot term.

[Redacted]

s. 29 (1)(a)

This winter semester, 18 Business students are attending Harlow campus to complete a work integrated applied learning term doing online courses and management consulting style course working with a local company/charity overseen by the business faculty who are taking turns staying on campus with students for a week at a time. This pilot gives an opportunity to leverage the location of Harlow and experiential learning.

[Redacted]

s. 29 (1)(a)

9. [Redacted]

[Redacted]

s. 29 (1)(a)

10. Any Other Business

Date for next meeting (May 3, 2023) and mini retreat (January 2023)



MUN (UK) ('company)

Company number: 6132072

Board of Directors

This regular meeting of the Board of Directors of the Company was held on Wednesday, May 3, 2023 at 09:00 NL and 12:30 UK via Zoom and in person at the Harlow campus.

Present:

Dr Neil Bose (chair)
Dr Noreen Golfman
Mr Garrett Doyle
Ms Sara Inkpen
Dr Lois Farqharson
Ms Jane Delbene
Dr Jennifer Lokash

Apologies:

Dr Anthony Payne
Jane Platt
Dr Lisa Browne

Present by Invitation:

Ms Margot Brown (Executive Director of the Presidents Office)
Ms Cristin Casey (General Manager, Harlow Campus)
Ms Michelle Sortwell (Finance Manager, Harlow Campus)
Roxanne Millan (Director of Resource Allocation and Planning)
Dr David Wright (Scholarship Trustee)

s. 40 (1)

Dr Sonja Knutson (Director of the Internationalisation Office)

1. Meeting Called to Order

The meeting was called to order at 13:30 by chair, Dr Neil Bose.

The chair welcomed all attendees to introduce themselves as around the table as there this meeting welcomes new members to the MUN UK Board.

2. Approval of the Agenda

Following the call for the approval of the agenda, Dr Bose provided members and those present by invitation with the opportunity to declare if they were in a conflict of interest position or a potential conflict of interest position with regard to any agenda item.

The agenda was approved by the Board.

3. Minutes

Minutes of the meeting of the Harlow Board of Directors held on 31 October 2022 was moved by Dr Golfman and second by Mr Doyle.

The minutes were approved by the Board.

4. Matters arising not otherwise covered in the agenda

A. Board of Directors

The Board of Directors have been requested to complete two documents and return to Cristin Casey at MUN UK regarding a register of interest and relations along with two pieces of ID that has been signed by a notary.

New Directors have been requested to complete an AP01 from (Appointment of director) to be filed with Companies House. This can also be completed using an online link.

Action – Cristin to send all documents following the meeting to ensure that all have received these documents.

B.

[Redacted]

s. 29 (1)(a)

5. Scholarship Board Update

[Redacted]

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

The Scholarship Trust awarded £11,500 across 25 scholarships in various fields.

[Redacted]

The Chair proposed

[REDACTED]

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

Action: Ms. Sortwell to send a written update via email, to be included in future board papers.
Reports to be provided in written form going forward.

[REDACTED]

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

6. Chairs report

Change of leadership at Memorial University and Mr Bose is in the role for a 2 year period. A new search for president will begin in this time. Focus is to stabilise due to the 2 week strike with faculty and change of leadership. Government is supportive of Memorial and the signs are looking good. Dr Bose will focus on filling as many interim enacting positions and then take us forward into the future. Report regarding Memorial operating grant from the government and the impact it has upon running costs in all areas of the university.

Board welcomes Dr Bose and wanted to thank Dr Timmons for the encouragement and positivity she directed toward Harlow.

7. Finance Managers Report

[REDACTED]

s. 29 (1)(a)

Budget-related details were discussed, including unexpected additional income from more guests and overspending on utilities. Savings were achieved in staffing costs due to in-house security and

hiring less expensive staff. Repairs and renovations were necessary due to building issues from the previous year. Revenue was boosted by regular rentals and increased campus attendance. Surplus funds are to be returned to Canada.



s. 29 (1)(a)

Several actions were agreed upon, including sending the new budget to the board and the university, providing detailed budget comparisons, reviewing accommodation pricing, and involving auditors in an out-of-session board discussion.

8. General Managers Report

Memorial University is celebrating its 100-year anniversary. Harlow is celebrating this by engaging Harlow alumni but building upon the current database and through various initiatives. The Marketing and Communications team is training Cristin and Darren Smith a new website to showcase alumni stories and connect with them. They've hosted alumni visiting groups on campus, with recent gatherings of 40 guests in January and 50 at Cinnamon Club. Alumni events in London have been actively participated in, and a Botanical Gardens tour is planned for the upcoming Spring along with a Memorial hosted international Maths conference in the Summer.

A major effort is the Global Skills Opportunity, bringing delegates to campus in the Spring. The success of the business program is being highlighted through articles in MUSE. They're integrating students into the local community through volunteering and offering training for UK Visa and Immigration.

Visits from departments like Theatre and Business have concluded, and Biology and Biochemistry visits are on the horizon. Faculty are being supported in streamlining program development. New programs, including HSS Archaeology, are being introduced.

Measures are being taken to maximize room occupancy and accommodate visitors and student/faculty exit surveys are carefully reviewed and acted upon to ensure high quality student housing. Health and Safety documentation, including a rewritten Fire Safety Risk Assessment, has undergone a comprehensive review. Regular biweekly staff meetings and daily proactive site reviews are enhancing communication and support. Safety measures are being improved through scheduled fire drills and work on the Harlow Risk Register.

Students are actively involved in peer-to-peer support programs, with training from the Internationalization office. Resources on health and wellbeing are accessible on the MUN website. Maintenance needs are being addressed during downtime, and a new receptionist has been hired. A Communication Support Pilot is being conducted, emphasizing effective communication, aligned with Harlow's strategic positioning.

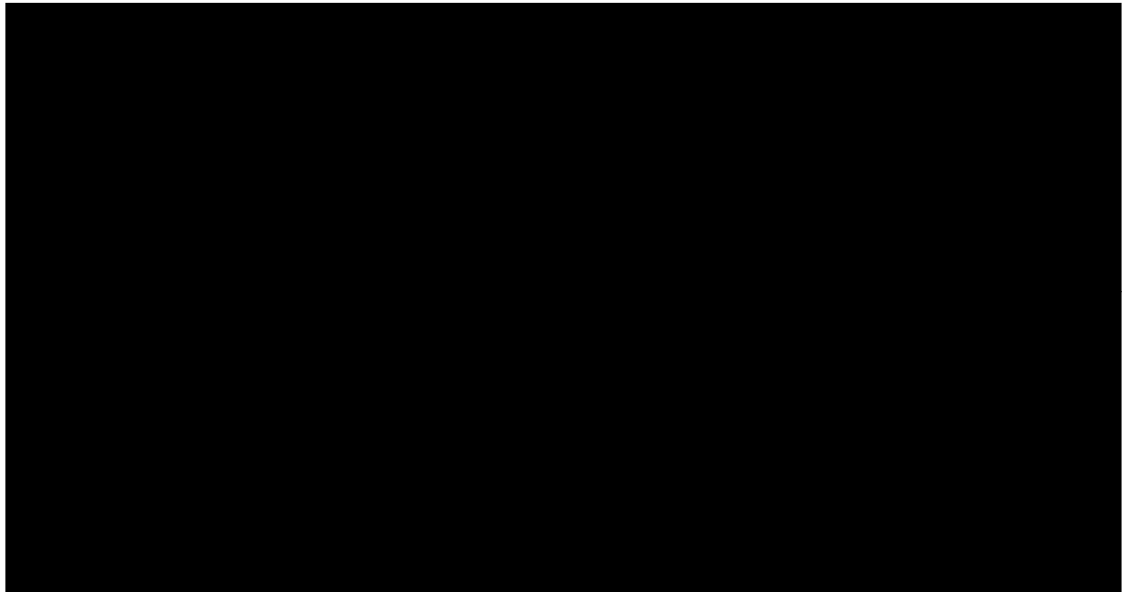


s. 29 (1)(a)

9. Subcommittee and mini-retreat update



s. 29 (1)(a)



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

The board is seeking commitment from the board to act these subcommittees and groups have been asked to come together and report on these areas in October. This can be done in meetings/emails or any way that makes it easy for members to communicate.

10. Retirement of Board Member or elect/re-elect Directors

It was moved by Garrett Doyle, seconded by Dr Noreen Golfman regarding the retirement of Ms Jane Greer and Dr Vianne Timmons.

It was moved by Noreen Goldman and seconded by Jane Delbene to extend Garrett Doyle’s position on the Board of Directors.

11. Harlow Incentive Program/Grenfell

Action - Roxanne Millan to rework briefing notes that was prepared in the Fall 2022 and share with the board.

12. Any Other Business

13. Closing remarks/End of Meeting

Dr Bose motioned to adjourn the meeting at 11:59 am.
Dates for the next meeting will be circulated soon.

Minutes approved December 13, 2023



s. 40 (1)

Dr. Neil Bose
President and Vice-Chancellor *pro tempore*

MUN (UK) Ltd (company)

Company number: 6132072

Board of Directors Meeting

This regular meeting of the Board of Directors of the Company was held on December 13, 2023 at 11:17 NL (14:47 UK) via Zoom and in person at the Harlow campus.

Present:

Dr. Neil Bose (chair)
Dr. Noreen Golfman
Mr. Garrett Doyle
Ms. Sara Inkpen
Ms. Jane Delbene
Dr. Jennifer Lokash
Dr. Anthony Payne

Apologies:

Ms. Lisa Browne
Dr. Lois Farqharson
Dr. Sonja Knutson (Director of the Internationalization Office)

Present by Invitation:

Ms. Margot Brown (Executive Director of the President's Office)
Ms. Cristin Casey (General Manager, Harlow Campus)
Ms. Michelle Sortwell (Finance Manager, Harlow Campus)

1. Meeting Called to Order

The meeting was called to order at 14:47 by chair, Dr. Neil Bose.

2. Approval of the Agenda

Following the call for the approval of the agenda, Dr. Bose provided members and those present by invitation with the opportunity to declare if they were in a conflict-of-interest position or a potential conflict of interest position regarding any agenda item.

The agenda was approved by the Board.

3. Minutes

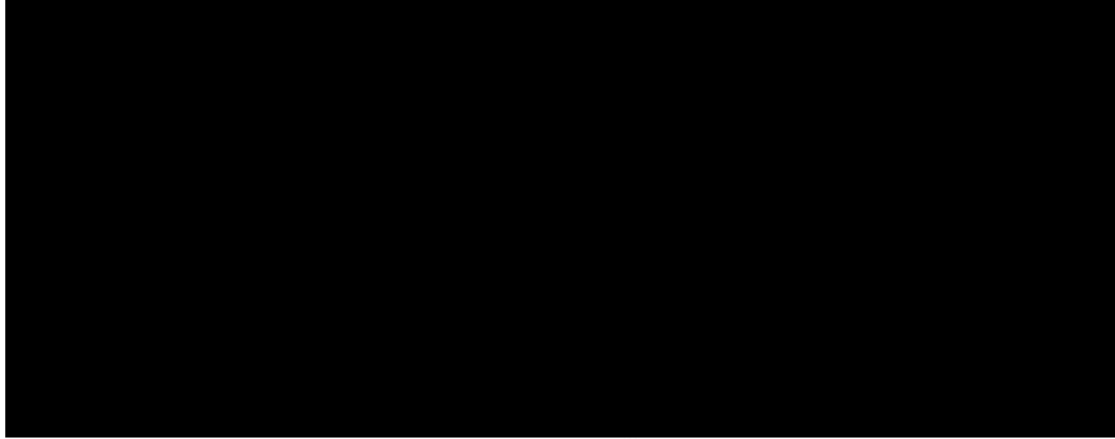
Minutes of the meeting of the Harlow campus Board Meeting on 3 May 2023 were presented. It was moved by Dr. Golfman and seconded by Ms. Inkpen that the minutes be approved.

The minutes were approved by the Board.

Action – Dr. Golfman to submit notes regarding previous minutes.

4. Matters arising not otherwise covered in the agenda

A: Scholarship Trust update



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

Scholarship Trust to ensure that the strategic objectives of the UK Harlow board are being met.



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

Review of scholarship trust terms of reference with a report presented at next board meeting. Sonja Knutson to provide an update on investment committee and strategy.

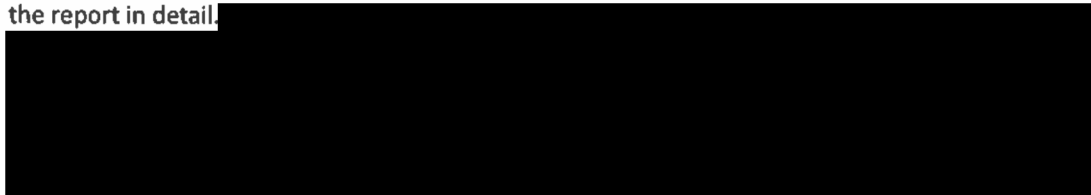
B: Approval of minutes

Minutes of the meeting of the Harlow campus Board Meeting on 31 October 2022 require signatures for filing. It was moved by Dr. Golfman and seconded by Ms. Inkpen to accept the minutes.

The minutes were approved by the Board.

5. Chair’s report

The Auditor General of Newfoundland has submitted their report to government. The Board of Regents has put in place an ad hoc committee to track through the different recommendations from the report in detail.



s. 29 (1)(a)

6. Financial Report

Ms. Sortwell provided an overview of the financials following an update on the financial papers in the AGM.



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

Complete benchmarking of non-MUN rentals with raise in accommodation usage.

The draft report of the St. John's finance team has been shared and actioned. A review of impact is requested.

ABVK to complete VAT return for February 2024.

7. General Managers report

An update as provided in the earlier Annual General Meeting.



s. 29 (1)(a)

An update on health and safety was provided with an update on reviews, policies, procedures and training.

Policies for the Harlow campus are being reviewed to ensure they are aligned with UK law. Ms. Casey sits on a number of policies committees including SHO and the Student Code of Conduct.

The draft strategic plan as developed from the January 2023 meeting of the board. Dr. Golfman requested a separate meeting/forum to discuss the strategic plan.

A short presentation of the Harlow Horizon project with Dr. Erin Oldford of the Faculty of Business was presented. Objectives and outcomes were presented to the board.



s. 29 (1)(a)

Action – Provide an outline of the UK implications to Canadian policy to be presented to the board/subcommittee.

Board to review the draft of the strategy to develop a document that celebrates the direction of the campus.

The provost's office to share outcome of Business Harlow Horizon proposal .

8. Appointment of Company Secretary

Ms. Casey presented on ABVK as company secretary for MUN UK Ltd. A review on the requirements and framework in the UK was provided.

It was moved by Ms. Inkpen and seconded by Dr. Payne to appoint ABVK as company secretary.

The motion was approved by the Board.

Action - Ms. Casey to ensure that ABVK are actioned and access provided to companies house/files.

9. Subcommittee update

An update was provided in the papers for the governance/policy subcommittee. A moment of reflection and extended engagement of the board was requested.

Action – Get descriptions of finance and general manager to be provided to the board of directors.

Review of the drafted strategic plan with reflection upon previous plans.

Commitment provided to the calendar of an extended strategic planning session.

Calendar regular meetings of the Harlow board of directors.

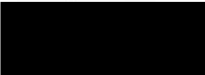
Executive sessions of board meeting requested to follow meetings of the board.

10. In Camera session

11. End of Meeting

Dr. Bose motioned to adjourn the meeting a 16:00. Following IT issues with hybrid host of 'in camera' session, the meeting was ended.

Minutes approved January 29, 2024

 s. 40 (1)

Neil Bose
President and Vice-Chancellor *pro tempore*

Minutes of a meeting of MUN (UK) Ltd Board of Directors

Company number: 6132072

A regular meeting of the Board of Directors of the Company was held on January 29, 2024 at 9:30 am, NL time and 1:00 pm UK time via Zoom and in person at the Harlow campus.

Present:

Dr Neil Bose (chair)
Ms. Jane Delbene
Mr. Garrett Doyle
Dr Noreen Golfman
Ms Sara Inkpen
Dr Jennifer Lokash
Dr Anthony Payne

Apologies:

N/A

Present by Invitation:

Ms Margot Brown (Executive Director of the President's Office)
Ms Cristin Casey (General Manager, Harlow Campus)
Ms Sonja Knutson (Director, Internationalization Office)
Ms. Roxanne Millan (Director of Resource Allocation and Planning)

1. Welcome and Apologies
Land Acknowledgement

The meeting was called to order by chair, Dr Neil Bose.

2. Approval of the Agenda

Following the call for the approval of the agenda, Dr Bose provided members and those present by invitation with the opportunity to declare if they were in a conflict-of-interest position or a potential conflict of interest position regarding any agenda item.

The agenda was approved by the Board.

3. Minutes

Minutes of the meeting of the Mun (UK) Board of Directors held on December 13, 2023 were deferred

4. Update on recruitment of Finance Manager

The Board received a verbal update from Dr. Lokash and Roxanne Millan

5. Update on recruitment of Manager, Harlow Campus
(Ms. Casey left the meeting)

Dr. Lokash together with Roxanne Millan provided the Board with an update on the recruitment of the Manager, Harlow Campus.

6. Update on Financial Statements for the year ending March 31, 2023.

The Board was advised that the Financial Statements were being finalized and will be circulated by email for approval prior to the filing deadline.

7. Update on Harlow Review

The Chair and the Provost provided the Board with a verbal update on the status of the review being conducted by Kim Shipp.

8. Any other business

No other business arose

9. Closing remarks/End of meeting

The Chair adjourned the meeting and approximately 10:30 am, NL time.

Neil Bose
Chairman and President and Vice Provost pro tempore

DRAFT Minutes of a meeting of the MUN (UK) Board of Directors
Company number 6132072

A regular meeting of the Board of Directors of the company was held on June 3, 2024, 9:30 am – 12:30 pm NL time and 12:00 pm – 3:00 pm UK time via Teams

Present:

Neil Bose (Chair)
Jane Delbene
Garrett Doyle
Lois Farquarson (joined at 10:00 am NL time))
Noreen Golfman
Sara Inkpen
Jennifer Lokash
Anthony Payne (departed the meeting at 11:00 am NL time)

Apologies:

N/A

Present by Invitation:

Margot Brown
s. 40 (1) [REDACTED] (For items 5 and 8)
Roxanne Millan (Joined at Item 5)
Kim Shipp (Joined for item 9)
Jingjing Xu

1. Welcome and Apologies
Land Acknowledgement

Dr. Bose called the meeting to order and opened with the Land Acknowledgement;

Dr. Bose welcomed everyone to the meeting and proceeded with introductions;

Dr. Bose invited members to review the agenda and asked for additions/omissions. (The agenda was reordered to provide for Item 8. Harlow Budget 2024-25 to be considered immediately following Item 6.) It was noted that [REDACTED] would not be in attendance for item 7 which had been indicated on the agenda.

s. 40 (1)

Jane Delbene moved that the agenda be accepted; Noreen Golfman seconded the motion. The Agenda was approved by the Board.

2. Confidentiality and Conflict of Interest

Dr. Bose reminded attendees of the confidential nature of the items. He also provided an opportunity for Board members to declare a conflict of interest. There being none, the meeting continued.

3. Minutes

Minutes of a meeting of the Board held on December 13, 2023 and a meeting held on January 29, 2024 were presented.

Jennifer Lokash moved that the minutes be accepted; Garrett Doyle seconded.

The minutes were approved by the Board.

4. Appointment of Dr. Jingjing Xu

Dr. Bose advised the Board that Dr. Xu had been interviewed by an Interview Committee on May 13, 2024. Members of the Committee included:

Jane Delbene
Garrett Doyle
Sara Inkpen
Jayne Platt
Jennifer Lokash

An email from Jane Delbene dated May 13, 2024 (which had been copied to the Interview Committee) was circulated confirming agreement to proceed with an offer of employment to Dr. Xu for a fixed, one year contract.

This item was presented for information. Mr. Doyle requested that a further discussion be held "in camera" at the end of the meeting.

5. Draft Financial Statements s. 40 (1)

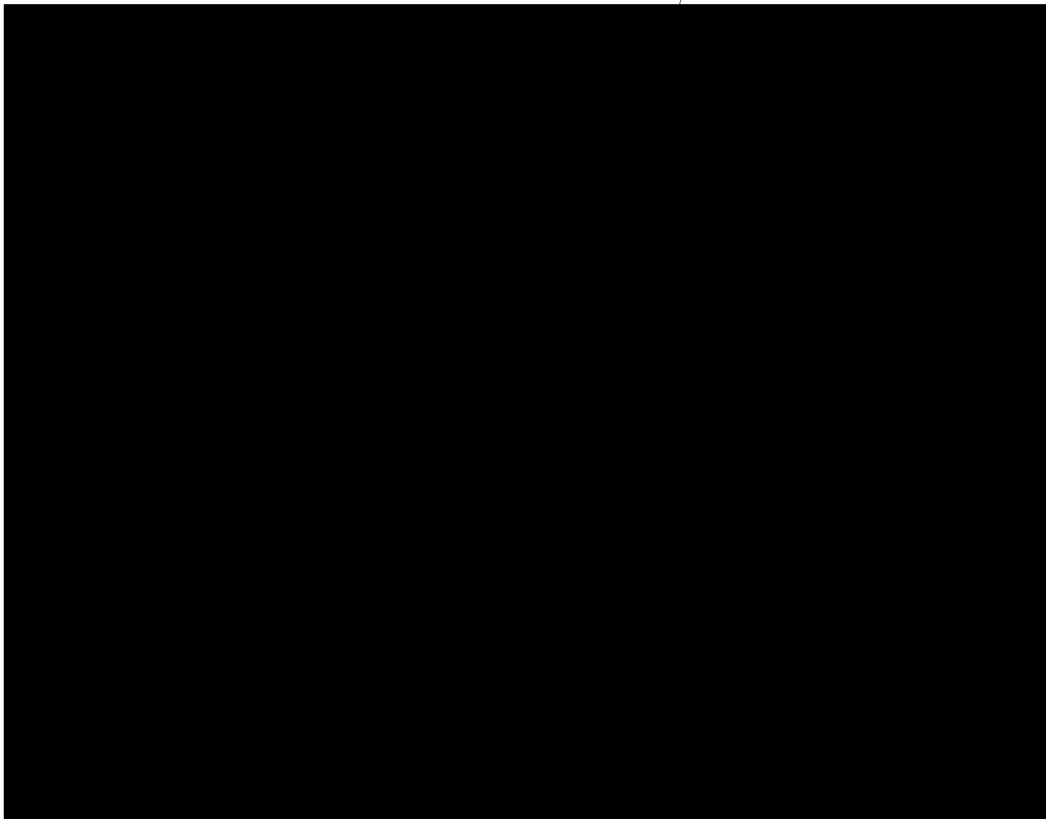
(Roxanne Millan and [REDACTED] of ABVK Accountants and Business Advisors joined the meeting).

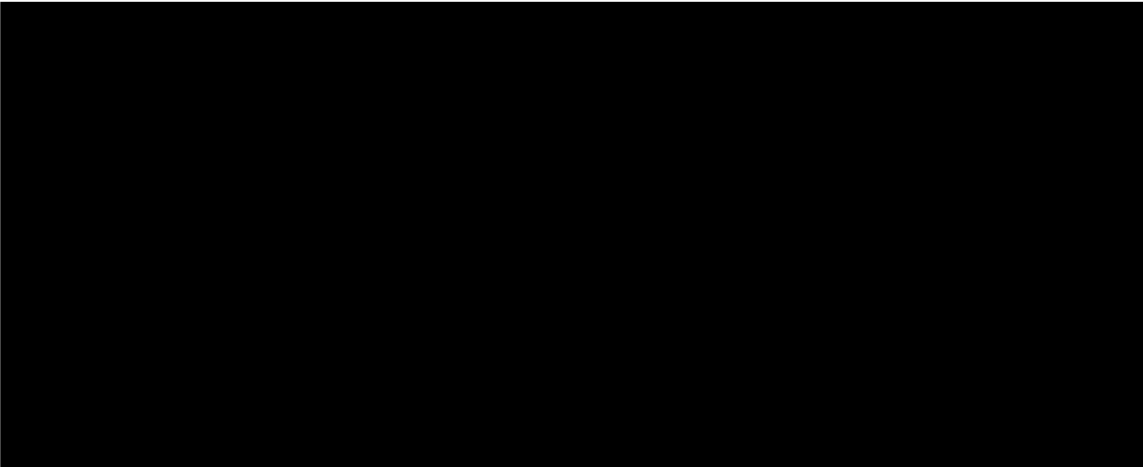
The (draft) Harlow Financial Statements for fiscal year ending March 31, 2024 were presented for information.

s. 40 (1) [REDACTED] provided the Board with an overview of the Financial Statements. Following the overview there was a question-and-answer session. The Financial Statements will be finalized before the end of June and will be circulated to the Board via email for final approval prior to being submitted to the University's Auditor's Ernst and Young

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

6.





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

8. Harlow Campus Budget – Fiscal Year 2024-25

This submission is presented to the Board for approval.

The Board was presented with a Proposed Budget for the fiscal year April 1, 2024-March 31, 2025.



s. 29 (1)(a)

Roxanne Millan provided an overview and responded to questions arising from Board members relating to expenses.

Following discussion it was moved by Noreen Golfman and Seconded by Sara Inkpen that the Board approve the Harlow Campus Budget for fiscal year 2024-25 as presented. The motion was approved by the Board.

9. Report of the review of MUN (UK) Ltd.

Kim Shipp joined the meeting of the Board and provided an update on the status of the interim report and the final report. Jane Delbene extended thanks to Kim on working on this report and working with the MUN (UK) Board.

A discussion ensued relating to the status of the report going forward to the Board of Regents of Memorial. Dr. Bose advised the MUN UK Board that the Interim Report was provided to the Ad Hoc Committee on the Auditor General's report, a committee of the Board of Regents. The Ad Hoc Committee received the report for information. There was general agreement with the recommendations at the ad hoc committee and it is anticipated that the final report will be presented to the Board of Regents at its October meeting. It was noted that clarity will be sought on the type of reporting to be done to the Board of Regents going forward. Dr. Xu will steward the implementation of any business plan arising from the report and will work with the office of the Board of Regents to regularize reporting.

This item was presented for information. Ms. Shipp left the meeting following the discussion.

10. Date of AGM and next Board meeting

Dr. Xu will follow up on this item and arrange regularly scheduled Board meetings. Additionally, it was noted that the Annual General meeting (AGM) of the Board was held in December 13, 2023 and therefore, an AGM will need to be scheduled before that date.

Board members requested, and it was agreed, that materials for Board meetings would be provided within 5 working days of any upcoming meeting.

11. Any other business

Noreen Golfman requested that the Board's deep appreciation for the work of Roxanne Millan over the past several months be reflected in the minutes. The Board is reassured on the management of Harlow Campus and foundation as a result of the efforts of Roxanne and the team she has led. A letter of expression of thanks will be sent by the Chair of the Board on behalf of the Board.

The Board moved to an in-camera session and Roxanne Millan and Margot Brown left the meeting.

12. The meeting adjourned at 12:00 noon NL time.

Neil Bose
Chair, MUN (UK) Ltd.
President and vice-chancellor, pro tempore