



**Re: Harlow campus: opportunities for lifelong learners**

**From** Morrison, Janet <jmorrison@mun.ca>

**Date** Fri 11/21/2025 9:42 AM

**To** [REDACTED] s. 40 (1)

Thank you for your kind words. [REDACTED]

s. 40 (1)

Wishing you and yours a restful break too.

Warmly,  
Janet

[Get Outlook for iOS](#)

**From:** [REDACTED] s. 40 (1)

**Sent:** Friday, November 21, 2025 8:27:20 AM

**To:** Morrison, Janet <jmorrison@mun.ca>

**Subject:** Re: Harlow campus: opportunities for lifelong learners

Thank you Janet

We are all quite anxious to hear about the next steps for the university in early 2026. I hope you manage to take a little time off over the holidays. You certainly deserve it!

All the best

[REDACTED] s. 40 (1)

**From:** Morrison, Janet <jmorrison@mun.ca>

**Sent:** Tuesday, November 18, 2025 6:32 PM

**To:** [REDACTED] s. 40 (1)

**Subject:** FW: Harlow campus: opportunities for lifelong learners

Thank you, [REDACTED] experience at Harlow is 100% consistent with what I've heard from [REDACTED] thanks for sharing it. I also very much appreciate your kind words. There are difficult decisions ahead, but I am genuinely committed to listening and thoughtfulness.

Warmly,  
Janet

**From** [REDACTED] s. 40 (1)

**Sent:** Friday, November 14, 2025 8:11 PM

**To:** President, The <munpres@mun.ca>

**Subject:** Re: Harlow campus: opportunities for lifelong learners

s. 40 (1)

Hello Janet,

Regardless of our collective financial challenges, I am encouraged by the personal attention and care that you bring to your role as President and Vice-Chancellor. We've never had a president [redacted] who took the time to respond thoughtfully [redacted]. You are clearly the kind of leader who welcomes feedback and carefully considers the pros and cons of any situation before making a decision. Thank you for this.

s. 40 (1)

s. 40 (1)

[redacted]

[redacted]

s. 40 (1)

Thanks for listening Janet  
All the best

[redacted] s. 40 (1)

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**From:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Sent:** Thursday, November 13, 2025 2:46 PM  
**To:** [redacted] s. 40 (1)  
**Subject:** RE: Harlow campus: opportunities for lifelong learners

Dear [redacted] s. 40 (1)

I agree that lifelong learners represent an important demographic for Memorial, particularly in light of the provincial demographic projections. I appreciate your proactive thinking about innovative ways to address our enrolment challenges.

While no decision has been made about the future of Harlow Campus, it is important to be transparent about Memorial's significant financial challenges. We are spending beyond our means and this reality will require us to make difficult choices. Our priority is to protect and strengthen academic quality and the student experience as we navigate these constraints.

We have held consultation sessions with faculty, staff, students, retirees and Harlow Campus alumni and the passion our community has for global learning experiences is evident. Your feedback below will be considered with all of the feedback we've received on this topic; thank you for sharing it. If you have ideas [redacted] I would welcome your thoughts.

s. 40 (1)

Thank you again for reaching out and your commitment to our university.

Warm regards,  
Janet

Janet Morrison, PhD  
President and Vice Chancellor  
Memorial University of Newfoundland and Labrador

President@mun.ca  
Phone: 709-864-8212

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

**From:** [REDACTED] s. 40 (1)  
**Sent:** Wednesday, November 12, 2025 12:25 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** Harlow campus: opportunities for lifelong learners

Hello Janet  
Its [REDACTED] s. 40 (1)  
[REDACTED]

Setting aside the exceptional experiential learning experiences that these students were able to acquire while at Harlow, I wanted to mention that [REDACTED]

[REDACTED] s. 40 (1)  
This is a demographic which Memorial needs to target and which programs at Harlow campus are uniquely situated to serve. [REDACTED] s. 40 (1)

[REDACTED] In the face of decreasing enrolments, lifelong learners can be an important component of Memorial's rejuvenation, and a way to increase attendance at Harlow. We just need a little more time (and support) to implement a future plan for the campus.

Thank you for listening, and for your continued work on restructuring our beloved institution.

All the best  
[REDACTED] s. 40 (1)



Documents - Harlow Campus

From President, The <munpres@mun.ca>

Date Fri 11/21/2025 12:46 PM

s. 40 (1)

s. 40 (1)

To Garrett Doyle [redacted]; Sara Leslie Ann Inkpen [redacted]; Lokash, Jennifer <jlokash@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Anik Rahman (mra200@mun.ca) <mra200@mun.ca>

2 attachments (374 KB)

Harlow Campus Buildings Assessment - FM Notes and Recommendations - October 2025.pdf; 10 year operational costs Harlow.pdf;

NOTE TO APPLICANT: These attachments follow on pages 5-18.

Good afternoon, MUN (UK) Limited Board members.

IAP Office

Please see attached documents being forwarded to you on behalf of Dr. Janet Morrison as a follow-up action from the Board of Directors meeting held November 13<sup>th</sup>:  
-Harlow Campus Buildings Assessment  
-10 year operational costs Harlow

Thanks and best regards,

Rose

Rose M. Frew, Executive Assistant to the President (Correspondence)  
President's Office, Room A-2028  
Arts and Administration Building | 230 Elizabeth Avenue  
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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**FACILITIES  
MANAGEMENT**

**HARLOW CAMPUS BUILDINGS ASSESSMENT**

**OCTOBER 13-16, 2025**

**NOTES AND RECOMMENDATIONS**

(PHOTOS REMOVED)

Chad Ballah, Manager, Major Capital Projects

Mike Foley, Manager, Minor Capital Projects

# General Notes

Wednesday, October 15, 2025 9:11 AM

## Staffing

s. 40 (1)

- One main maintenance person on staff – [REDACTED] does housekeeping but also helps out with maintenance.
- They have plumbing and electrical contractor (PK Electrical) that they use, as required.
- Phoebe Fuhr is the EA but acting as interim General Manager
- A new General Manager is in the final processes of being hired and will be starting in the coming weeks

## Testing and Inspections

- There has been Legionnaires testing and fire inspection complete recently for all buildings. Phoebe will look for inspections report.
- Weekly water flushing occurs and monthly temperatures are checked as preventive maintenance against Legionaries.
- The electrical contractor completes an electrical inspection every 5 years. The last inspection was completed in fall 2025 so the next is planned for fall 2026.
- There is a general site inspection completed before a new cohort of students arrives. The most recent inspection has been completed by Phoebe.

## Other Notes

s. 40 (1)

- Spoke to [REDACTED] (local contractor) - he was not involved in the remediation of the car accident damage, or any other work on Campus to date. He indicated that the insurance company would either take care of it or allow the owner to get quotes. [REDACTED] said someone from the insurance company was on site last week to measure. But the repair must be vetted through the city heritage dept, before work can commence.

s. 40 (1)

# The Maltings

Wednesday, October 15, 2025 9:28 AM

- Admin. offices, meeting room, student housing, kitchens

[Redacted]

s.37(1)(b)

- No active room leaks within the building
- Shower heads are currently removed for descaling. These buildings are located in a hard water area
- Windows were replaced in December 2011 and are in good condition. No reported leaks.

[Redacted]

s.37(1)(b)

- Gas ovens and cookers in main kitchen, which was operated by a chef, were at end of life and removed. New residential grade electrical ovens have been installed and this is no longer used as a commercial kitchen. The kitchen is now used by the visiting faculty and students.
- There is an electrical closet in the Housekeeping office that had cleaning supplies stored in it. Phoebe committed to getting these items stored elsewhere.
- The Commons Room exit sign is not illuminated. Sign should be re-energized and replaced with running man type.
- The Quiet Room had a recent roof leak but a portion of the slate roof above has recently been replaced.
- Boiler room roof was also replaced a couple years ago
- New fire escape was installed a few years ago
- The beam between Rooms 14 and 18 was repaired recently.

[Redacted]

s.37(1)(b)

- Hot water tanks and conversion boilers are situated throughout the building.

### VFA Currently Critical Items - Comments

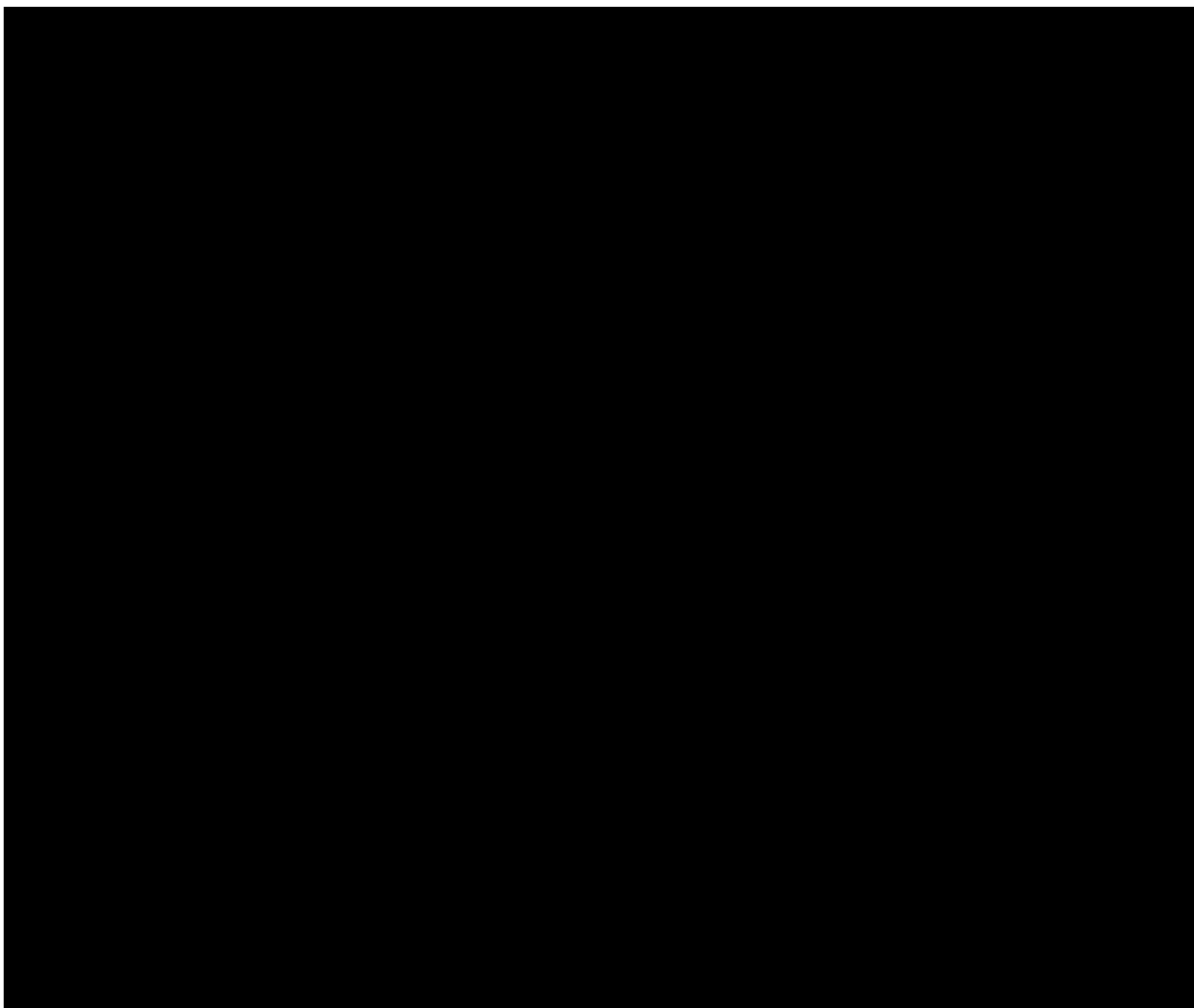
s. 29 (1) (a), s.37(1)(b)

[Large Redacted Area]

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



**Recommended Short Term Items to be Addressed** s. 29 (1) (a)



# St. John's House

Wednesday, October 15, 2025 9:29 AM

- Lecture hall, faculty housing with no kitchen (conservatory)



s.37(1)(b)

- The projector in the main space doesn't have a remote and requires a ladder to turn it on.
- Some combination boilers were added in recent years.

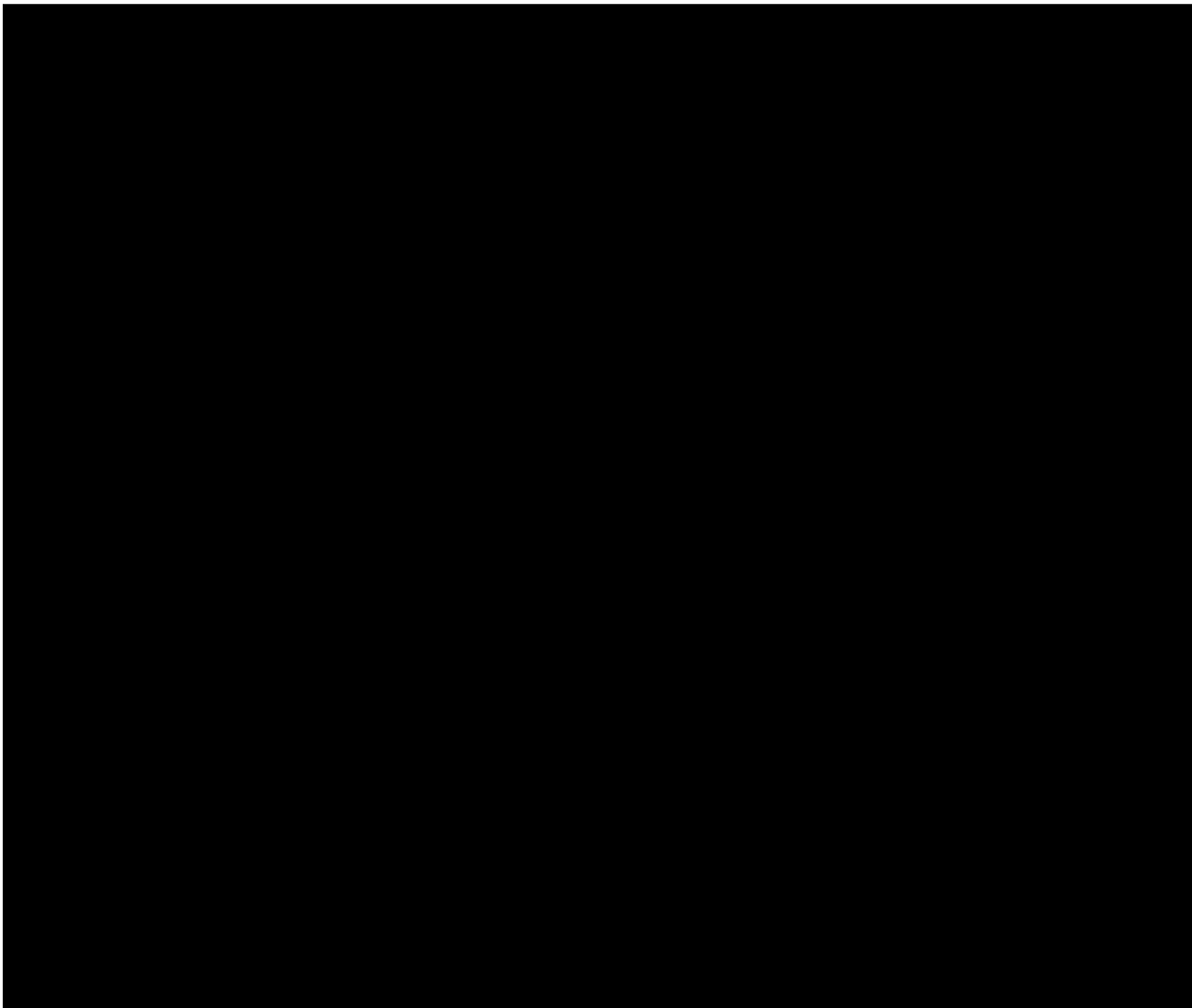


s.37(1)(b)

- The house/hall is partially fed from the new combination boiler in the archive storage area former bathroom.
- Lights in St. John's House are replaced.
- Lights in St. John's Cottage are partially replaced.
- Mix of new vinyl and existing wood windows.

## VFA Currently Critical Items - Comments

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



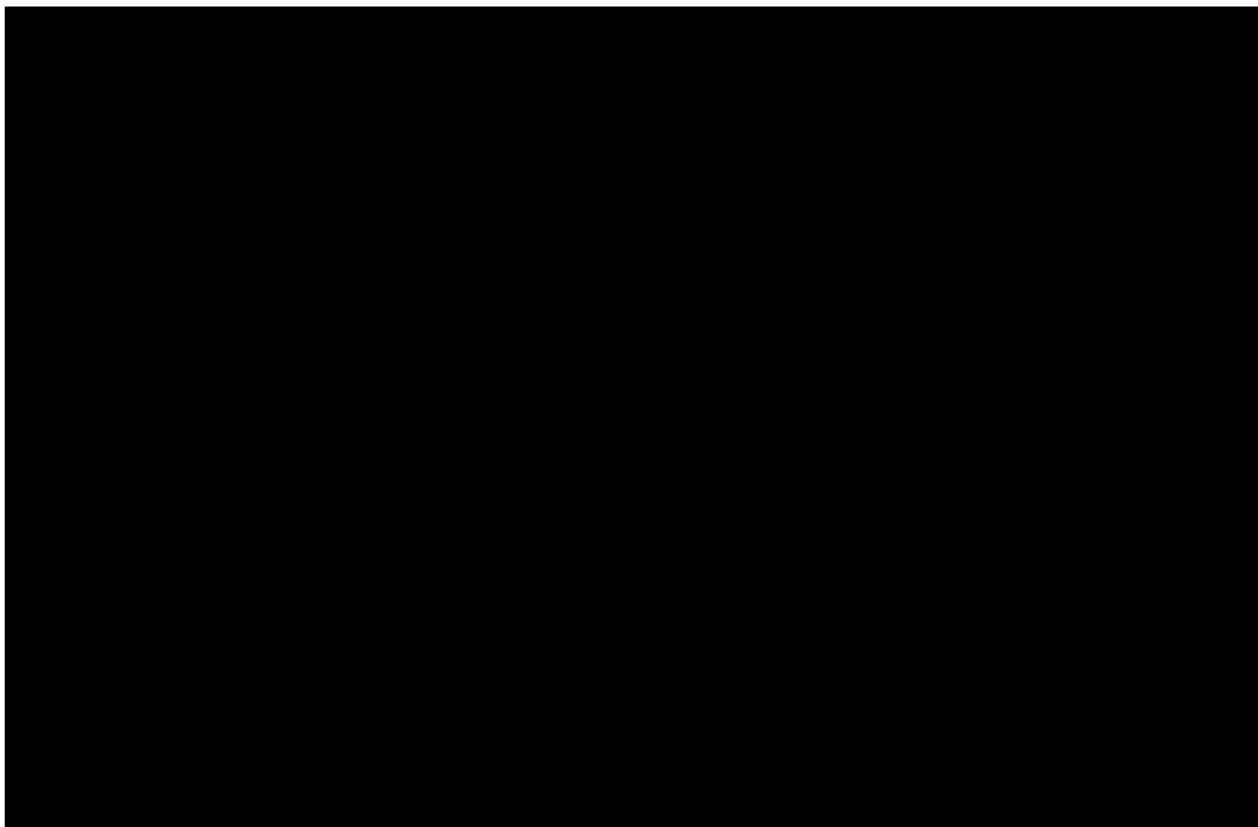
s. 29 (1) (a), s.37(1)(b)



**Recommended Short Term Items to be Addressed**

St. John's House

s. 29 (1) (a)



# St. John's Cottage

Wednesday, October 15, 2025 9:31 AM

- Faculty housing with kitchen s.37(1)(b)

[REDACTED]

There is a smoke detector on the first floor, at the base of the stairs. And a heat detector in the kitchen.

- One of the bedroom roofs was repaired recently.

**See St. John's House Notes for comments on VFA Currently Critical Items and Recommended Short Term Items to be Addressed.**

# Cabot House

Wednesday, October 15, 2025 9:28 AM

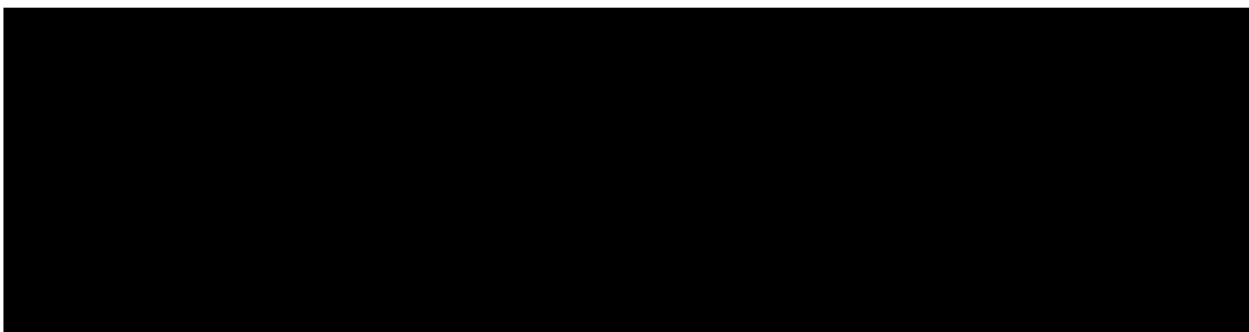
- Student housing with kitchen
- Heritage property



s.37(1)(b)

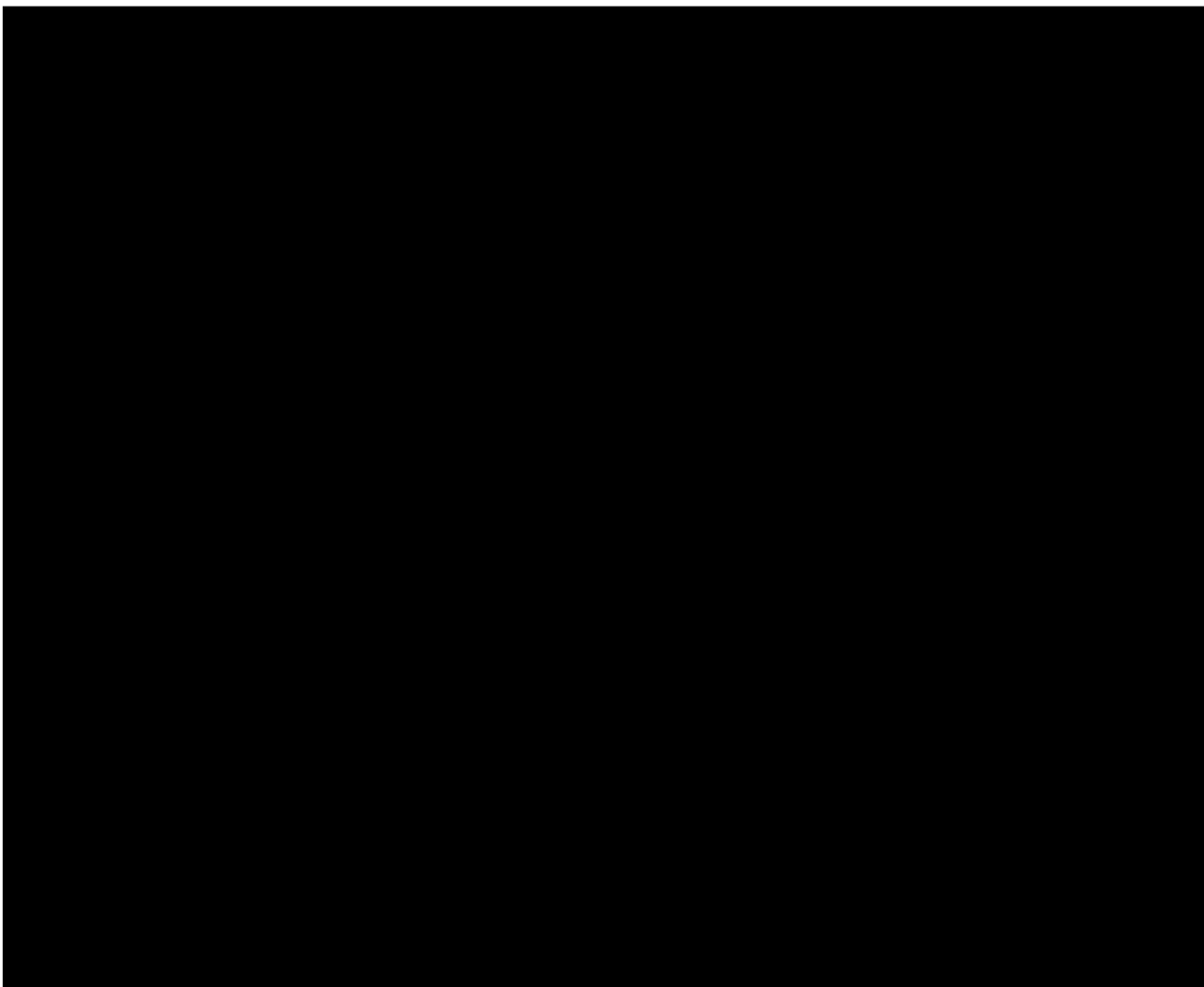
## VFA Currently Critical Items - Comments

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

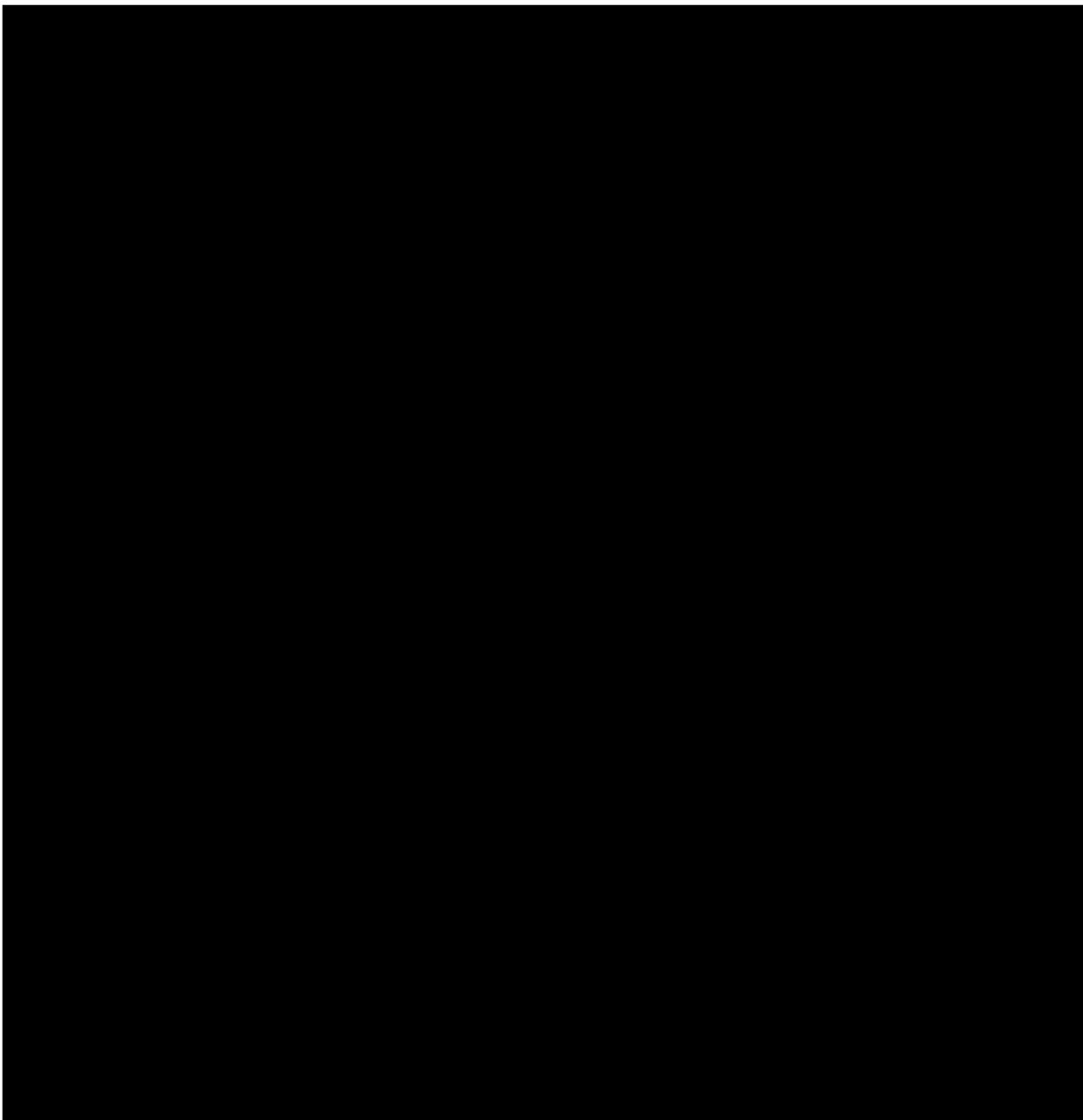


## Recommended Short Term Items to be Addressed

s. 29 (1) (a)



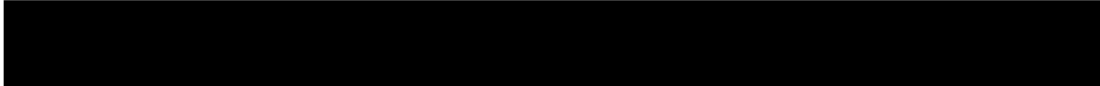
s. 29 (1) (a)



# Cabot House

Wednesday, October 15, 2025 9:28 AM

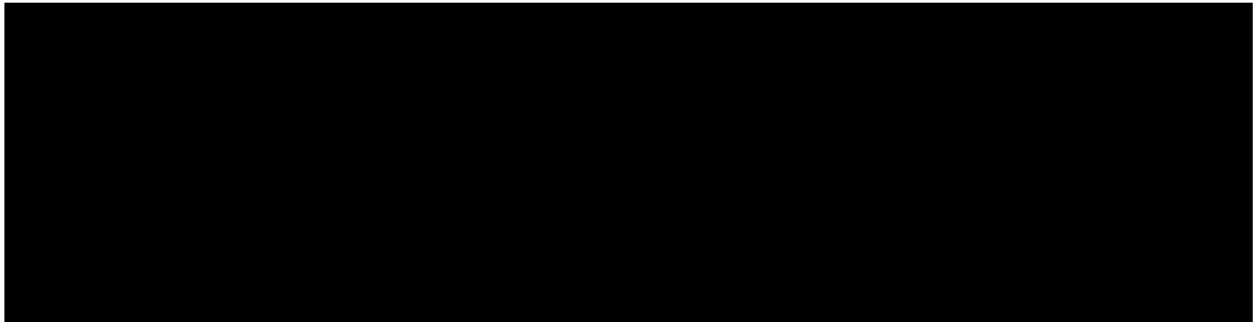
- Student housing with kitchen
- Heritage property



s.37(1)(b)

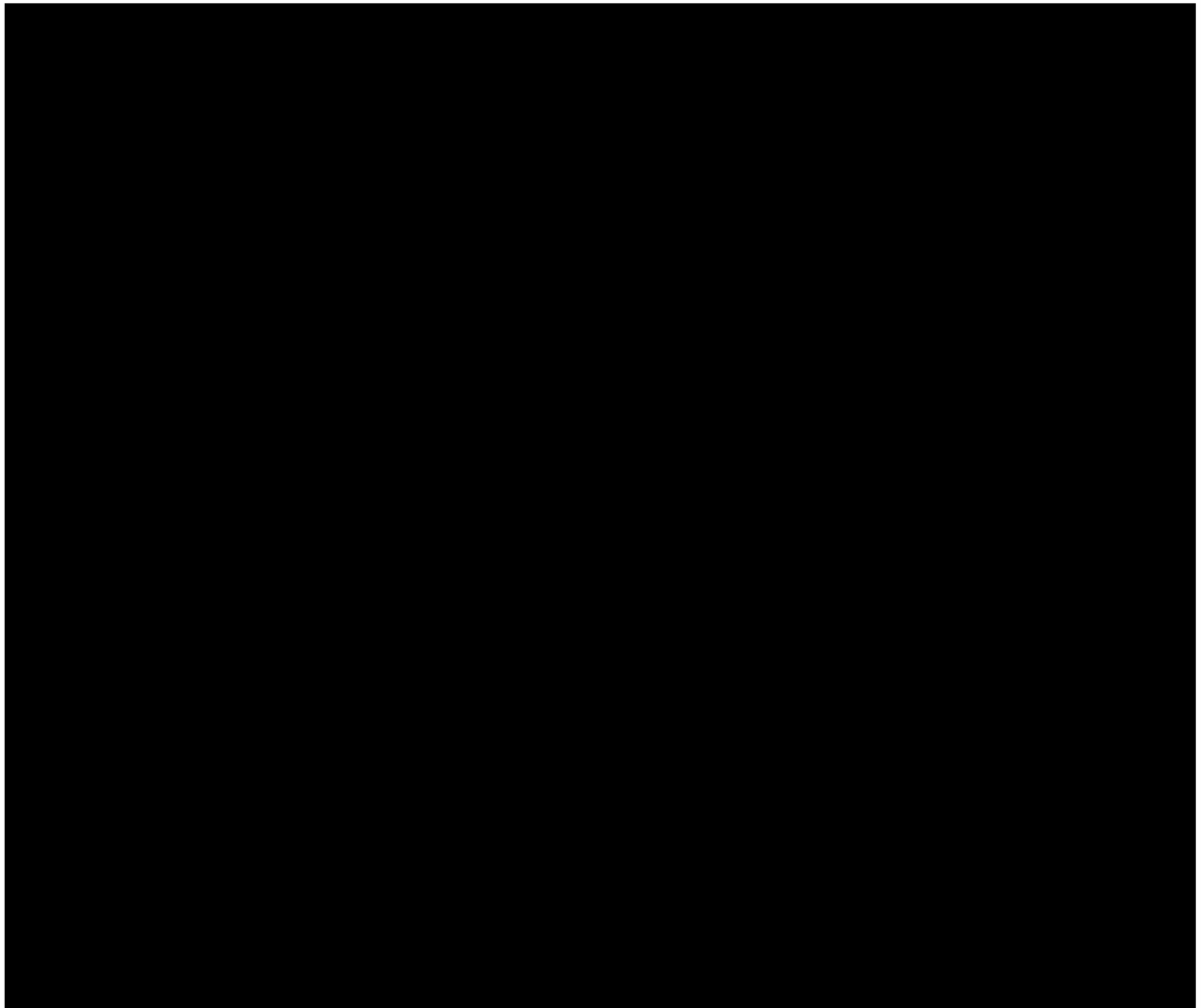
## VFA Currently Critical Items - Comments

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

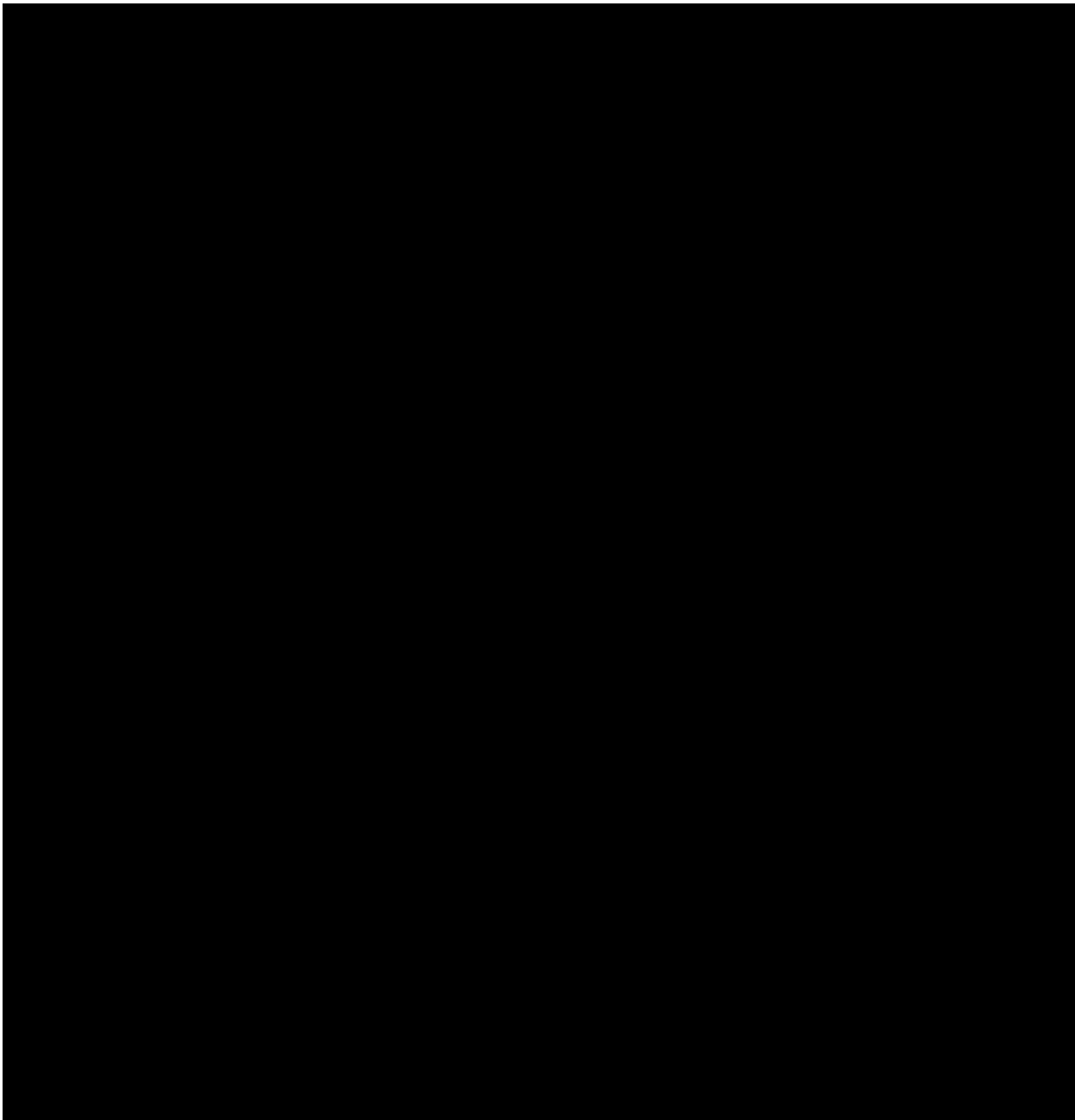


## Recommended Short Term Items to be Addressed

s. 29 (1) (a)



s. 29 (1) (a)



# 44 Market Street

Wednesday, October 15, 2025 9:31 AM

- Residential property for faculty housing, with kitchen (ground level)
- Heritage property

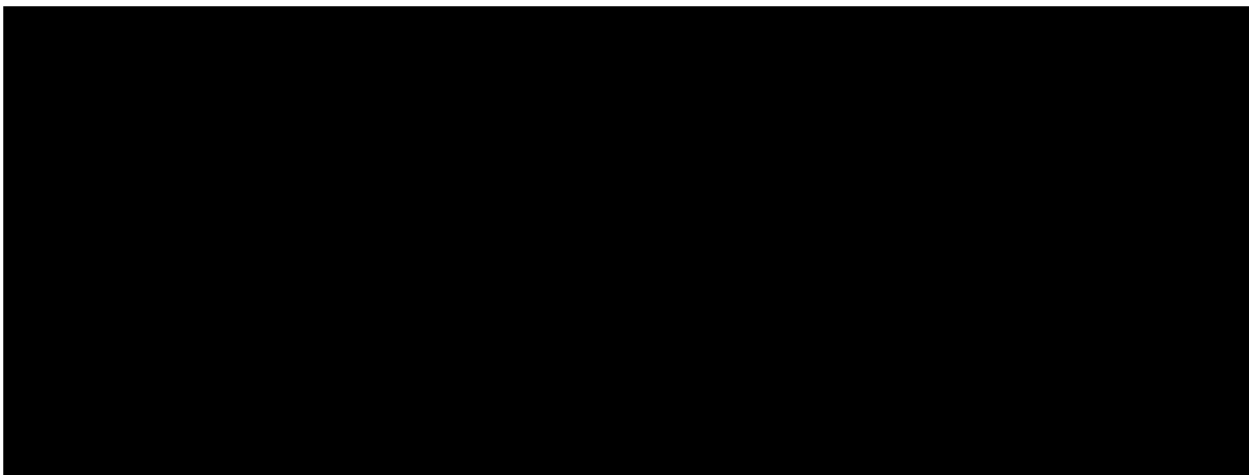


s.37(1)(b)

- Smoke detectors were tested and confirmed working

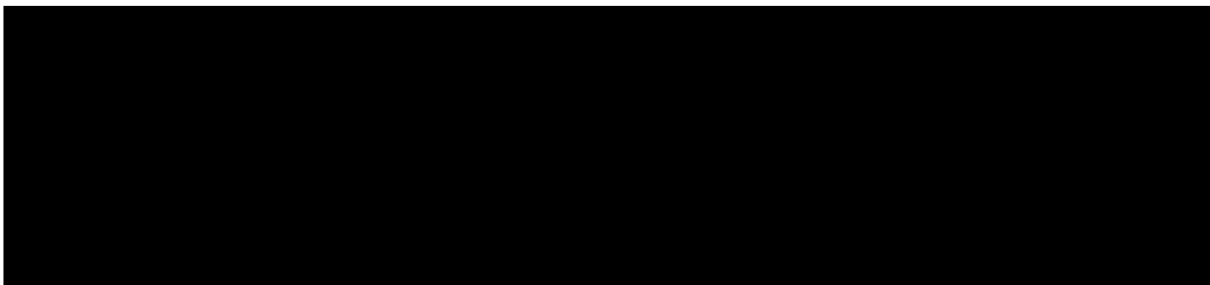
### VFA Currently Critical Items - Comments

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



### Recommended Short Term Items to be Addressed

s. 29 (1) (a)



# 46 Market Street

Wednesday, October 15, 2025 9:32 AM

- Residential property for faculty housing, with kitchen (upper level)
- Heritage property

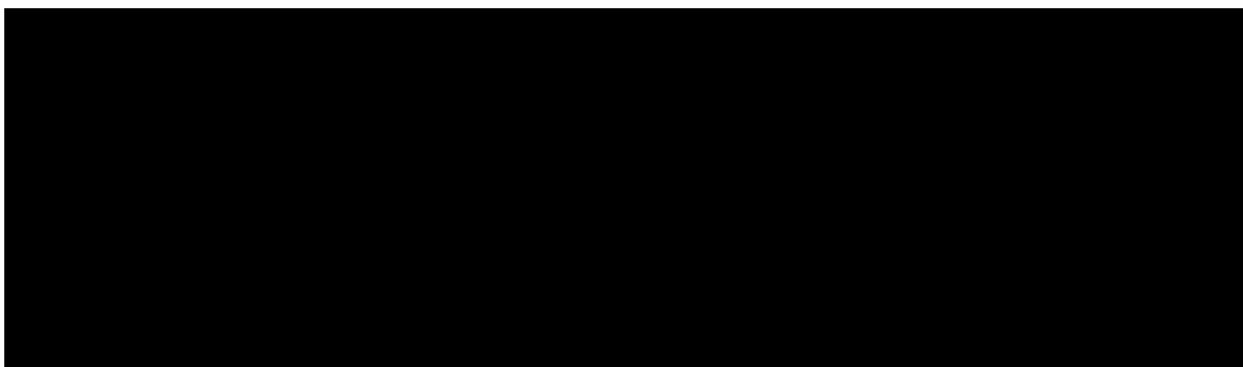


s.37(1)(b)

- Smoke detectors were tested and confirmed working.

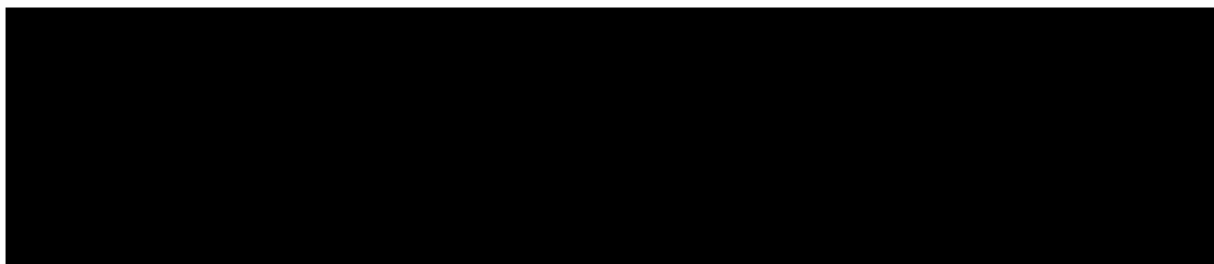
### VFA Currently Critical Items - Comments

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



### Recommended Short Term Items to be Addressed

s. 29 (1) (a)



# 10-YEAR OPERATIONAL COSTS HARLOW CAMPUS

Grant + Expenses	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Grant Transferred	623,873	726,662	599,461	804,941	498,118	640,841	680,186	810,514	872,517	958,979	928,052
Consultants/Professional Fees	78,239	25,879	7,838	14,835	26,981	126,317	11,653	0	6,105	0	44,332
Travel (SIC to Harlow)	27,285	16,317	40,674	42,176	26,188	59,901	0	0	11,529	21,080	16,426
HIP (Provost's Budget Envelope)	0	78,798	155,942	149,442	81,879	114,708	0	0	34,605	20,538	0
Renovations (Grant from FM)	0	191,209	0	0	0	0	0	0	0	0	0
Miscellaneous Expenses	7,355	3,931	169	333	1,518	9,617	175	17,509	140	139	1,341
<b>Total</b>	<b>736,752</b>	<b>1,042,796</b>	<b>804,084</b>	<b>1,011,727</b>	<b>634,684</b>	<b>951,384</b>	<b>692,014</b>	<b>828,023</b>	<b>924,896</b>	<b>1,000,736</b>	<b>990,151</b>



**FW: Harlow future**

**From** Morrison, Janet <jmorrison@mun.ca>

**Date** Fri 11/21/2025 3:54 PM

**To** [REDACTED] s. 40 (1)

**Cc** Jacobsen, Ken <c2kj@mun.ca>; President, The <munpres@mun.ca>

s. 40 (1) [REDACTED] thank you for taking the time to write on this important topic; it's lovely to e-meet you.

While a decision re Harlow rests with the Board, I certainly share your enthusiasm for offering affordable and accessible alternative programming in the UK. Please rest assured that my colleagues in the Theatre Program at Grenfell Campus are exploring several options; by way of this note, I'll ensure BU is on their radar.

Thank you again for reaching out. I'll hope to meet you in-person soon.

Warmly,  
Janet

**From:** [REDACTED] s. 40 (1)

**Sent:** Thursday, November 20, 2025 4:06 PM

**To:** President, The <munpres@mun.ca>

**Subject:** Harlow future

Dear Dr. Morrison s. 40 (1)

Please, allow me to introduce myself. [REDACTED] and I felt it worthwhile to contact you.

From what I hear there is a strong possibility that the Harlow Campus may be closed for financial reasons. If this is the case I would like to see that MUN students still have the possibility of studying and living in the UK because of the strong historical connection between the West of England and Newfoundland.

[REDACTED] s. 40 (1)

While other UK universities (with whom we have had active MOUs) could also do the same. BU has the advantage of geography as it borders the town of Poole, which had strong connections with the early Newfoundland fishery.

I hope that you find my comments useful. Please feel free to reach me if you would like any further information.

Congratulations on your appointment.



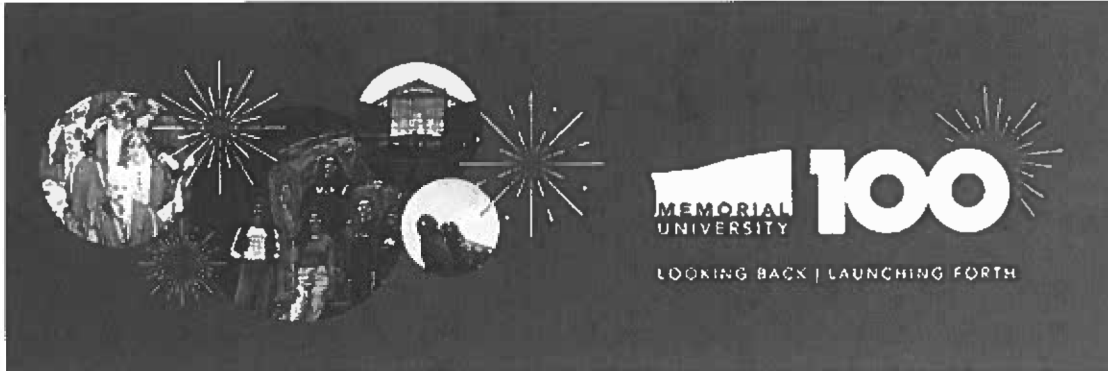
s. 40 (1)



Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [reneef@mun.ca](mailto:reneef@mun.ca)



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




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**From:** Fitzgerald, Renee  
**Sent:** Wednesday, November 19, 2025 10:13 AM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Cc:** Dyke, Paula ([pdyke@mun.ca](mailto:pdyke@mun.ca)) <[pdyke@mun.ca](mailto:pdyke@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** FW: Chris Vince MP Meeting

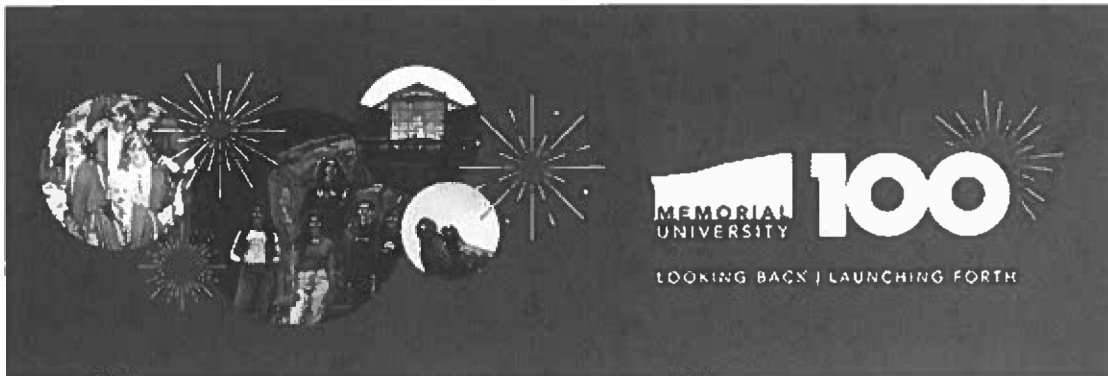
Hi Janet. Please see below request for a meeting with Chris Vince, MP for Harlow and the Villages. Would you like me to arrange?

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)  
 President's Office, Room A-2028  
 Arts and Administration Building | 230 Elizabeth Avenue  
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [reneef@mun.ca](mailto:reneef@mun.ca)



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**From:** LOWERY, Emily <[emily.lowery@parliament.uk](mailto:emily.lowery@parliament.uk)> **On Behalf Of** VINCE, Chris (MP)  
**Sent:** Wednesday, November 19, 2025 10:09 AM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Cc:** Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>  
**Subject:** RE: Chris Vince MP Meeting

Good Afternoon,

I hope this email finds you well.

I am emailing from Chris Vince MP's team to request a meeting with the Vice Chancellor for Newfoundland University, Dr. Janet Morrision. I hope I am reaching the right person.

Chris would be grateful for a meeting to discuss the future of the Harlow Campus of your university.

If this meeting is possible, please do let me know and I would be happy to facilitate this.

Kind Regards,  
**Emily Lowery**  
 Parliamentary Assistant  
 Office of Chris Vince MP  
 MP for Harlow and the Villages



**Data Protection Notice:** All personal information you give to me will be treated as confidential. I may need to pass on this information to third party organisations so that I can help you, but I will only do so where it is necessary and reasonable to do so. If you do not wish any part of the personal information you have supplied with me to be shared with others, you must make me aware of this as soon as possible. Other than the circumstances above, I will not share personal information with other organisations without your explicit consent. I will only retain the information for as long as is necessary to fulfil the action required as detailed above. I may retain information about closed cases in the event that you contact me again for help.

Link to Chris Vince's Staff Privacy Policy: [Privacy Policy - Chris Vince for Harlow](#)

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 Outlook

**Re: Harlow future**

**From:** [REDACTED] s. 40 (1)  
**Date:** Mon 11/24/2025 3:41 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>

Dear Dr. Morrison

Thank you for your note. I look forward to the opportunity of meeting you sometime in the future!

[REDACTED] s. 40 (1)

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**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** 21 November 2025 15:54  
**To:** [REDACTED] s. 40 (1)  
**Cc:** Jacobsen, Ken <c2kj@mun.ca>; President, The <munpres@mun.ca>  
**Subject:** FW: Harlow future

s. 40 (1) [REDACTED] thank you for taking the time to write on this important topic; it's lovely to e-meet you.

While a decision re Harlow rests with the Board, I certainly share your enthusiasm for offering affordable and accessible alternative programming in the UK. Please rest assured that my colleagues in the Theatre Program at Grenfell Campus are exploring several options; by way of this note, I'll ensure BU is on their radar.

Thank you again for reaching out. I'll hope to meet you in-person soon.

Warmly,  
 Janet

**From:** [REDACTED] s. 40 (1)  
**Sent:** Thursday, November 20, 2025 4:06 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** Harlow future

Dear Dr. Morrison

s. 40 (1)

Please, allow me to introduce myself. [REDACTED] and I felt it worthwhile to contact you.

From what I hear there is a strong possibility that the Harlow Campus may be closed for financial reasons. If this is the case I would like to see that MUN students still have the possibility of studying and

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

IAP Office




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**FW: Harlow Campus - Business Consulting Course**


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**From** President, The <munpres@mun.ca>  
**Date** Tue 11/25/2025 9:47 AM  
**To** Morrison, Janet <jmorrison@mun.ca>  
**Cc** President, The <munpres@mun.ca>

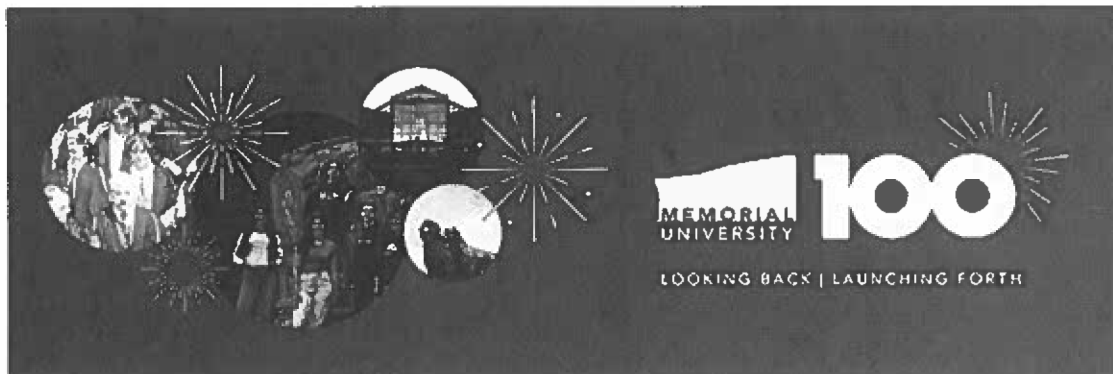
Hi Janet. This is the email that you asked me about this morning. Thee doesn't seem to be a response back to her in response to her questions below.

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)  
 President's Office, Room A-2028  
 Arts and Administration Building | 230 Elizabeth Avenue  
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [reneef@mun.ca](mailto:reneef@mun.ca)



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



**From:** Jewer, Jennifer <jenniferj@mun.ca>  
**Sent:** Thursday, November 13, 2025 2:38 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** Harlow Campus - Business Consulting Course

Hello Dr. Morrison,

I hope you are doing well. This winter, I will be leading an undergraduate business consulting course for students from the Memorial University of Newfoundland Faculty of Business studying at the Harlow Campus. This course offers a transformational experience for our students: senior undergraduates collaborate with a business or

organization—at no cost to the client—to apply classroom theory to a real-world challenge. The benefits are threefold: client organizations can gain actionable insights, our students gain practical, high-impact experience ahead of graduation, and the Harlow Campus strengthens its connection with external organizations, thereby enhancing its profile and value.

[Redacted]

s. 29 (1) (a)

[Redacted]

In sum: this course not only elevates the student learning experience, it also strengthens the Harlow Campus' external engagement and creates value for partner organisations.

[Redacted]

Thank you for your time and consideration.

s. 29 (1) (a)

Warm regards,  
Jennifer

Jennifer Jewer, Ph.D. PMP  
Associate Professor of Information Systems  
Faculty of Business Administration  
Cross-appointed, Discipline of Emergency Medicine, Faculty of Medicine  
Memorial University of Newfoundland  
T 709 864 3094  
E [jenniferj@mun.ca](mailto:jenniferj@mun.ca)




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**FW: Harlow**


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**From** President, The <munpres@mun.ca>  
**Date** Tue 11/25/2025 10:03 AM  
**To** Morrison, Janet <jmorrison@mun.ca>

Janet, I do not have a record of response on this one [REDACTED] s. 40 (1)

Best regards,  
 Rose  
 Rose M. Frew, Executive Assistant to the President (Correspondence)  
 President's Office, Room A-2028  
 Arts and Administration Building | 230 Elizabeth Avenue  
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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

**From:** President, The  
**Sent:** Thursday, November 6, 2025 3:44 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>  
**Subject:** FW: Harlow

Please see below.

Best regards,  
 Rose  
 Rose M. Frew, Executive Assistant to the President (Correspondence)  
 President's Office, Room A-2028  
 Arts and Administration Building | 230 Elizabeth Avenue  
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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

**From:** [REDACTED] s. 40 (1)  
**Sent:** Thursday, November 6, 2025 2:55 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Harlow

Dear Dr. Morrison,

I am writing requesting a meeting to discuss the future of the Harlow campus. [REDACTED] s. 40 (1)

[REDACTED] Harlow is a unique gem for teaching and learning about public policy from a comparative perspective. Our teachers benefitted a great deal from the experience as did those who taught and operated in knowledge networks. I hope to have an opportunity to meet you and discuss the Harlow initiative and offer my insights. In addition, I would also like to have an opportunity to discuss the elimination of the Harris Centre, and the decline of capacity when it comes to public policy and public engagement. [REDACTED]

s. 40 (1) [REDACTED] Look forward to your response and hope to meet to discuss the importance of building capacity, knowledge networks in an era of partnership and territoriality. We need more function not form, and in an era of conspiracy theories rather than science, informed problem definition and resolution is more essential for democracy than ever! Looking forward to hearing from you and hope to meet in person.

Cheers,  
[REDACTED]

Cheers, s. 40 (1)  
[REDACTED]

Get [Outlook for iOS](#)



**FW: Harlow campus**

From President, The <munpres@mun.ca>

Date Tue 11/25/2025 10:09 AM

To Morrison, Janet <jmorrison@mun.ca>; VP AER <vpaer@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>

Good morning,  
Looks like I missed forwarding the item below.  
Acknowledgement was issued.

Best regards,  
Rose  
Rose M. Frew, Executive Assistant to the President (Correspondence)  
President's Office, Room A-2028  
Arts and Administration Building | 230 Elizabeth Avenue  
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
t: 709.864.8212 | f: 709.864.2059 | email: president@mun.ca

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

From: [REDACTED] s. 40 (1)  
Sent: Monday, November 17, 2025 8:05 PM  
To: President, The <munpres@mun.ca>  
Subject: Harlow campus

Dear Dr Dr. Morrison,

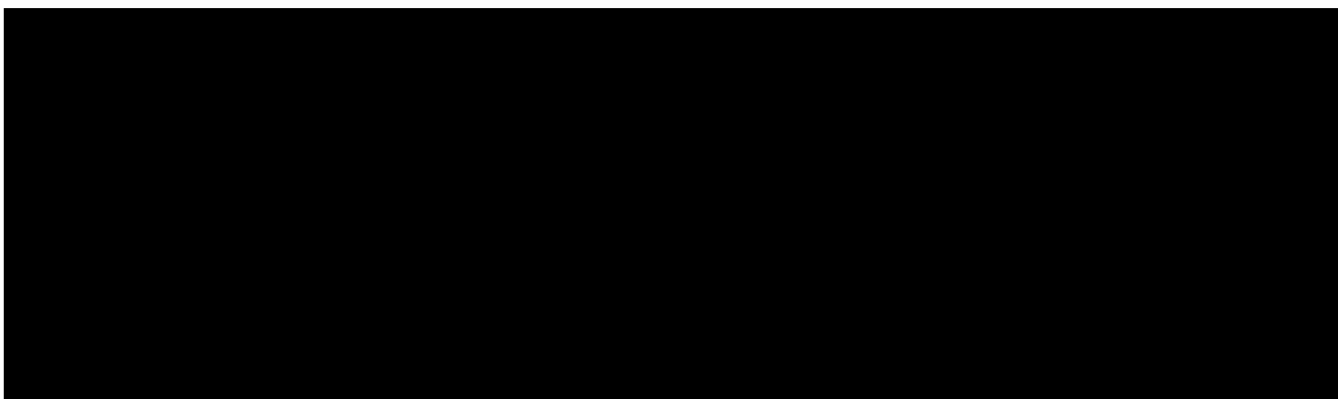
Let me introduce myself: [REDACTED]  
[REDACTED] s. 40 (1)

I want to express my opinion about the plans to sell Harlow Campus of MUN, based on my personal experience. [REDACTED]

[REDACTED]

s. 40 (1)

[REDACTED] s. 40 (1)

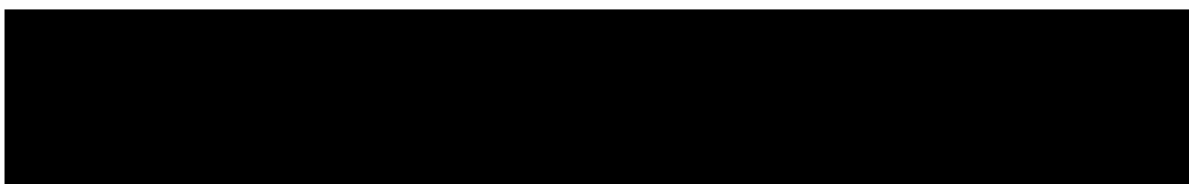


I think for a number of years Harlow Campus served only one purpose related to the students in English Department, which did not provide much (any?) income to the University. At the same time, [REDACTED] s. 40 (1) [REDACTED] If properly advertised, this campus could be used for various other events. By the way, one more International conference "4th International Conference on Mechatronics and Electrical Engineering (MEEE 2025), Harlow, UK" will be held on December 3 - 5, 2025. I believe this could be the future of Campus: a conference venue for the events organized by the many MUN recipients of Canadian Tri-Council grants and other researchers. One just need better information about Harlow campus as an excellent cost-efficient venue in the heart of Europe for international research activities [REDACTED] s. 40 (1)

Speaking about the economical benefits of selling Harlow campus. This is rather a depressive area in UK and I do not think the benefit of selling the campus will overweigh the loss of the property.

There is a political dimension to this. At the time when Canada take steps to strengthen all possible connections with Europe, severing MUN's ties with UK would be a step in the wrong direction.

Thank you very much for your consideration!



s. 40 (1)




---

**RE: Harlow campus**


---

From VP AER <vpaer@mun.ca>

Date Tue 11/25/2025 2:29 PM

To President, The <munpres@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>

Hi Rose,

s. 29 (1) (a)

Please refer to the [REDACTED] reply below.

Thank you.

Linda

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

From: Whelan, Meaghan <mcwhelan@mun.ca>

Sent: Tuesday, November 25, 2025 1:50 PM

To: VP AER <vpaer@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>

Subject: RE: Harlow campus

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

Dear [REDACTED] s. 40 (1)

Thank you for sharing your experiences at Harlow Campus. I appreciate the thought you've given to how the campus could be leveraged for conferences and scholarly engagement. Your feedback will be considered along with the other submission we have received on this topic.

While no decision has been made about the future of Harlow Campus, it is important to be transparent about Memorial's significant financial challenges. Memorial is currently spending beyond its means, a situation that cannot continue. As the university makes difficult decisions about how to allocate its limited resources, we must safeguard what matters most: academic quality, student experience, research and financial sustainability.

Thank you again for reaching out and for your continued contributions to Memorial's research community.

Warm regards,  
Janet

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

IAP Office



**FW: Introducing you**

**From** President, The <munpres@mun.ca>  
**Date** Wed 11/26/2025 9:16 AM  
**To** Morrison, Janet <jmorrison@mun.ca>

Please see below.

Best regards,  
Rose  
Rose M. Frew, Executive Assistant to the President (Correspondence)  
President's Office, Room A-2028  
Arts and Administration Building | 230 Elizabeth Avenue  
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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

**From:** Diana Gilchrist <diana.gilchrist@queensu.ca>  
**Sent:** Tuesday, November 25, 2025 5:00 PM  
**To:** Patrick Deane <deanep@queensu.ca>; President, The <munpres@mun.ca>  
**Subject:** Re: Introducing you

Many thanks for the introduction Patrick, and lovely to e-meet you Janet.

[Redacted]  
As Patrick may have mentioned,  
[Redacted]  
s. 29 (1) (a)

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

Best wishes,  
Diana



**Diana Gilchrist, Ph D**  
**Head of Academic and Educational Programming**  
 Bader College, Herstmonceux Castle  
 Hailsham, East Sussex. BN27 1RN  
 T +44 (0)1323 834444



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---

**From:** Patrick Deane <[deanep@queensu.ca](mailto:deanep@queensu.ca)>  
**Sent:** Tuesday, November 25, 2025 17:14  
**To:** [munpres@mun.ca](mailto:munpres@mun.ca) <[munpres@mun.ca](mailto:munpres@mun.ca)>; Diana Gilchrist <[diana.gilchrist@queensu.ca](mailto:diana.gilchrist@queensu.ca)>  
**Subject:** Introducing you

Hi Janet,

s. 40 (1)

I enjoyed our conversation a couple of days ago; and do please give me a call any time it would be helpful to talk. [REDACTED] I'm always happy to commiserate!

As promised, I'm writing to connect you with Dr. Diana Gilchrist, who is currently Academic Director at Bader College, our campus at Herstmonceux Castle in East Sussex, UK. Diana, Dr. Janet Morrison is President of Memorial University and presently trying to address some challenges at Memorial's UK campus in Harlow, Essex. We had an excellent conversation a few days ago, during which I offered to connect Janet with you [REDACTED]

Can I leave it to you both to connect directly? Happy to help if necessary.

s. 29 (1) (a)

Patrick

**Patrick Deane**  
**Principal and Vice-Chancellor**  
 Queen's University  
 Office of the Principal  
 Richardson Hall, 351



**FW: CONSIDERATIONS AND REFLECTIONS RE: MUN HARLOW CAMPUS. Please read.**

From President, The <munpres@mun.ca>

Date Fri 11/28/2025 8:52 AM

To Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

Cc VP AER <vpaer@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>

📎 1 attachment (37 KB)  
MUN HARLOW CAMPUS-overview.docx;

NOTE TO APPLICANT: This attachment follows on pages 36-46.

IAP Office

Please see below and attached.

Best regards,

Rose

Rose M. Frew, Executive Assistant to the President (Correspondence)

President's Office, Room A-2028

Arts and Administration Building | 230 Elizabeth Avenue

Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7

t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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From [REDACTED] s. 40 (1)

Sent: Thursday, November 27, 2025 4:59 PM

To: President, The <munpres@mun.ca>

Subject: CONSIDERATIONS AND REFLECTIONS RE: MUN HARLOW CAMPUS. Please read.

Dear President Morrison,

Attached are **Considerations and Reflections on MUN Harlow Campus**, compiled based [REDACTED]

s. 40 (1) [REDACTED] I request that you read and take these into consideration when determining the future of our overseas campus.

Sincere thanks,

[REDACTED]

s. 40 (1)

## CONSIDERATION AND REFLECTIONS:

### MUN HARLOW CAMPUS

### OLD HARLOW, ESSEX, ENGLAND

#### HISTORY

**1086:** The Town of Harlow is mentioned in The Domesday Book (a manuscript of The Great Survey of England and parts of Wales).

**1916-1917:** The Essex and Newfoundland Regiments fought together during the Battle of the Somme in 1916 and the Battle of Arras in 1917.

**1947:** Following WWII, a planned decentralization of population and industry in London was planned to address the housing shortage. The new town of Harlow was established. The old town became known as Old Harlow, where MUN Harlow is located, and the new town became Harlow. Industries were created in Harlow to provide employment. Provision of housing was included in employment contracts.

**1969:** MUN President and Vice Chancellor, Lord Stephen Taylor of Harlow, set up the MUN Harlow Campus to link the newest town in the Old World with the oldest town in the New World, thereby providing learning opportunities for MUN students.

**1997:** Newfoundland Garden was planted with native Newfoundland trees in Harlow Town Park to commemorate a double anniversary: Newfoundland Cabot 500 and Harlow New Town 50<sup>th</sup> anniversary. The Garden remains an important part of the recreational plan for Harlow.

**2019:** 50<sup>th</sup> Anniversary celebrations of the Harlow Campus were held in Harlow, St. John's and Corner Brook. Harlow Campus hosted a full house for several days of celebratory and educational activities. St. John's and Corner Brook hosted evening celebrations.

**2024:** The Harlow Civic Society affixed an historical blue plaque on the exterior wall of The Maltings to honour Dr. Stephen Taylor, founder of MUN Harlow. The Maltings became designated as an historic building. President Neil Bose was quoted:

...The founding of the Harlow Campus has had an indelible impact on Memorial, particularly on the more than 5,000 students who have studied at the campus in the last 55 years...  
(Memorial Gazette, August 13, 2024)

**2024:** Westjet offered convenient budget travel with the introduction of direct service between St. John's and London Gatwick airports from April to October annually.

**2024-present:** Harlow Town is undergoing a massive revitalization plan. MUN Harlow has the potential to be part of that vision.

### **FACILITIES** (full occupancy: 153 students)

**The Maltings:** reception area, offices, board room, The Portals Dining Room, Chef's Kitchen, 2 student kitchens with dining areas (fully stocked with appliances and cookware), library, common room, laundry room, and 21 single/double bedrooms with ensuites (shower, toilet, sink), desks and storage areas, including one wheelchair accessible room.

*-The main kitchen was recently decommissioned as a chef's kitchen and re-assigned as a student kitchen, with one of the former student kitchens closed.*

*-The computers and printer in the library were recently removed.*

*-The attractive and welcoming reception area was recently downgraded. The bespoke counter/receptionist desk was replaced with a small, unattractive student-like desk.*

**Cabot House:** 17<sup>th</sup> century 2-story cottage and garden. Kitchen, dining room, TV lounge, study area, 6 single/twin rooms.

**St. John's Cottage:** 17<sup>th</sup> century 2-storey building. Kitchen, living room, dining area, 2 bedrooms (double bed/twin beds), bathroom, small courtyard. Often occupied by faculty.

**St. John's House:** a former 1870 Victorian school attached to St. John's Cottage. Suitable for classes, conferences, public functions, choral/band practices and performances, group meetings, group socials such as weddings, film production, displays. Lecture room/community hall (accommodation: 30 persons), flexible seating, audio-visual connectivity, wired/wireless internet, toilet rooms, upstairs storage area, walled patio garden. *The glass conservatory and adjacent rooms at the rear of the classroom were recently under renovation for 2 self-contained rentals: 1 commercial, 1 apartment/flat.*

**44 and 46 Market Street:** 2 self-contained 2-bedroom apartments. #44: 2 twin rooms. #46: twin room and double room. Kitchens, shower rooms, lounges, tv's, internet enabled. Near campus (just around the corner).

s. 31 (1) (l)

Security: [REDACTED]  
[REDACTED]  
[REDACTED]**SURROUNDING AREA**

**Harlow Mill Train Station:** 10-minute walk from campus. New modern building. 30-minute train ride for a high volume of daily commuters between Harlow-London. Direct route north to Cambridge (university), surrounding towns and London Stansted Airport (25 min. Budget airlines. Direct flights to Scotland, Ireland and European mainland.).

**Bus Stops:** 1 ½ minute walk. Direct routes to Town Centre Shopping Area, surrounding towns (including Chelmsford: Marconi statue and museum), Stansted Airport (25 min.), London.

**High Street:** 1 minute walk. Shopping, restaurants, bakery, pharmacy, dentist, library, thrift store, barber/hairstyling services.

**Tesco Supermarket:** 10-minute walk. Groceries, dry goods, mobile tech services, bank. Ikea parcel delivery up to July, 2025 when Ikea opened a Harlow store.

**Town Centre:** Large shopping district. Travel centres. Gibberd Gallery. Water Gardens. Bus depot. Currently undergoing massive revitalization and design.

**Harlow Museum and Walled Gardens:** 15-minute walk. Offers variety of programs for all ages. Displayed history of Lord Harlow for many years. Ongoing display of Roman era. Recently accepted 1974 MUN Harlow Student Teaching memorabilia. Opportunity for research and volunteerism. Currently under renovation and enlargement.

**Harlow Sculpture Town:** Became the world's first sculpture town in 2010. Over 100 sculptures by renowned artists throughout town, including one sculpture immediately outside campus and another on High Street. Tours available.

**Historic Tour:** Booklet providing photos and directions to historically designated buildings including those nearby or within view of campus. Churchgate Street. The Green Man area. Harlow Mill. Cemeteries. Historically significant churches (architecture, heritage). The ARC: Arts and Recreation Centre (former church) adjacent to The Maltings.

**Newfoundland Garden:** 15-minute walk from campus through Harlow Town Park. Signage designating direction of Garden. Large plaque on rock. Referenced in Town literature and brochures/maps.

**Gibberd Gardens:** A Grade II listed garden designed by Sir Frederick Gibberd, a renowned architect who also designed new town Harlow.

**Stort Canal:** Narrowboats transportation north/south connecting into larger UK canal system. Boat rentals and tours available. Towpaths alongside canals for excellent hiking/walking. Opportunity to hike towpaths to nearby towns and return via bus/train.

**Student Opportunity Venues:** Numerous schools, a hospital, businesses, research centres, etc.

### **PRESIDENT AND VICE-CHANCELLOR JANET MORRISON APPOINTMENT**

**April 6, 2025:** Interim Provost and Vice-President, Dr. Jennifer Lokash, was appointed as President and Vice-chancellor pro tempore. (mun.ca)

*During a public presentation, Memorial University's Interim Provost and Vice-President, Jennifer Lokash, shared her views on the university's Harlow Campus in the United Kingdom when asked a question about reducing the campus complement.*

*... Lokash responded, "I can't in good conscience stand here and say that I think we shouldn't seriously consider whether Harlow is a major distraction for the university."*

*... She concluded, "I just think when we're really, you know, feeling fiscal constraints as acutely as we are, **Harlow's not where I want to put my energy.**"*

(mattbarter.ca)

It can normally be assumed that Dr. Lokash's in-depth overview, and opinions of Memorial and the Harlow Campus, were provided in person to the future president.

**April 30, 2025:** The Board of Regents announced the appointment of Dr. Morrison as President and Vice-Chancellor. The announcement included the following quote from her:

*"My immediate priorities will be to listen, learn and build relationships. Together, we will co-create a path forward that is learner-centric, collegial and purposefully designed to maximize the impact we deliver for individuals and the province of Newfoundland and Labrador."* (mun.ca)

**August 11, 2025:** Beginning of President Morrison's term at MUN.

**October 24, 2025:** Barely 11 weeks since President Morrison's term began, she hosted the first of two Webex video conferences with alumni. Media interviews followed in the next few days. The invitation to the Webex said:

*Dear Harlow alumni,*

*For a century, your university has been a place rich in culture, where discovery of self, place and community create a strong sense of belonging.*

*The centennial is our moment to honour what will always define Memorial, while shaping what must evolve for the next 100 years.*

*Student experience and academic quality are at the heart of everything we do. Our goal is to equip more learners with the knowledge, critical thinking and leadership abilities to make a purposeful, lasting impact in their communities and the world.*

*As we look to enhance our students' experiences in a changing world, we would like to hear from you about your experience as a student at Harlow Campus.*

*What was the most valuable part about your learning experience at Harlow?*

*Why do you think global learning is important? How does it add to the student experience?*

*How do we further create those pathways for our current and future students?*

*Join us for one of two virtual conversations, hosted by Dr. Janet Morrison, president and vice-chancellor.*

Despite the advertised description, the president's presentation strategically focused on negative facts: cost/problems with only minor mention of Harlow's accomplishments, programs, value, culture.

(themuse.ca; vocm.com; cbc.ca;  
ntv.ca; saltwire.com; mattbarter.ca)

There was no mention of:

- (1) an optimistic and innovative plan for Harlow's potential;
- (2) mismanagement of the campus and whether recent hirings indicated whether managers were qualified ;
- (3) excessive salary/benefits of the last campus manager while cutting staff positions and services; (Did the Past President and Board of Regents turn a blind eye?)
- (4) lack of promotion of the campus as identified by students, alumni, faculty; (Was the decline in student enrollment deliberate and intentional?)
- (5) the value of Harlow in understanding NL culture and the history of the original emigrations to our province;

(6) the potential to honour Truth and Reconciliation by providing an experiential window for our indigenous peoples to view the origin, history and culture of colonialism;

(7) proof of exhaustive attempts for partnerships with the business world; and

(8) willingness to examine quality business models, such as those provided by respected Economics professor Dr. Tom Cooper.

President Morrison could be queried on the following:

- (1) What is the specific teaching and learning mandate for Harlow? If one exists, it is not well known.
- (2) Were some of her statements false? i.e. Were there only 40 students last semester? If so, why?
- (3) Was her interpretation of immigration laws too exact and lacking in creativity for application to Harlow?
- (4) She stated in a CBC interview:

MUN's priorities are academic quality and student experience. (cbc.ca)

Where is the proof that this was encouraged in Harlow? Is the president obligated to solve problems while maintaining academic quality and student experience **or** just assess finances?

- (5) Can she really claim an in-depth understanding and awareness of the value of Harlow, its challenges and potential solutions in such a short tenure as president?

**Dr. Tom Cooper, Professor of Strategic Management, Business Administration Faculty, MUN**

**November 7, 2025:** Dr. Cooper has taught business to students in Harlow during the past three years and has extensive experience in International Business. CBC reported:

*He understands MUN's financial woes, but instead of selling the U.K. campus, Cooper said MUN could transform the campus into a trade hub for the province or a location to help strengthen supply chains.*

...Cooper has written **two proposals** that have been submitted to Morrison for review, as he worries about the campus's potential and the long-term implications of selling it could have on the province.

“Once you sell it, you’re not getting it back,” he said.

(cbc.ca)

- The campus could be an office for NL companies. Businesses could fly in to meet clients. Travel to London is a short train ride away.
- Participants/Students could have their first experience in Harlow before travelling to London and Europe.
- This would strengthen supply chains.
- Harlow’s facilities provide: meeting space, administration, accommodation, location.

(cbc.ca)

**Dr. Gerard Curtis, Professor, Department of Visual Arts, Grenfell Campus, MUN**

**November 7, 2025:** According to CBC, Dr. Curtis utilized social media to encourage support for the Harlow Campus through a letter-writing campaign. He has taken multiple student groups to Harlow as part of the BFA program, even as it recovered from the effects of Covid. This year, 30 students and 70 alumni want to make the trip. Dr. Curtis emphasized that Harlow’s immersive education offers NL students, who have never travelled, a cost-effective program for long and short-term student stays in London and further to Europe.

Dr. Curtis echoed the following concerns:

- public relations focused on negative points about Harlow;
- non-discussion of poor historic management, recent conflict-of-interest problems, short-term and poorly implemented business plans, insufficient recruitment; and
- the need for exploration of business models as presented by MUN Business Administration Professor Dr. Tom Cooper.
- the president’s misinformation re:
  - St. John’s subsidizing Harlow Campus and magnitude of campus maintenance being specific to Harlow;
  - cost of accommodating each student;
  - teaching only occurring online when in fact it occurs on campus;

- under-utilization;
- alternative study abroad experiences;
- false designation of Harlow students as elitist as it pertains to student wealth and affordability;

(cbc.ca; mattbarter.ca)

### **Dr. Jamie Skidmore, Professor, Humanities and Social Sciences Faculty, MUN**

**November, 2025:** Dr. Skidmore and Dr. Andrea Proctor are currently finishing up a Harlow Theatre and Social Justice Program with 26 students. In a CBC interview, Dr. Skidmore suggested that the MUN president should be asking how to make Memorial more effective instead of looking for financial cuts.

We are an educational institute, where we have to use our brains and use our knowledge and use our creativity to come up with solutions to make sure that we think of the students first. And we provide them with unique opportunities like Harlow.

(cbc.ca)

His students indicated that Harlow:

- offers more experiential learning;
- allows students to see more perspectives than back in NL;
- boosts self-confidence;
- provides rural students with exposure and a chance to travel;
- could attract new students to MUN if promoted more; and
- if closed, would rob learners of international experiences.

### **Harlow Staff**

The staff have had a long time reputation of being exceptionally dedicated, welcoming, caring and respectful. Interactions with students have been warm-hearted and constructive, all while demonstrating a sound work ethic. Staff have gone over and above in multi-tasking (i.e. Housekeeping staff plastered and painted walls.). Past kitchen staff have encouraged nutritious eating and offered gentle guidance when needed.

Until lately, staff had not been provided with knowledge of NL, Canada or the NL university for whom they worked. They eagerly accepted learning about the land and people from an alumnus.

The recent redundant staffing, high office staff turnover, and management concerns indicate stress and disrespect for dedicated employees. This can only downgrade the student atmosphere on a formerly energetic campus.

### **MUN Harlow Alumni**

It is well known that alumni and their families describe their Harlow student experience as **transformational**. Generally, alumni are known to support and contribute to their universities with skills, mentoring, networking opportunities, finances and more. Harlow alumni have life/work /volunteer experience, accomplishments, financial stability and connections. They live worldwide and could offer international perspectives, creative approaches and support in many forms. Yet MUN has never explored these possibilities with Harlow alumni – a valuable, unused resource.

Promotion of Harlow has been stagnant. Alumni are unaware of campus programs; that they can stay at Harlow independently; and, for alumni from the earlier years of Harlow, that The Maltings bedrooms now have ensuites for comfort and convenience. Accommodation rates were intentionally not advertised by the previous manager until rationalized for worth by alumni. Alumni have never been asked to volunteer on the campus – a popular work experience travel option used by many organizations. Alumni and other adults who have participated in non-credit campus programs have not been welcomed or acknowledged in any congenial manner by recent management, and have witnessed staff harassment.

Harlow is missing out on alumni and others with expendable income. MUN continually requests financial support from alumni. However, Harlow information is scarce. Evidence-based facts are needed to create a feeling of connection. Donations could potentially follow.

One quarter of all Newfoundlanders and Labradorians are classified as seniors. Lifelong learning is encouraged for brain health, disease prevention and quality of life. Yet MUN and MUN Harlow don't address this. There is no opportunity to audit courses or, except for a few poorly promoted programs, to register for courses as a non-credit in any manner. A thorough search of *mun.ca* results in zero information.

### **Who Could Harlow Attract with Quality and Energetic Promotion?**

- students, professors, alumni, non-alumni, life-long learners, supporters
- business partners (as suggested by Dr. Cooper)
- other universities who want to enter the European scene
- Marine Institute
- College of the North Atlantic
- Harlow alumni who are newly employed in the area and becoming established (They could also mentor incoming students.)
- high school student travel groups (These groups travel annually to Europe. Accommodating them would expose them to Harlow and plant a seed for future study.)
- NL sports teams (NL athletes are making gains on the national and international scenes and are constantly searching for exposure.)
- special interest groups: NL historical, genealogical, hiking, environmental, etc.
- senior travel groups (very popular)
- friend groups (a popular travel option in modern times)
- indigenous peoples/groups
- NL film industry (With its historical buildings, accommodations, meeting rooms, outdoor areas and direct flights from St. John's, Harlow campus could attract an industry that has already expanded internationally and may be unaware of Harlow's potential.)
- travel agencies

### **Questions to be Asked**

1. Has the decision to sell the Harlow Campus already been made?
2. Were discussions and interviews only for the purpose of public relations?
3. Was the current president's hiring based on selling Harlow, leaving her with no options?
4. Does Memorial University administration and the Board of Regents really understand Harlow's potential in the way that experienced students, alumni, professors and others do?

5. Does the university have the needed expertise to promote the campus and engage supportive partners?
6. Does the university have the knowledge, expertise, procedures and desire to hire qualified management for Harlow Campus and address failures and conflict of interest?
7. What are Memorial University's obligations to the provincial government and vice versa?
8. Will Memorial's alumni continue to be offered employment in England/Europe if there is no Harlow Campus?
9. Is Memorial listening? Does it care?

### **What We Need for Harlow Campus**

We need an organized, long-term plan based on realism, facts, creative exploration and practicality.

We need engagement and partnership.

We need action now and in the future.

We need quality leadership.

We need to allow Harlow Campus to live up to its full potential and exude the excellence that it is so capable of.

**We need Harlow.**



**Re: CONSIDERATIONS AND REFLECTIONS RE: MUN HARLOW CAMPUS. Please read.**

**From** Morrison, Janet <jmorrison@mun.ca>

**Date** Tue 12/2/2025 2:54 PM

**To** President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

**Cc** VP AER <vpaer@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>

s. 40 (1)

Thank you Rose. Please knowledge receive and assure the writer that [REDACTED] reflections will be considered in the context of ongoing conversations re Harlow.

Regards,  
Janet

#### Get Outlook for Mac

**From:** President, The <munpres@mun.ca>

**Date:** Friday, November 28, 2025 at 8:52 AM

**To:** Morrison, Janet <jmorrison@mun.ca>, Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>, Millan, Roxanne <rmillan@mun.ca>

**Cc:** VP AER <vpaer@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>

**Subject:** FW: CONSIDERATIONS AND REFLECTIONS RE: MUN HARLOW CAMPUS. Please read.

Please see below and attached.

Best regards,

Rose

Rose M. Frew, Executive Assistant to the President (Correspondence)

President's Office, Room A-2028

Arts and Administration Building | 230 Elizabeth Avenue

Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7

t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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

**From:** [REDACTED]

s. 40 (1)

**Sent:** Thursday, November 27, 2025 4:59 PM

**To:** President, The <munpres@mun.ca>

**Subject:** CONSIDERATIONS AND REFLECTIONS RE: MUN HARLOW CAMPUS. Please read.

Dear President Morrison,

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

IAP Office






---

**Re: Question from ASM**


---

**From** Jacobsen, Ken <c2kj@mun.ca>  
**Date** Wed 12/3/2025 6:54 AM  
**To** Morrison, Janet <jmorrison@mun.ca>  
**Cc** Lokash,Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

Thank you so much.

---

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---

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Tuesday, December 2, 2025 5:14:24 PM  
**To:** Jacobsen, Ken <c2kj@mun.ca>  
**Cc:** Lokash,Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Re: Question from ASM

Thanks Ken — happy to confirm these bookings can/should proceed.

JM

---

**Get [Outlook for Mac](#)**


---

**From:** Millan, Roxanne <rmillan@mun.ca>  
**Date:** Tuesday, December 2, 2025 at 4:56 PM  
**To:** Jacobsen, Ken <c2kj@mun.ca>, Morrison, Janet <jmorrison@mun.ca>  
**Cc:** Lokash,Jennifer <jlokash@mun.ca>, Brown, Margot <mbrown@mun.ca>  
**Subject:** RE: Question from ASM

Hi again,

Visual Arts – Alumni Group – 41 rooms book from July 22 to August 12, 2025.

Hope this helps,  
 Roxanne

**From:** Millan, Roxanne  
**Sent:** Tuesday, December 2, 2025 4:28 PM  
**To:** Jacobsen, Ken <c2kj@mun.ca>; Morrison, Janet <jmorrison@mun.ca>  
**Cc:** Lokash,Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>  
**Subject:** RE: Question from ASM

Hi folks,

Apologies for the delay. Checking the booking system now and will be in touch shortly.

Roxanne

**From:** Jacobsen, Ken <[c2kj@mun.ca](mailto:c2kj@mun.ca)>  
**Sent:** Tuesday, December 2, 2025 2:40 PM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Cc:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>; Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>  
**Subject:** RE: Question from ASM

Thanks Janet. Not sure if that was a different group or not. Gerard's Visual Arts group finishes in mid-July. The intention was to book the alumni immediately afterward.

Regards,

Ken

Dr. Ken Jacobsen (he/him)

VICE-PRESIDENT (Grenfell Campus) Interim

Office of the Vice-President (AS374B)

Grenfell Campus | Memorial University  
 Corner Brook, Newfoundland & Labrador, Canada A2H 5G4  
 T 709 639 6551 | F 709 637 6218

[www.grenfell.mun.ca](http://www.grenfell.mun.ca) | Instagram, TikTok, Facebook @GrenfellCampus

*We acknowledge that Grenfell Campus is in traditional Mi'kmaw territory, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*

**From:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Sent:** Tuesday, December 2, 2025 10:29 AM  
**To:** Jacobsen, Ken <[c2kj@mun.ca](mailto:c2kj@mun.ca)>  
**Cc:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>; Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>  
**Subject:** Re: Question from ASM

Thanks Ken. I'm copying Roxanne, who can provide input; at the recent board meeting, it was noted that an alumni group was scheduled to attend this spring. I'm not sure if this is the same group?

Thank you,  
 JM

Get Outlook for Mac

---

**From:** Jacobsen, Ken <[c2kj@mun.ca](mailto:c2kj@mun.ca)>  
**Date:** Tuesday, December 2, 2025 at 10:10 AM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Subject:** Question from ASM

Hi Janet,

I had a question from Gerard Curtis about Harlow in the summer. As I understand it we are accommodating student trips that were already booked until the end of July. Gerard has asked whether Harlow would be available

for an alumni group from late July to early August; he says he has 71 interested alumni. Is this something that could be considered?

Regards,

Ken

Dr. Ken Jacobsen (he/him)

VICE-PRESIDENT (Grenfell Campus) Interim

Office of the Vice-President (AS374B)

Grenfell Campus | Memorial University  
Corner Brook, Newfoundland & Labrador, Canada A2H 5G4  
T 709 639 6551 | F 709 637 6218

[www.grenfell.mun.ca](http://www.grenfell.mun.ca) | Instagram, TikTok, Facebook @GrenfellCampus

*We acknowledge that Grenfell Campus is in traditional Mi'kmaw territory, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*



## FW: EY audit resignation letters & FY24 audit finalisation letter

**From** President, The <munpres@mun.ca>  
**Date** Fri 12/5/2025 1:48 PM  
**To** Morrison, Janet <jmorrison@mun.ca>

📎 3 attachments (548 KB)

MUN UKTEMPLATE 16 UK Resignation letter NonPIC Private Company Other Reason No Matters to report.pdf; Harlow Campus Charity Resignation.pdf; 24 MUNHT - 448UK - Letter to those charged with Governance.pdf;

NOTE TO APPLICANT: These attachments follow on pages 55-58.

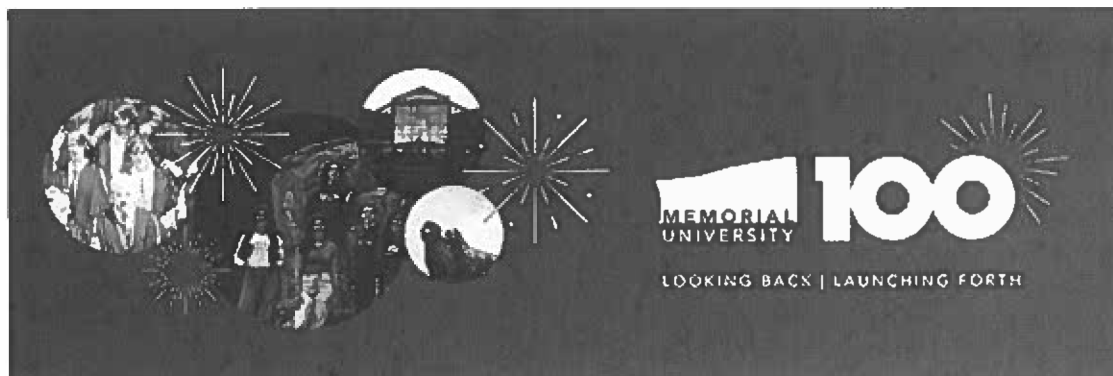
IAP Office

Hi Janet. FYI  
 Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)  
 President's Office, Room A-2028  
 Arts and Administration Building | 230 Elizabeth Avenue  
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [reneef@mun.ca](mailto:reneef@mun.ca)



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



**From:** Strong, Matthew William <v39mws@mun.ca>  
**Sent:** Friday, December 5, 2025 1:31 PM  
**To:** Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; President, The <munpres@mun.ca>  
**Cc:** Pound-Curtis, Trudy <h3tpc@mun.ca>; VP Finance & Administration <vpadmin@mun.ca>  
**Subject:** FW: EY audit resignation letters & FY24 audit finalisation letter

Hi All,

Please see attached for records: resignation letter for both MUN (UK) and Harlow Trust.

In addition, MUN (UK) letter to those charged with governance relating to FY24 audit - @Brown, Margot or @Millan, Roxanne could you please share this letter with the MUN (UK) board.

Thanks,  
Matt

**Matthew W.T. Strong CPA, CA**  
Interim Chief Financial Officer  
Memorial University of Newfoundland  
A2022 – 230 Elizabeth Ave., St. John's, NL A1C 5S7  
Ph: 709-864-4896 Email: [mstrong@mun.ca](mailto:mstrong@mun.ca)

**From:** Jemma Inker <[JInker@uk.ey.com](mailto:JInker@uk.ey.com)>  
**Sent:** Friday, December 5, 2025 12:07 PM  
**To:** Strong, Matthew William <[v39mws@mun.ca](mailto:v39mws@mun.ca)>  
**Subject:** EY audit resignation letters & FY24 audit finalisation letter

Dear Matt

Our resignation letters have now been finalised  
Please find attached for MUN UK and for Harlow Trust. Will you share with Jayne, or shall I?

I have also attached our final letter to those charged with governance from the audit of MUN UK, please share with the Board.

It was good to work with you and I hope to cross paths with you in future

Kind regards, Jemma

At EY we work flexibly; so whilst it suits me to respond now, I do not expect a reply or action outside of your own working hours.



**Jemma Inker | Partner | Audit**  
My working days are Monday, Tuesday, Thursday & Friday AM

Ernst & Young LLP

s. 40 (1) The Paragon, Counterslip, , Bristol, , BS1 6BX, United Kingdom

Cell: [REDACTED] [JInker@uk.ey.com](mailto:JInker@uk.ey.com)

My pronouns are: she/her/hers

Website: [www.ey.com](http://www.ey.com)

This e-mail and any attachment are confidential and contain proprietary information, some or all of which may be legally privileged. It is intended solely for the use of the individual or entity to which it is addressed. If you are not the intended recipient, please notify the author immediately by telephone or by replying to this e-mail, and then delete all copies of the e-mail on your system. If you are not the intended recipient, you must not use, disclose, distribute, copy, print or rely on this e-mail.

Whilst we have taken reasonable precautions to ensure that this e-mail and any attachment has been

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Ernst & Young LLP  
The Paragon,  
Counterslip,  
BS1 6BX

Tel: + 44 117 305 796  
Fax: + 44 117 981 2051  
ey.com

MUN (UK) LIMITED  
The Maltings, St. Johns Walk  
Harlow  
CM17 0AJ  
England

5 December 2025

To whom it may concern,

**Re: MUN (UK) LIMITED (the "Company")**  
**Company registered number: 06132072**

In accordance with section 516 of the Companies Act 2006 (the "Act"), we write to notify you of our ceasing to hold office as auditor of the Company. This takes effect immediately from the date on which you receive this letter.

In accordance with section 519(2) of that Act, we are ceasing to hold office following the parent company's decision to change auditor, and due to the small size of the UK company they are moving to a smaller audit firm.

In accordance with section 519(3B) of the Act, we confirm that none of the reasons for, and no matters connected with our ceasing to hold office, need to be brought to the attention of the members or creditors of the Company.

We draw your attention to the fact that the Company has its own statutory obligations where we have ceased to hold office (as detailed, in particular, in Sections, 520 and 523 of the Act), including, depending on the reasons, the requirement to notify the appropriate audit authority if we cease to hold office before the end of our term of office as auditors.

If you have any questions on your legal obligations we recommend that you seek legal advice.

Yours faithfully

Signed by:  
  
40515118293341D  
Ernst & Young LLP  
ICAEW Registration Number – C009126168



Ernst & Young LLP  
The Paragon,  
Counterslip,  
BS1 6BX

Tel: + 44 117 305 796  
Fax: + 44 117 981 2051  
ey.com

The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust  
The Maltings  
St John's Walk  
Market Street  
Old Harlow  
Essex  
CM17 0AJ

5 December 2025

To whom it may concern

**Re: The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust**

In accordance with regulation 35 of The Charities (Accounts and Reports) Regulations 2008, we write to notify you of our ceasing to hold office as auditor of The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust. This resignation takes effect from the date on which you receive this letter.

We confirm that there are no circumstances connected with our resignation which we consider should be brought to your attention.

If you have any questions on your legal obligations, we recommend that you seek legal advice.

Yours faithfully,

Signed by:  
  
40515118293341D  
Ernst & Young LLP  
ICAEW Registration Number - C009126168



Ernst & Young LLP Tel: + 44 20 7951 2000  
1 More London Place Fax: + 44 20 7951 1345  
London SE1 2AF ey.com

**Private and confidential**

The Directors  
MUN (UK) Ltd

28 November 2025

Ref: JI/SP

Direct line: +44 1179 812 281

Email: jinker@uk.ey.com

Dear Sirs

**Audit of MUN (UK) Limited: year ended 31 March 2024**

The purpose of this letter is to communicate matters that we are required to communicate to you in writing by professional standards or that in our judgement as auditors warrant written communication.

**Significant findings from the audit**

We communicated significant findings from the audit to Dr Janet Morrison at the closing meeting on 6 November 2025. In our professional judgement, the findings below need to be communicated in writing to you.

[Redacted]

*Recommendation*

s. 29 (1) (a)

[Redacted]

*Recommendation*

[Redacted]

s. 29 (1) (a)

**Independence**

FRC Ethical Standard and ISA (UK) 260 require us to communicate with you on a timely basis on all significant facts and matters that bear upon our integrity, objectivity and independence. The aim of these

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communications is to ensure full and fair disclosure by us to those charged with governance on matters in which you have an interest.

We are not aware of any other relationships between member firms of Ernst & Young Global Limited and the Company that, in our professional judgment, may reasonably be thought to bear on our independence or the objectivity of the audit engagement team. We confirm that in our professional judgment, the Firm is independent within the meaning of regulatory and professional requirements and the objectivity of the audit engagement partner and audit staff has not been compromised.


If you require information about the general policies and processes within our Firm for maintaining objectivity and independence, this can be found in Ernst & Young LLP's Annual Transparency Report which can be obtained at [EY UK 2025 Transparency Report | EY UK](#)

We consider that our independence in this context is a matter that should be reviewed by both you and ourselves. It is therefore important that you and your Board consider the facts of which you are aware and come to a view. Should you have any specific matters that you wish to discuss, please contact us.

This letter has been prepared for the sole use of the Board of Directors, management and others within the Company. It must not be disclosed to a third party or quoted or referred to without our written consent. No responsibility is assumed by Ernst & Young LLP to any other person.

Finally we would like to take this opportunity to thank your staff for the co-operation we have received throughout our audit. If there are any further matters which you wish to discuss concerning our audit, please do not hesitate to call us.

Yours faithfully

DocuSigned by:  
 s. 40 (1)  
s. 31 (1) (I)

Jemma Inker  
Partner  
For and on behalf of Ernst & Young LLP

05 December 2025


 Outlook

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**FW: Letter for President Morrison**

---

**From** President, The <munpres@mun.ca>  
**Date** Fri 12/5/2025 2:40 PM  
**To** Morrison, Janet <jmorrison@mun.ca>  
**Cc** Brown, Margot <mbrown@mun.ca>

 1 attachment (78 KB)  
 Letter for President Morrison.pdf;

NOTE TO APPLICANT: This attachment follows on pages 61-62.

IAP Office

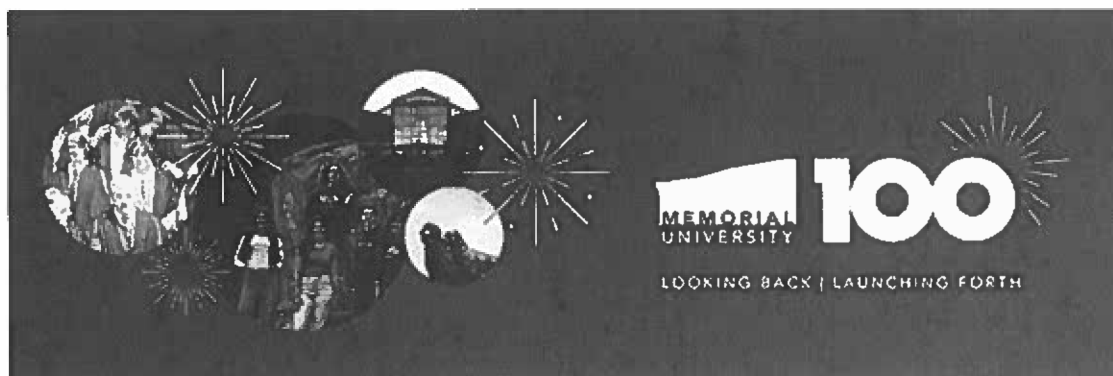
Hi Janet. Please see attached.

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)  
 President's Office, Room A-2028  
 Arts and Administration Building | 230 Elizabeth Avenue  
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
 t: 709.864.8212 | f: 709.864.2059 | email: [reneef@mun.ca](mailto:reneef@mun.ca)



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



**From:** [REDACTED]  
**Sent:** Friday, December 5, 2025 2:35 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** Letter for President Morrison

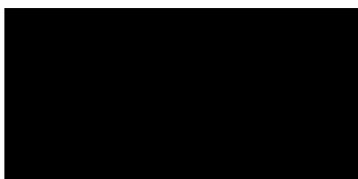
s. 40 (1)

Please see attached, thanks.

s. 40 (1)




s. 40 (1)



President Janet Morrison  
Memorial University

December 5, 2025

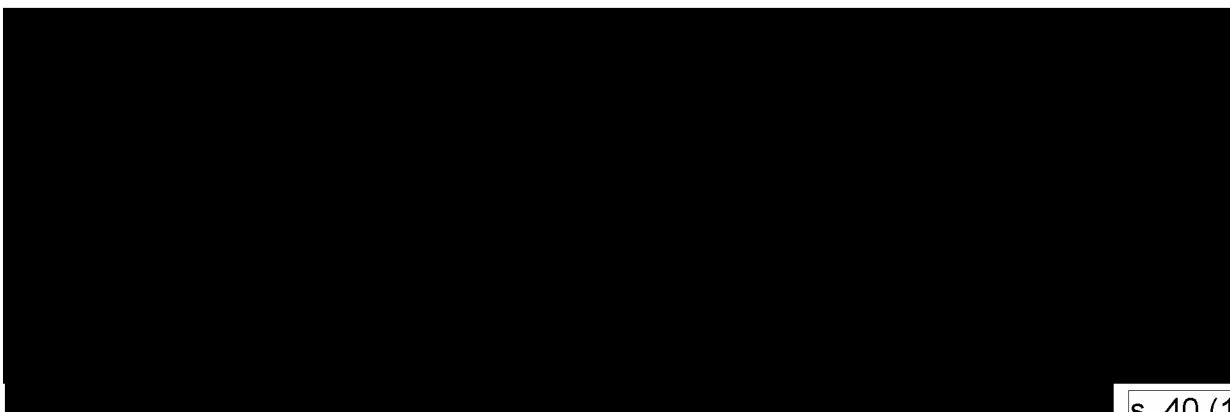
Dear President Morrison,

I have been meaning to write this letter for some time. It largely concerns the discussions you have been having about the feasibility of sustaining the Harlow Campus, but it touches on other matters. I would have attended the open consultations you held earlier last month about the Harlow Campus,  s. 40 (1)

Some context:



s. 40 (1)



s. 40 (1)

I write all this knowing full well how awkward and difficult it was at times to fill the beds on the campus. Without a strong, truly integrated curriculum plan, faculty and students did not see how they could easily “fit” their studies into overseas study. This has always been

the weakness of the Harlow situation and remains so to this day, perhaps more than ever as deans are facing austerity measures.

s. 40 (1)

I am not sure what sort of background you have been provided with, but I bring to your attention notable efforts [redacted] to enhance Harlow's potential. I won't clutter your inbox here [redacted]

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

[redacted]

I imagine your office could easily find those documents,

In my view (and that of [redacted])

s. 40 (1)

the Auditor General's 2023 report on the university grossly misrepresented the situation at Harlow, but that's another story for some other time.

It is not as if I don't understand the financial stress the university is experiencing. What worries me is that we might end up sacrificing our reputation—closing the office of engagement, selling Harlow, reducing graduate studies—for short-term expediency while losing sight of what has always made Memorial an attractive destination for students, faculty, and staff.

[redacted]

s. 40 (1)

And Harlow was always part of that reputation. I have never understood why the Advancement Office never developed a healthy fundraising campaign by reaching out to graduates of that campus's programs.

I have more to say about all this and would welcome an opportunity to talk to you should you have time and be inclined. I know how busy you are and I frankly do not envy you in these difficult times. I just feel in good conscience I needed to put my name on the record to say how concerned I am about the potential severing of our interest in sustaining—and developing—the Harlow Campus. Rumours abound about what might be cut next, including graduate studies. That, to put it bluntly, would be the end of Memorial as [redacted] and as it has grown to be.

s. 40 (1)

All this said, I wish you a happy holiday and all best wishes and good luck for the road ahead.

Sincerely yours,

[redacted]

s. 40 (1)

[redacted]

s. 40 (1)



**FW: COVE and Harlow Campus**

**From** Morrison, Janet <jmorrison@mun.ca>  
**Date** Mon 12/8/2025 5:57 PM  
**To** Paul Brett <Paul.Brett@mi.mun.ca>

NOTE TO APPLICANT: This attachment is non-responsive to the wording of the request. As such, it has been removed from the records.  
  
IAP Office

📎 1 attachment (19 KB)

Defence Minister McGuinty announces the first project under BOREALIS.docx;

s. 40 (1)

Paul: see below from [REDACTED] re COVE.

Thx,  
JM

**From** [REDACTED] s. 40 (1)  
**Sent:** Friday, December 5, 2025 3:04 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** [WARNING: ATTACHMENT(S) MAY CONTAIN MALWARE]COVE and Harlow Campus

Dear Janet,

This is just a brief message about two matters that may interest you.

s. 40 (1) • [REDACTED] I became aware of the financial support recently provided by the Government of Canada to COVE, the Centre for Ocean Ventures & Entrepreneurship, in Nova Scotia. Some details on the award are provided in the attached document. Given Memorial University's capabilities in ocean matters, this award may be of interest to you.

- Last week, I heard a presentation by Dr. Philip Steenkamp, President and Vice-Chancellor of Royal Roads University. He expressed Royal Roads University's interest in developing overseas campuses. [REDACTED]

[REDACTED]

s. 40 (1)

[REDACTED] recognized the potential of our Harlow Campus. [REDACTED] focused initially on its physical refurbishment because that was most pressing. The refurbishment was done and fully funded, but the academic refurbishment was more challenging.

If you would like some background on the Harlow Campus, especially its academic aspects, feel free to get in touch with me

Best regards and good wishes for the upcoming holidays,

[REDACTED] s. 40 (1)

[REDACTED]

s. 40 (1)

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 Outlook

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**FW: Letter for President Morrison**

---

**From** Morrison, Janet <jmorrison@mun.ca>

**Date** Mon 12/8/2025 6:10 PM

**To** [REDACTED] s. 40 (1)

**Cc** President, The <munpres@mun.ca>

s. 40 (1)

[REDACTED] thank you very much for writing and sharing your views on Harlow. Having hosted multiple consultations, visited the campus last month, and reviewed archival materials ... I can appreciate how exceptional and transformative the learning experience on that campus is for students.

Nonetheless, Memorial is spending millions more each year than it generates in revenue. Regrettably, that means everything must be duly considered. I can assure you, however, that — although graduate enrolment is contracting — we're not cutting graduate studies. Nor is it our intention to move away from internationalization, although we're challenged by the IRCC changes impacting Canada's long-standing status as a study destination of choice.

Thank you again for writing. [REDACTED]

s. 40 (1)

Warmly,  
Janet

**From:** [REDACTED] s. 40 (1)

**Sent:** Friday, December 5, 2025 2:35 PM

**To:** President, The <munpres@mun.ca>

**Subject:** Letter for President Morrison

Please see attached, thanks.

[REDACTED]

s. 40 (1)



Follow-up re Harlow ...

From Morrison, Janet <jmorrison@mun.ca>

Date Tue 12/9/2025 7:21 PM

To McKivor, Lee Ann <lamckivor@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

2 attachments (126 KB)

Senate Addendum\_v1.pptx; Senate notes Dec2025.docx;

NOTE TO APPLICANT: These attachments follow on pages 67-73.

IAP Office

Colleagues: by way of follow-up to Senate today ...

s. 29 (1) (a)

- [Redacted]
- Also attached is a draft of my notes for circulation. Any/all feedback would be welcomed;

s. 29 (1) (a)

Thanks,  
JM

Get [Outlook for Mac](#)

# HARLOW CAMPUS

Addendum submitted to Senate re:

- annual operating expenses
- # of students on-site per annum

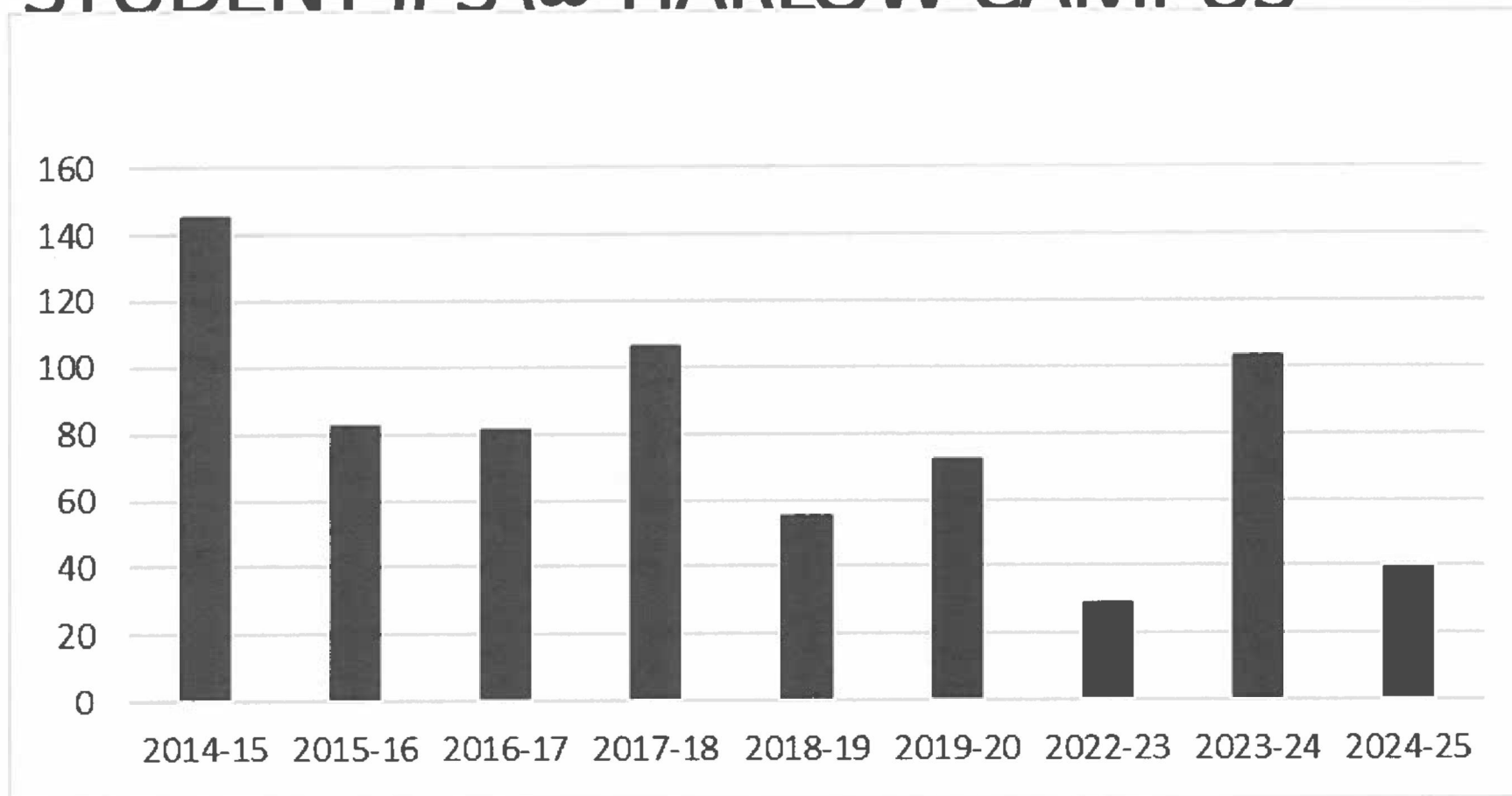
December 10, 2025

# COST TO MUN OPERATING BUDGET HARLOW CAMPUS

Grant & Expenses	2022-23	2023-24	2024-25
Grant Transferred	872,517	958,979	928,052
Consultants/Professional Fees	6,105		44,332
Travel (SJC to Harlow)	11,529	21,080	16,426
HIP (Provost's Budget Envelope)	34,605	20,538	
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Miscellaneous Expenses	140	138	1,341
<b>Total</b>	<b>\$924,896</b>	<b>\$1,000,736</b>	<b>\$990,151</b>

- Does not include costs to instructional units for backfill teaching.
- Average annual operating expenses (excluding replacement teaching) for the three-year period from 2022-2025 were \$972K.

# STUDENT #'S @ HARLOW CAMPUS



- Max occupant capacity is 51 students per semester or 153 per year. [s. 40 \(1\)](#)
- For 2022-23, enrolment of 29 was from Theatre (10), Business (10), and Visual Arts (17).
- For 2023-2024, enrolment of 103 was from Arts (12), Theatre (11), Business (16), Biology (26), Biochemistry (19), Music (19).
- For 2024-2025, enrolment of 39 was from Business (22) and Visual Arts (17).

# NOTES:

- Financial data (operating expenses) has been subject to external audit in the UK and was shared/reviewed with the MUN UK Board in November 2025.
- Enrolment numbers have been reconciled with the RO and on-site management at Harlow Campus.

## Senate Notes – December 2025

Janet Morrison

As the fall semester winds down and we look to 2026, I want to thank you for the warm welcome you've [REDACTED] me over the last few months and the work you do, every day, in service to our students and learning community. I'm genuinely excited about the coming year and Memorial's future. s. 29 (1) (a)

To that point, we recently launched "Memorial Evolve" – a new online hub that brings clarity to the challenges we face and the decisions ahead. The purpose of this website is to provide context and data that is being used to inform decision making; it's also where information about decisions will be shared. Evolve is driven by three distinct yet interconnected focus areas:

- Contract with care
- Evolve around students
- Strengthen with purpose

As I've discussed previously at Senate, rising costs and shrinking revenue require us to contract to remain viable. In the interests of transparency, I want to be clear that there are no easy decisions left to make. This requires us to carefully and critically assess every dollar we are spending; looking first in areas that are not as closely aligned with our core mandate. This is an important starting point because – in the face of a \$26M shortfall this fiscal year -- every dollar that we can't pull from non-core areas will, by necessity, further impact academic delivery.

At the same time, evolution will not come from expenditure reduction. We must, simultaneously, strengthen our university. As leaders within this institution, Senators play a critical role in determining how we will evolve around students. This requires urgent attention: various quantitative and qualitative data affirms that our students need stronger supports, clearer pathways and a university built intuitively around their experience. That can't happen without Senate. You all have valuable perspectives to share, and I am depending on each of you to lead in this area.

Our provost, deans and Senate office are enthusiastic about collaborating with Senate and Senate committees to outline a path forward that leverages the expertise inherent in our bicameral system. Specifically, we need Senate/Senators engaged on issues of attrition and retention – I find it unacceptable that only ~50% of our students graduate after 5 years. We are far below the national average for retention, but I'm particularly seized with year 1 to 2 attrition, and the retention of undeclared majors. This reality threatens our institutional integrity and demands that we critically assess/re-assess our program maps, prerequisites, course equivalencies, progression requirements, high-risk courses, and pedagogy. We must also identify and celebrate teaching excellence because that *matters* to learning outcomes. How we do that (in ways that are safe and respectful) is an important conversation that I hope we'll continue in 2026. Simultaneously, we need to think about bureaucratic hurdles, financial aid, and our campus culture.

Broadly, we need to review and – in some instances – reimagine what we do and how we do it from the student outward – improving attraction, enrolment, experience and success.

I know this is a lot – particularly at a moment in our history when people are tired – but Memorial's future depends on it.

s. 29 (1) (a)

In that vein, I also want to hear from Senators about their experiences as employees. The Employee Engagement Survey is open until [REDACTED] and I hope you'll take the time to share your perspectives. We'll be using the data and follow-up focus groups to identify priorities and set goals for making progress. People are at the center of what makes Memorial exceptional; we need to better understand your experience and consciously chart a more positive path forward.

Change is never easy. My goal is to enable shared understanding and to create the conditions necessary for success. It is imperative that we work collaboratively and collegially towards increased trust. I know and appreciate that many members of our community have experienced disappointment or hurt [REDACTED] [REDACTED]. I regret that and am resolved to serving this community through leadership that is open, transparent and accountable. I know trust will be (re)built over time, through the decisions that we make and how we make them, and the momentum that will build as we collaborate towards building/rebuilding a vibrant and viable Memorial. I'll do my part, but need your help.

When I talk about increased trust, I'm referring to:

- the trust we must have in each other to protect what matters most while making bold decisions;
- the trust that our students have in us to deliver a learning experience and environment that meets their needs; and
- the trust our government and the citizens of our province have in our ability to be good stewards of the resources that are entrusted to us.

Further to government relations, I met with Paul Dinn, Minister of Education and Early Childhood Development late last month. We had a very positive first meeting and I'm pleased to report that we share a strong commitment to enhancing the student experience. I look forward to working with him, and the new government.

Finally, I'd like to draw your attention to three noteworthy accomplishments from the last few weeks:

- Memorial has, once again, been named as a Canadian leader in annual research rankings. According to data released last week by Research Infosource, Memorial placed first in four major categories, positioning us among Canada's top 20 research-intensive universities.
- I'd also like to congratulate everyone who took part in Research Week in late November. Your efforts showcase Memorial's exceptional research strength and impact.
- Memorial has benefited from tremendous generosity and giving in the last few weeks:
  - Cenovus Energy has made a \$2.25M contribution to support Students and Innovation at both Memorial and the Marine Institute.
  - Last Tuesday was Giving Tuesday. While the gifts we received are still being processed, we know that it has been our most successful Giving Tuesday to date. As leaders, your participation sends a powerful message of support and commitment across our university community.
- And ... the first semester for the inaugural cohort of BASIS on our Labrador Campus ended with SASS Fall Camp II during which students experienced winter camping, in Labrador tents, with overnight windchills of -32.

In response to concerns about the veracity of my verbal remarks re Harlow Campus at the November meeting of Senate, please see attached two slides that speak to (a) annual operating expenses from 2022-2025; and (b) students on-site. The financial data has been verified by our finance department, [REDACTED] the MUN-UK Board of Directors. [REDACTED]

s. 29 (1) (a)

Thank you for your time and attention. I'm always open to taking questions during Senate and/or 1:1 and can be reached via [president@mun.ca](mailto:president@mun.ca).

In closing, I want to wish you and yours a restful and joy-filled holiday season.



Re: Follow-up re Harlow ...

From Morrison, Janet <jmorrison@mun.ca>  
Date Thu 12/11/2025 2:39 PM  
To Brown, Margot <mbrown@mun.ca>

1 attachment (300 KB)  
Senate notes Dec2025\_FINAL.docx;

NOTE TO APPLICANT: This attachment follows on pages 76-79.  
IAP Office

s. 29 (1) (a)

Margot: here is the next iteration of my notes for Senate. [REDACTED]  
[REDACTED] Ideally, I'd like these out tomorrow morning.

Thx,  
JM

Get Outlook for Mac

From: Millan, Roxanne <rmillan@mun.ca>  
Date: Wednesday, December 10, 2025 at 6:02 PM  
To: McKivor, Lee Ann <lamckivor@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>, Brown, Margot <mbrown@mun.ca>  
Subject: RE: Follow-up re Harlow ...

Hello all,

Regarding the enrolment numbers, Lee Ann is correct. The spreadsheet used to generate the chart was prepared by Keith and me. Unfortunately, we are unable to extract enrolment data for Harlow registrations from Banner Student due to coding and duration - residency at Harlow varies from two to six weeks, wo registrations for Harlow courses are coded in Banner under programs at GC or SJC rather than the Harlow Campus. I've made the editorial change in the attached version.

I am confident in these numbers. They were initially provided by the General Manager at Harlow based on the electronic room booking system and then cross-checked with the academic units. For SJC, Business, HSS, Science, Education, etc., the respective units confirmed their figures, and GC (the VP and Dean) verified theirs.

For GC, below is an email excerpt from Peter Ride regarding enrolments for Theatre and Fine Arts Programs. For 2024-25, [REDACTED]

[REDACTED] Note there were 17 for Visual Arts in 2023-24. The notes for the slide should have indicated "22 Business and [REDACTED]

s. 29 (1) (a)

Hi Roxanne  
Ken forwarded your email.  
These are the enrolments for the BFA Theatre course that takes place at Harlow,  
2024-5 Winter semester: 15 students  
2025-6 Winter semester: [REDACTED] students (projected number)

s. 29 (1) (a)

Visual Arts goes to Harlow every second year in the Spring/Intercession.

2023-4: 17 students

2024-5: classes not scheduled

2025-6 [redacted] s. 29 (1) (a)

Are you interested in the costs of running the programs, or only the student numbers?

Cheers,

Peter

Hope this helps,  
Roxanne

**From:** McKivior, Lee Ann <lamckivior@mun.ca>

**Sent:** Wednesday, December 10, 2025 3:08 PM

**To:** Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

**Subject:** RE: Follow-up re Harlow ...

Hello All

I have provided a couple comments on the document.

- 1. Inserted links for two areas that are referenced and provided a statement that they are there because the doc is being circulated. [redacted]

s. 29 (1) (a) [redacted] Hopefully, Roxanne, included in this email, will have more details.

Thanks

LA

**From:** Morrison, Janet <jmorrison@mun.ca>

**Sent:** Tuesday, December 9, 2025 7:21 PM

**To:** McKivior, Lee Ann <lamckivior@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

**Subject:** Follow-up re Harlow ...

Colleagues: by way of follow-up to Senate today ...

s. 29 (1) (a)

- Also attached is a draft of my notes for circulation. Any/all feedback would be welcomed; [redacted]

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Thanks,  
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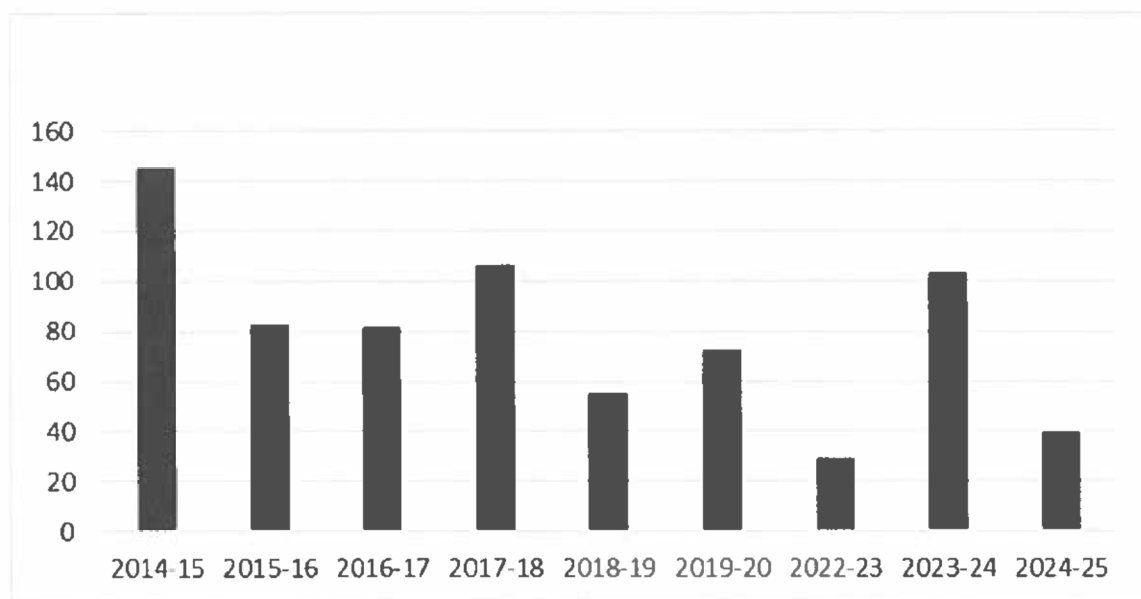
[www.mun.ca](http://www.mun.ca)



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Notwithstanding our diligence, it's possible that enrolment numbers aren't 100% accurate. [REDACTED] the maximum occupancy at Harlow Campus is 51 students per semester or 153 students annually.

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In closing, I want to wish you and yours a restful and joy-filled holiday season.



**Please review -- time sensitive**

**From** Morrison, Janet <jmorrison@mun.ca>

**Date** Thu 12/11/2025 5:22 PM

**To** Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdye@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

📎 1 attachment (309 KB)

Senate notes Dec2025\_FINAL.docx;

NOTE TO APPLICANT: This attachment follows on pages 81-85.

IAP Office

Colleagues: apologies for the tight turnaround, but I need you to do a final review of the attached before the document is forwarded to all members of Senate tomorrow at 11am.



Thank you!  
Janet

s. 29 (1) (a)

Get [Outlook for Mac](#)

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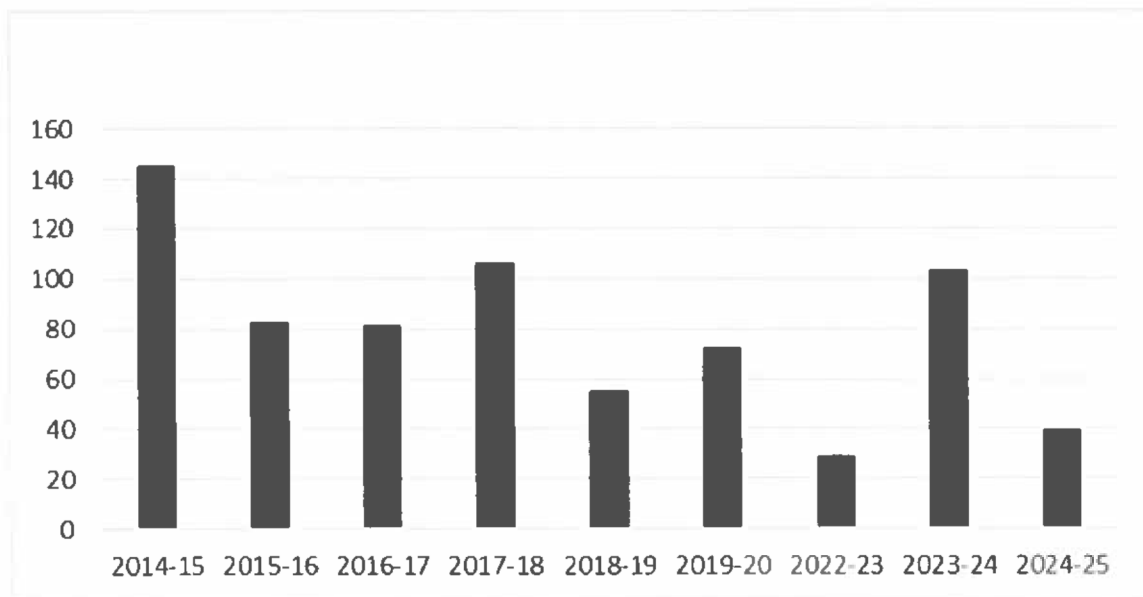
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My leadership orientation is to make decisions that are informed by data, and to be transparent about both the decision itself and the context that led to it. At the same time, I must acknowledge that the data that is available to us is not always perfect. With that in mind, progress, not perfection, is the goal. We will improve our data by sharing it widely—where it can be validated and improved. Sometimes, this may mean that updates will be required. Notwithstanding our diligence, for example, it's possible that enrolment numbers aren't 100% accurate. I am always open to dialogue that improves clarity and enables shared understanding. What we know categorically is that maximum occupancy at Harlow Campus is 51 students per semester or 153 students annually.

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