

President, The

From: President, The
Sent: Wednesday, September 10, 2025 12:15 PM
To: Morrison, Janet
Subject: FW: Harlow -Handover document
Attachments: Handover Document J Xu Sep 2025.pdf
Importance: High

Please refer to the below email

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



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: Millan, Roxanne <rmillan@mun.ca>
Sent: Wednesday, September 10, 2025 11:40 AM
To: Lokash,Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: FW: Harlow -Handover document
Importance: High

Hi everyone,

Just looping you in on an email I received this morning from Jingjing. Two members of the MUN-UK Board were copied, so I anticipate Garrett may reach out shortly with questions regarding the status of the search for Jingjing's replacement.

Things are progressing very well on that front, and I'll send a follow-up email later today to ensure you're fully apprised of where we stand with respect to the Search and the plan for the interim period, starting on Monday until the interim GM assumes the role.

All the best,
 Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

Office of the Provost and Vice President (Academic)
 Memorial University of Newfoundland

Elizabeth Avenue
St. John's, Newfoundland | A1C 5S7

T 709 864 8246

<https://www.mun.ca/vpacademic/>

From: Xu, Jingjing <jingjingx@mun.ca>
Sent: Wednesday, September 10, 2025 8:49 AM
To: Millan, Roxanne <rmillan@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; Anik, Masfiqur Rahman <mra200@mun.ca>; Garrett Doyle
<[REDACTED]> s. 40 (1)
Subject: Handover document

Dear Roxanne,

This is my last week at the campus, and I have prepared a handover document, which I've attached for your reference.

I've copied in Anik and Garrett, as they both mentioned that they would like a handover document.

I hope you find it helpful - please don't hesitate to reach out if you have any questions or need anything else.

On Friday, I will be leaving my laptop, phone (with SIM card), and keys with Phoebe and will ask her to confirm receipt. Please let me know if you have any concerns regarding this.

It has been a real pleasure working with you all. I wish you every success and hope our paths cross again soon.

Best wishes,

Jingjing

Prof. Jingjing Xu, PhD, FRIN, FHEA, MNI
Associate Vice-President (Harlow Campus and Global Partnerships)
Memorial University of Newfoundland

Address:
Harlow Campus
The Maltings
Harlow, Essex, CM17 0AJ
United Kingdom

Handover Document

Dr. Jingjing Xu
12th September 2025

1. Purpose of Document

This handover document provides an overview of current policies, operations, staffing, compliance measures, and financial arrangements at Harlow Campus. It is intended to ensure continuity and smooth transition of responsibilities.

2. Key Policies and Governance

- Staff Handbook
 - Updated 2025 – reflects latest UK employment law, proofread and shared via HR platform.
 - Circulated to staff, Harlow Board, President’s Office, and Provost Office.
- Internal Operational Policies Developed
 - Principles for Setting Campus Accommodation Rates (Teams copy available).
 - Harlow Payment Structure Policy (Teams copy available).
- Regulations Reviewed & Updated
 - Housing Regulations.
 - Damage Deposit Policy.
 - Updates awaiting approval through university’s policy framework.

3. Compliance, Health & Safety

- HR & Legal: BrightHR subscription (£161/month), replacing costly consultants (£43K last year).
- Legionella Control: WCS provides professional monitoring. Contact: ross.crane@wcs-group.co.uk.
- Risk Assessments: Campus-wide (June 2025) + Fire risk assessment (June 2025, awaiting SDG Solutions report). Actions have been taken or in progress.
- Insurance: Renewed April 2025, £4K saving. Key contract:

- Chaitrali Pandit – Chaitrali.Pandit@pib-insurance.com
- Jonathan Holmes – jonathan.holmes@pib-insurance.com

- First Aid: Maintained by Phoebe Fuhr.
- Student invitation letter: Currently signed by me; signature needs to be reassigned.

4. Campus Operations

s. 37 (1)(b)

- Accommodation: Two new studio apartments [REDACTED] created for faculty/guests; listed commercially.
- Facilities:
 - Industrial kitchen converted to student kitchen (now four on campus).
 - Outdated freezers/fridges removed August 2025.
- Housekeeping: Agile deep-cleaning rota in place, integrated with booking system.
- Telecoms: BT lines reduced, over £3K credit secured. Key contact: Shivani Kamboj (caseupdate@ekciminfoprod.bt.com).
- Incident: Cabot House damaged (20 April 2025), insurance claim in progress.

5. Staffing & Structure

- Restructure Summary: Reduced from 14 positions (9.39 FTE) to 7 (4.79 FTE, including the General Manager position).
- Key Adjustments:
 - Roles combined (EA + Reception + Housekeeping coordination).
 - Security expanded to cover safety checks + breakfast setup + regular flushing.
 - Specialist tasks outsourced (e.g. legionella).
 - Business Development Facilitator (temp, part-time, 25 hrs/week).
- Staff List & Monthly Pay: (See attached Annex 1 and 2.)
- Training: BrightHR platform used; mental health & wellbeing training completed by one staff member.

6. Student Support

- Inductions:

- Pre-arrival (online via Teams).
- Post-arrival (in-person tour + H&S briefing).

- Support Measures:

- Tesco Clubcard QR for student savings.
- Anonymous feedback system for improvements.

7. Marketing & Communications

- Accounts Secured:

- Instagram [REDACTED] s. 31 (1)(l)
- LinkedIn (new).
- Campus website [REDACTED]

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

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

8. Finance & Accounting

- Cost Control: Significantly reduced cost across the board (e.g., staffing, energy, cleaning, maintenance, supply, and printing costs).

- Budget 2025/26: Approved by Harlow Board (July 2025). Falls below the \$550K target set by the Board of Regents in 2024 for the Campus to achieve over three years.

- Audit 23/24: Audit ongoing; EY is seeking over £40K in additional fees (1st Sep) – awaiting feedback from the Harlow Board and Provost's Office. [REDACTED]

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

- Audit 24/25: A potential auditor has been identified; documents sent to the Harlow Board on 27th August for consideration and approval.

- Banking: As discussed and agreed at the Harlow Finance Oversight Committee, Vicky has taken over the management of the bank account/payments (via Apron, with Roxanne's approval).

[REDACTED] s. 35 (1)(g)

- Deficit Clarification: VP Finance confirmed no \$1.5M deficit; Harlow accounts are balanced as of May 2025.

9. Continuity Measures

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

10. Outstanding Items / Follow-up Required

- [REDACTED] s. 29 (1)(a)
- Fire risk assessment report (SDG Solutions, June 2025).
- Signature on student invitation letter.
- [REDACTED] s. 29 (1)(a)
- Audit 23/24 – clarification on EY's additional fee request.
- Audit 24/25 – confirmation of potential auditor.
- [REDACTED] s. 35 (1)(g)

Annex 1 Team Size Comparison

Previous Team Structure		Current Team Structure	
Roles	Full-time-equivalent (FTE)	Roles	Full-time-equivalent (FTE)
General Manager	1	General Manager	1
Finance Admin (Temp)	1	Finance Admin (Temp)	1
IT Admin	1	IT Admin	1

EA/Day Receptionist	1	EA/Day Receptionist	1
Evening Receptionist	0.4	Evening Receptionist	0.4
Security Guard	1	Security Guard	1
Chef	1	Chef	1
Catering Assistant	0.533	Catering Assistant	0.533
Maintenance	0.32	Maintenance	0.32
House Keeping Lead	0.533	House Keeping Lead	0.533
House Keeping A	0.4	House Keeping A	0.4
House Keeping B	0.4	House Keeping B	0.4
House Keeping C	0.4	House Keeping C	0.4
House Keeping D	0.4	House Keeping D	0.4
		Business Development Facilitator & Evening Receptionist (Temp)	0.66
Total Positions	14	Total Positions	7
Total FTE	9.39	Total FTE	4.79

Annex 2 Staff Overview

Name	Role	Grade	Hours	Days	Monthly total Pay
s. 40 (1)	Executive Assistant & Day Receptionist	5	08:00 – 16:30	Mon – Fri	£2,748.50
	Maintenance	6	08:00 – 12:00	Tue – Thu	£905.84
	Campus Support & Facilities Assistant (secondment)	4	08:30 – 13:30	Mon – Fri	£1469
	Housekeeper	3	09:00 – 12:00	Mon – Fri	£837.85
Temp	Business Development Facilitator &	Temp	13:00 – 18:30	Mon – Fri	Approx. £2980

	Evening Receptionist				
s. 40 (1)	Security Guard	4	19:00 – 06:00 (overnight)	Sun – Thu	£2,798.13

Notes:

- The Business Development Facilitator role is temporary, parttime (25hr/week) and paid hourly (plus VAT).
- All figures are based on an average month in 2025.

President, The

From: President, The
Sent: Thursday, September 11, 2025 1:00 PM
To: Morrison, Janet
Subject: FW: Harlow Search Update and Interim Leadership Plan

Hi Janet,

Please refer to the below update from Roxanne Millan re: Harlow Search/Interim Leadership Plan.

Thank you.

Linda Tilley
 (from Rose's PC)

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Thursday, September 11, 2025 12:25 PM
To: Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: RE: Harlow Search Update and Interim Leadership Plan

Hello again,

As promised, I'm providing a status update on the search for the General Manager position at the Harlow Campus, along with details of the interim leadership plan. As you are aware, tomorrow is Jingjing's last day at the campus.

Search Update

Our UK recruiter has identified five potential candidates. All candidates have good general management experience and most are from the hospitality/customer service/hotel management sectors with a strong skill set in people management and general operations. Jo Vessey has conducted preliminary conversations with each of them. Tomorrow, September 12, Noreen O'Prey (our HR consultant for Harlow) and I will hold informal interviews with three of the candidates. We will then proceed to schedule more structured interviews as the next step in the process.

For those interviews, Margot, Jo/Noreen and me will conduct the interviews late next week or the following week. I believe we need to invite a member of the MUN-UK Board to sit on the selection Committee as well, given the expectation by Board and Trustees from other searches for this role.

Interim Leadership

We anticipate it will take approximately 4 weeks to appoint an Interim General Manager (depending on how quickly we can conduct the interviews). In the meantime, interim leadership will be provided by our two external consultants and myself.

- **Finance:** Vicky Kong will oversee financial matters, with final sign-off by me.
- **HR and Administration:** Noreen O'Prey will be on campus two days per week to support the six staff members and will be available virtually throughout the week. She will also serve as the primary liaison between the Harlow Campus and the Offices of the President and Provost.

I'm confident these interim measures will ensure continuity and provide the necessary support to the Harlow team and the students we have on campus now during this transition period.

Staff have been informed of the interim management plan and have been invited to a Teams meeting with Noreen and me on Tuesday, September 16, to address any questions they may have.

Please let me know if you have any questions or would like further details.

All the best,
Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

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Memorial University of Newfoundland
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St. John's, Newfoundland | A1C 5S7

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From: Millan, Roxanne
Sent: Wednesday, September 10, 2025 11:40 AM
To: Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: FW: Harlow -Handover document
Importance: High

Hi everyone,

s. 29 (1)(a)

Just looping you in on an email I received this morning from Jingjing. Two members of the MUN-UK Board were copied,

Things are progressing very well on that front, and I'll send a follow-up email later today to ensure you're fully apprised of where we stand with respect to the Search and the plan for the interim period, starting on Monday until the interim GM assumes the role.

All the best,
Roxanne

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President, The

From: President, The
Sent: Friday, September 12, 2025 9:02 AM
To: Morrison, Janet
Subject: FW: Thank you Jingjing

Please refer to the below email thread.

Thanks.

Linda
 (from Rose's PC)

From: Xu, Jingjing <jingjingx@mun.ca>
Sent: Friday, September 12, 2025 8:57 AM s. 40 (1)
To: Garrett Doyle [REDACTED]; President, The <munpres@mun.ca>; Anik, Masfiqur Rahman <mra200@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Sara Leslie Ann Inkpen [REDACTED]; Millan, Roxanne <rmillan@mun.ca>
Subject: Re: Thank you Jingjing

Dear Garrett,

Thank you for your kind words. It has been a privilege to lead the Harlow Campus. I am pleased with the progress we have made here and grateful for the support from the Board and my colleagues at Harlow, and I really hope Harlow will continue to contribute to the success of MUN and the outstanding student experiences that Janet is committed to fostering as the new President.

I wish you all the very best.

Kind regards,

Jingjing

From: Garrett Doyle [REDACTED] s. 40 (1)
Date: Friday, 12 September 2025 at 07:16
To: Xu, Jingjing <jingjingx@mun.ca>, President, The <munpres@mun.ca>, Anik, Masfiqur Rahman <mra200@mun.ca>, Lokash,Jennifer <jlokash@mun.ca>, Sara Leslie Ann Inkpen [REDACTED]
 Millan, Roxanne <rmillan@mun.ca> s. 40 (1)
Subject: Thank you Jingjing

Hi Jingjing,

I just wanted to drop you a quick note to say thank you for all the time and effort you've put in at the Harlow campus. You've made a real impact, especially with the improvements around process and cost control — it's been great to see that progress come through during your time here.

Beyond the work itself, it's been a real pleasure having you around and working with you. I've valued the energy and perspective you've brought to the team.

Wishing you the very best of luck with whatever comes next. I'm sure you'll do brilliantly, and I hope we can stay in touch.

All the best,

Garrett

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Garrett Doyle
CO-CEO THE VIRTUAL FORGE



UK: +44 (0) 207 078 8855
US: +1 (267) 880-2100



www.thevirtualforge.com

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President, The

From: [REDACTED] s. 40 (1)
Sent: Saturday, October 4, 2025 12:26 AM
To: President, The
Subject: MUN Vice-President Harlow Campus Jingjing Xu Resigns

<https://mattbarter.ca/2025/10/04/mun-vice-president-harlow-campus-jingjing-xu-resigns/>

President, The

From: [REDACTED] s. 40 (1)
Sent: Thursday, October 9, 2025 11:01 AM
To: President, The
Subject: Unable to attend [REDACTED] meeting. Feedback provided on content of meeting.

Hello Janet,

[REDACTED] Unfortunately, I had been
 [REDACTED] and was unable to attend the meeting. s. 40 (1)

I do understand there were several considerations raise in relations to [REDACTED] current financial circumstances. There are two items that I'd like to provide some additional context to as I believe they have considerable impact on the academic quality offered through our campus and the student experience overall.

The first relates to Memorial's Harlow Campus. I can imagine that given the financial pressures [REDACTED] university is facing that all options are being considered. I can appreciate why the option of selling off Harlow campus is being considered. It could bring in a quick and temporary inflow of funds and reduce some operational costs, but the consideration of this option concerns me greatly. I want to take a moment to stress how impactful this campus has been to [REDACTED] students. Each program can better articulate the profound influence this has had on their own students. [REDACTED] s. 40(1)

Many decades ago there was a decision made to situate the School of Fine Arts in Western Newfoundland. There are many advantages to this, but one major disadvantage is that the school and its students are quite isolated from many of the cultural activities that can be found within a larger urban centre. The 'Harlow Trip' has always been a significant highlight for the students in Visual Arts and Theatre. It serves as an opportunity for them to gain a more fulsome experience of what art and theatre can be, to witness first-hand the creative histories housed within major museums, and to experience the incredible diversity of forums in which they could in future share their own creative work. [REDACTED]

[REDACTED] Students come back from Harlow changed. [REDACTED] I would invite our administration to speak with any of the alumni of these programs to better understand its central importance. If this campus were sold off, we would be removing the one opportunity students have to experience first-hand the full and rich creative ecosystem that exists beyond [REDACTED] regional context. When they leave the institutional walls of Memorial University this knowledge is critical as they begin to establish their own creative path forward. Without the Harlow experience the cultural world at large remains theory. The seer success of [REDACTED] alumni speaks to the history and value of the Harlow experience. It is also why so many alumni are returning for a reunion trip this coming year. It is a part of the school's identity, its history, and it remains a strong point of connection to [REDACTED] alumni. There are of course number to support all of this. s. 40(1)

The second item relates to the freeze on hiring. This began with tenure-track positions but I understand this has now extended to TTA and RTA positions. These two items are somewhat related given the decision made decades ago to situation the School of Fine Arts outside the cultural hub of this province. Most artists, actors, galleries, and theatres are based in the St. John's region. As such, finding PCIs to cover multiply vacancies is an incredible challenge and often not possible given the limited number of qualified persons who live within the Corner Brook region.

About eight years back Visual Arts established a new graduate program without any additional faculty. Yet since that time [REDACTED] tenured studio faculty positions have been reduced from eight to five

s. 40 (1)

or 62.5% of what it was.

The addition of a further freeze on TTA and RTA positions will have significant impact on students and their learning experience. I can appreciate the necessity to rein in spending across the university. I would however ask that our senior administration consider the particular circumstance of the Visual Arts program, the localized context in which finding PCIs is a challenge, and lastly to recognize that part of the challenge faced by the Visual Arts in terms of available studio faculty

This is really an issue of safeguard the students experience overall.

I imagine there is a lot of feedback to consider. I thank you for the opportunity to provide feedback and appreciate the consideration given to it.

Best

s. 40 (1)

s. 40 (1)

President, The

From: President, The
Sent: Thursday, October 9, 2025 1:25 PM
To: Morrison, Janet; Whelan, Meaghan; Osmond, Michelle
Subject: FW: [REDACTED]. Feedback provided on content of meeting.

s. 40 (1)

Feedback [REDACTED] being forwarded for your information.

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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From: [REDACTED]
Sent: Thursday, October 9, 2025 11:01 AM
To: President, The <munpres@mun.ca>
Subject: [REDACTED]. Feedback provided on content of meeting.

s. 40 (1)

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s. 40 (1)

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s. 40 (1)

NOTE TO APPLICANT: The remainder of this thread has been removed as it is already found above in the responsive records.

IAP Office

President, The

From: Whelan, Meaghan
Sent: Friday, October 10, 2025 2:23 PM
To: Brown, Margot; Morrison, Janet
Cc: President, The
Subject: RE: draft recap message from Dr. Morrison

This will be distributed today.

Cheers,
Meaghan

From: Brown, Margot <mbrown@mun.ca>
Sent: Friday, October 10, 2025 12:03 PM
To: Whelan, Meaghan <mcwhelan@mun.ca>; Morrison, Janet <jmorrison@mun.ca>
Cc: President, The <munpres@mun.ca>
Subject: Re: draft recap message from Dr. Morrison

All good. Meaghan - will you, let Laura know?

Get [Outlook for iOS](#)

From: Whelan, Meaghan <mcwhelan@mun.ca>
Sent: Friday, October 10, 2025 9:08:27 AM
To: Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>
Cc: President, The <munpres@mun.ca>
Subject: RE: draft recap message from Dr. Morrison

This works for me!

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Thursday, October 9, 2025 6:10 PM
To: Whelan, Meaghan <mcwhelan@mun.ca>; Brown, Margot <mbrown@mun.ca>
Cc: President, The <munpres@mun.ca>
Subject: Re: draft recap message from Dr. Morrison

Minor editorial edits below. Margot, Meaghan: if/when you're ok with this ... you can give the OK to post.

Thx,
JM

Grenfell colleagues: Monday, Oct. 6 marked my third trip to Grenfell Campus — this time with our vice-president finance and administration, Trudy Pound-Curtis.

With each visit, I see and feel more deeply the dedication Grenfell Campus has for the learning experience. I have worked at seven post-secondary institutions and have visited hundreds of others; truly, the unwavering commitment to students and their success on your campus is remarkable. As I said many times last week, it fills me with pride.

I want to thank everyone—faculty, staff, and students— who participated in the Harlow consultation session. I share your passion for the transformative power of study abroad and am dedicated to working with you to find sustainable ways to deliver those experiences in ways that are accessible.

The Campus Q&A session was another opportunity for open dialogue about the challenges facing Memorial, including those related to enrolment and leadership instability. I appreciated your frank feedback about what matters most, and hope I was able to provide useful context on the pressures and possibilities we're navigating. I heard that having a senior, on-site Grenfell leader at the executive table was important, as was Grenfell maintaining responsibility for allocating its own budget. More than anything else, I heard about the imperative to safeguard and champion Grenfell's unique identity.

I am always open to hearing from you and can be reached by email at president@mun.ca. This address can be used to provide your thoughts or to schedule a one-on-one coffee chat. I intend to be on campus regularly and look forward to seeing you in November.

Warmly,
Janet

Get Outlook for Mac

From: President, The <munpres@mun.ca>
Date: Thursday, October 9, 2025 at 3:31 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: FW: draft recap message from Dr. Morrison

Please see below.

Best regards,
 Rose
 Rose M. Frew, Executive Assistant to the President (Correspondence)
 President's Office, Room A-2028
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 t: 709.864.8212 | f: 709.864.2059 | email: 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: Edwards, Laura M. <ledwards@mun.ca>
Sent: Thursday, October 9, 2025 4:26 PM
To: Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; President, The <munpres@mun.ca>; Dyke, Paula <pdyke@mun.ca>
Subject: draft recap message from Dr. Morrison

Hi Everyone

Please see draft recap message from Dr. Morrison’s recent visit for review. Once finalized, we can share it on her behalf with the Grenfell community. Ken has reviewed it as well.

Thanks very much,
Laura

Dear Colleagues,

s. 29 (1)(a)

On Monday, Oct. 6, [redacted] my third trip to Grenfell Campus, this time joined by our vice president [redacted] s. 29 (1)(a) finance and administration, Trudy Pound Curtis. [redacted]

with each visit I see and feel more deeply the dedication Grenfell Campus has for our students and their experience. I have worked at seven post-secondary institutions and have visited probably hundreds, and nowhere else have I seen such unwavering commitment to students and their success.

Thank you to everyone—faculty, staff and especially our students—for your participation in our Harlow consultation session. Your passion for the transformative power of studying abroad was so evident, [redacted] am dedicated to working with you to find sustainable ways [redacted]

s. 29 (1)(a)

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I appreciated your frank feedback about what matters most, [redacted]

I am always open to hearing from you and can be reached by email at president@mun.ca. This address can be used to provide your thoughts or to schedule a one-on-one coffee chat. I intend to be on campus regularly and look forward to seeing you in November.

Warmly,
Janet

LAURA EDWARDS
DIRECTOR, MARKETING, COMMUNICATIONS & ADVANCEMENT
Grenfell Campus, Memorial University of Newfoundland
20 University Drive Corner Brook, NL A2H 5G4
709 632 7399 ledwards@mun.ca
mun.ca/grenfellcampus



GRENFELL
CAMPUS



President, The

From: Morrison, Janet
Sent: Friday, October 10, 2025 5:32 PM
To: Gary Salisbury; Sara Leslie Ann Inkpen; Garrett Doyle s. 40 (1)
Cc: Jayne Platt; Vice-President (Academic); mra200@mun.ca; Browne, Lisa; [REDACTED]; Lokash, Jennifer; President, The; Millan, Roxanne; Brown, Margot; Pound Curtis, Trudy
Subject: Re: Harlow Interim Leadership

Members of the Harlow Board: thank you for your follow-up regarding campus safety; to reiterate, we share them.

Please be assured that we are working diligently to get more details about the deferred maintenance work deemed critical. A call with Gary on Wednesday was particularly helpful in terms of identifying local experts who are now engaged to assist. I was very grateful for his counsel.

My colleagues and I will circle back to you as soon as we know more. Our shared responsibility for ensuring the safety and wellbeing of students and staff remains, as always, our top priority.

Regards,
Janet

Get Outlook for Mac

From: Gary Salisbury [REDACTED] s. 40 (1)
Date: Tuesday, October 7, 2025 at 7:33 AM
To: Morrison, Janet <jmorrison@mun.ca>, Sara Leslie Ann Inkpen [REDACTED], Garrett Doyle [REDACTED]
Cc: Jayne Platt [REDACTED], Vice-President (Academic) <vpacad@mun.ca>, mra200@mun.ca <mra200@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, [REDACTED], Lokash, Jennifer <jlokash@mun.ca>, President, The <munpres@mun.ca>, Millan, Roxanne <rmillan@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: RE: Harlow Interim Leadership

Dear Dr Lokash,

Thank you for this update. We are one week on from your communication and I would hope that any serious and life-threatening Health and Safety concerns would, by this time have been clearly identified and remedied. May I now therefore ask for your written assurance that there exists no serious threat to staff, students, Trustees and users of the Harlow Campus and also to local Harlow residents who may come onto, or pass by the buildings, for which the University has a legal responsibility. I hope therefore that we can hear from you that any 'deferred maintenance' that is being investigated, is not of a serious nature that might cause concern, such as the fabric and structure of the building, campus essential fire and emergency exit alarms and escape routes and may we be assured that emergency lighting has been tested and certified as safe in use.

Should help or assistance be required in offering to you suitable local contacts or service providers, I have an extensive range of contacts in Local Government, Essex Fire and Rescue Service and RICS Surveyors, including structural engineers.

If there is anything I can do to assist with the safety and wellbeing of those using Harlow Campus, please do ask.

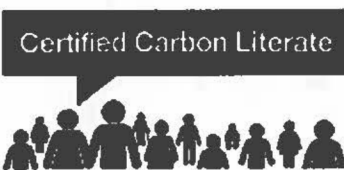
With my kind regards,

Gary

Gary Salisbury *(he/him/his)*
Bsc (Hons) Est Man. Carbon Literacy Champion
Employer Engagement and Projects Manager

📞: [Redacted] s. 40 (1)
✉️email: [Redacted] s. 40 (1)

🌐website: www.harlow-college.ac.uk
📍 UCH010 - Harlow College, Velizy Avenue, Town Centre, Harlow, CM20 3EZ



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From: Morrison, Janet <jmorrison@mun.ca> s. 40 (1)
Sent: 01 October 2025 20:47
To: Sara Leslie Ann Inkpen [Redacted]; Garrett Doyle [Redacted]
Cc: Jayne Platt [Redacted]; Gary Salisbury [Redacted]; Vice-President (Academic) <vpacad@mun.ca>; mra200@mun.ca; Browne, Lisa <lisa.browne@mun.ca>; [Redacted]

s. 40 (1)

[REDACTED] Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Interim Leadership

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Thank you all for the follow-up regarding our email of September 29.

Firstly, I am looking forward to meeting members of the Board and Trustees during my visit to Harlow in mid-November. There is no substitute for face-to-face discussions and it's regrettable that these time-sensitive and important discussions are taking place over email. You'll appreciate that I am new to Memorial and still trying to understand the governance structures in place regarding the Harlow Campus. I would note, however, that Memorial's Board of Regents has repeatedly asserted the need for annual monitoring of progress towards sustainability.

On the specific issue of health and safety concerns, our top priority is the wellbeing of our students, so we share your concerns. Recently, we received a detailed report on deferred maintenance that was commissioned from an outside vendor by Memorial's Department of Facilities Management. That team is examining its findings, with support from a UK based firm: Capital Management Engineering Limited. Any high priority safety issues will be address immediately but the broader intent is to present details of the report in November. I appreciate the Board's role in managing risk. Simply: we all need more information.

With respect to the hiring of a General Manager, we have been moving as quickly as possible and apologize for the late notice [REDACTED]

s. 35 (1)(c)

[REDACTED] The approval processes for the hiring of the General Manager require approval of the MUN (UK) Ltd. Board and we will bring that request forward very soon.

Again, I look forward to meeting you in November. In the meantime, we will stay in touch to ensure you are aware of any emerging issues.

Regards,
Janet

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From: Sara Leslie Ann Inkpen [REDACTED] s. 40 (1)
Date: Wednesday, October 1, 2025 at 3:57 PM
To: Garrett Doyle <[REDACTED]>
Cc: Jayne Platt <[REDACTED]>, Gary Salisbury <[REDACTED]>, Vice-President (Academic) <vpacad@mun.ca>, mra200@mun.ca <mra200@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, [REDACTED]

Lokash, Jennifer <jlokash@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, President, The <munpres@mun.ca>, Millan, Roxanne <rmillan@mun.ca>, Brown, Margot <mbrown@mun.ca>

Subject: Re: Harlow Interim Leadership

Good afternoon to the NL folks and good evening to the UK ones,

Like Garrett, I sincerely hope that I've misunderstood something here and that the agreement made for a 3-year runway for the campus has not been called into question after less than half of that time has passed. I have genuinely felt that the work being done over the last year in particular has gone a long way to righting things at Harlow.

s. 40 (1)

The wellbeing of the campus is important to us all,

s. 35 (1)(c)

Speaking of the wellbeing of the campus: like others here, I would like to be sighted on the health and safety concerns that have been identified on campus. I appreciate that Facilities Management will have to assess and report properly, but please let us know as soon as possible what the nature and severity of these concerns are as we do have a duty of care to the campus and staff. I will be visiting the campus myself later this month and can change that visit time and date if attending earlier in the month would help in any way -- even if it's simply to see with my own eyes to better understand the issues.

While I am not indifferent to the challenges of the university at large, and I know that the enrollment and financial issues are having impacts across all campuses, Harlow has a long history of changing lives in a way that only it can. I do think that there are clear opportunities to keep building on that history and to bring together those whose lives have been changed by it and those in the university community and beyond it who still believe in it and would continue to support its growth.

None of this is easy and I know it hasn't been in particular for the staff in the Provost's office who have worked incredibly hard to support the campus operations. Please know that I -- and all those on the Board -- appreciate it all. What I say -- and what we all do -- comes from a place of distinct dedication and care.

I hope that we can speak more about Harlow very soon. If there is a need to address further concerns about the campus or build confidence with wider university leadership, I am eager to be a part of that.

Thank you,
Sara

s. 40 (1)

On Tue, 30 Sept 2025 at 10:21, Garrett Doyle <[redacted]> wrote:

Hello Jennifer and All

I was very concerned to read yesterday's email for a number of reasons. The subtext, as I read it, is that MUN may be planning not to honour its commitment to the three-year plan. I very much hope I have misunderstood this.

I am also very concerned that there may be a health and safety issue at Harlow that the directors have not been made aware of, even though we are legally responsible. Please can we have details.

In addition, the last-minute request to attend interviews is difficult. In my case it is not possible as [redacted] s. 40 (1) though we want to be involved in the process as discussed. What is the cost of the recruitment firm also?

Overall, I am concerned about the general direction of travel and discussions we currently have no visibility of. What are the next steps ?

As many of us feel Harlow should be a unique asset to MUN, Newfoundland, and Canada If MUN is having a moment of confidence we should discuss how we could address retaining Harlow for the province and nation just when European relations are every more important.

Regards

Garrett

s. 40 (1)

On Tue, Sep 30, 2025 at 09:31 Jayne Platt <[redacted]> wrote:

Dear Dr Lokash and All

I echo Gary's concerns on the Health and Safety issues which have not previously been communicated to the Trust.

[redacted] s. 40 (1)
Having witnessed the benefits of attending the Campus to your students over the last 25 years I would just say that it would be a huge experience loss for the Campus to close.

[redacted] s. 40 (1)

Kind regards

Jayne Platt

s. 40 (1)

On Tue, 30 Sep 2025 at 09:51, Gary Salisbury <[redacted]> wrote:

Dear Dr Lokash,

Thank you for this informative e-mail.

As a matter of urgency, would you please indicate what are the potential issues of Health and Safety which may be affecting the wellbeing and safety of visitors and staff at the Harlow Campus? Naturally, you await a detailed report, however perhaps you could indicate the triggers for the investigation? The arrival of 29 students in October is of great concern, if there are H&S issues.

As to the proposed interviews, I would have been very keen to offer assistance to the process, however at such a short notice, I am unable to participate due to previous business commitments.

With best wishes,

Gary

Gary Salisbury *(he/him/his)*
Bsc (Hons) Est Man. Carbon Literacy Champion

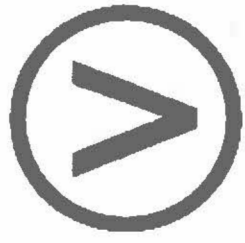
Employer Engagement and Projects Manager

☎: [Redacted]
✉email: [Redacted] s. 40 (1)

🌐website: www.harlow-college.ac.uk

📍 UCH010 - Harlow College, Velizy Avenue, Town Centre, Harlow, CM20 3EZ

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From: Vice-President (Academic) <vpacad@mun.ca>

Sent: 29 September 2025 23:24 s. 40 (1)

To: [Redacted]; mra200@mun.ca; [Redacted] Browne, Lisa <lisa.browne@mun.ca>; [Redacted]; Gary Salisbury [Redacted];

Cc: Lokash, Jennifer <jlokash@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>

Subject: Harlow Interim Leadership
Importance: High

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

The message below is being forwarded on behalf of Dr. Jennifer Lokash, Provost and Vice-President (Academic) and Dr. Janet Morrison, President and Vice-Chancellor

Dear Directors of the MUN (UK) Ltd. and Trustees of the Harlow Scholarship Trust,

Given the recent departure of Dr. Jingjing Xu on September 14, 2025, you will appreciate that the Harlow Campus requires new leadership. You will also recall that Memorial's Board of Regents approved a 3-year runway to improve the campus's financial sustainability.

While Dr. Xu did some good work on cost containment, none of her plans for new revenue streams have been realized. As a result, the campus still requires an unsustainable level of financial and human resources from the Provost's portfolio. In addition, several potential health and safety concerns have been identified and are currently under investigation by our Facilities Management team.

In light of Memorial's significant financial and enrolment challenges, the administration and Board of Regents must reassess the viability of the Harlow Campus. Consequently, we will be hiring a General Manager for a limited (9-month) term.

The process to fill this vacancy is underway with support from an HR recruitment firm in the UK. Candidates will be interviewed late next week and we would welcome the inclusion of a representative from either the Board or the Trust on the interview panel. Please let us know by Wednesday, October 1st if you are interested in participating in the interviews scheduled for Friday, October 3rd at 11:30 a.m. (UK time) and 1:00 p.m (UK time) .

s. 40 (1)

The Harlow Campus is currently hosting [redacted] students from the Faculty of Education and day-to-day operations are being overseen by Roxanne Millan, Director of Resource Allocation and Planning in the Office of the Provost. She is supported in the UK by HR Consultant Noreen O'Prey and Finance Consultant Vicky Kong.

The campus team remains focused on delivering a high level of care to ensure our students have the best possible experience. With the next cohort of ~29 students arriving in October, we are eager to have the new General Manager appointed as soon as possible to support this transition.

Pending feedback from Facilities Management on the health and safety concerns, Memorial programming for Winter 2026 will proceed as planned.

Dr. Jennifer Lokash
Provost and Vice-President (Academic)
Public Orator
Memorial University
Newfoundland and Labrador's University
St. John's, NL, Canada A1C 5S7

Tel: 709-864-8212
Email: jlokash@mun.ca

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

President, The

From: Anik, Masfiqur Rahman <mra200@mun.ca>
Sent: Friday, October 10, 2025 6:44 PM
To: Morrison, Janet
Cc: Pound-Curtis, Trudy; Gary Salisbury; Sara Leslie Ann Inkpen; Garrett Doyle; Jayne Platt; Vice-President (Academic); Browne, Lisa; [REDACTED] s. 40 (1); [REDACTED] Lokash, Jennifer; President, The; Millan, Roxanne; Brown, Margot
Subject: Re: Harlow Interim Leadership

Thanks Janet and Trudy for the update and putting a priority to this critical issue.

Given our current resource constraints at Harlow if there's any further roadblock or need local support, I'd suggest please continue to circle back with our board members as many have local knowledge and connections.

Please keep us posted, happy thanksgiving!

On Fri, Oct 10, 2025 at 4:54 PM Morrison, Janet <jmorrison@mun.ca> wrote:
Thank you for this update Trudy.

Harlow Board members: we will provide an update next week.

Regards,
Janet

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From: Pound-Curtis, Trudy <h3tpc@mun.ca> s. 40 (1)
Sent: Friday, October 10, 2025 4:08 PM
To: Morrison, Janet <jmorrison@mun.ca>; Gary Salisbury <[REDACTED]>; Sara Leslie Ann Inkpen <[REDACTED]>; Garrett Doyle <[REDACTED]>
Cc: Jayne Platt <[REDACTED]>; Vice-President (Academic) <vpacad@mun.ca>; mra200@mun.ca <mra200@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; [REDACTED]; Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Interim Leadership

Janet

I just authorized two people from FM to fly to Harlow on Sunday.

An engineer and engineer technologist will do a full inspection , take pictures and will make any necessary repairs while they are there. We will also meet with Stantec to engage if further critical work needs to be done to ensure safety for the students.

Rayna has repeatedly reached out to the various contacts with limited success.

Just finished authorizing the travel.

Trudy

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From: Morrison, Janet <jmorrison@mun.ca>
Sent: Friday, October 10, 2025 5:32:13 PM s. 40 (1)
To: Gary Salisbury <[REDACTED]>; Sara Leslie Ann Inkpen <[REDACTED]>; Garrett Doyle <[REDACTED]>
Cc: Jayne Platt <[REDACTED]> Vice-President (Academic) <vpacad@mun.ca>; mra200@mun.ca <mra200@mun.ca>; Browne, Lisa <lisa.browne@mun.ca> <[REDACTED]>; Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: Re: Harlow Interim Leadership

Members of the Harlow Board: thank you for your follow-up regarding campus safety; to reiterate, we share them.

Please be assured that we are working diligently to get more details about the deferred maintenance work deemed critical. A call with Gary on Wednesday was particularly helpful in terms of identifying local experts who are now engaged to assist. I was very grateful for his counsel.

My colleagues and I will circle back to you as soon as we know more. Our shared responsibility for ensuring the safety and wellbeing of students and staff remains, as always, our top priority.

Regards,
Janet

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From: Gary Salisbury <[REDACTED]> s. 40 (1)
Date: Tuesday, October 7, 2025 at 7:33 AM
To: Morrison, Janet <jmorrison@mun.ca>, Sara Leslie Ann Inkpen <[REDACTED]>, Garrett Doyle <[REDACTED]>
Cc: Jayne Platt <[REDACTED]>, Vice-President (Academic) <vpacad@mun.ca>, mra200@mun.ca <mra200@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, <[REDACTED]>, <[REDACTED]>, Lokash, Jennifer <jlokash@mun.ca>, President, The <munpres@mun.ca>, Millan, Roxanne <rmillan@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: RE: Harlow Interim Leadership

Dear Dr Lokash,

Thank you for this update. We are one week on from your communication and I would hope that any serious and life-threatening Health and Safety concerns would, by this time have been clearly identified and remedied. May I now therefore ask for your written assurance that there exists no serious threat to staff, students, Trustees and users of the Harlow Campus and also to local Harlow residents who may come onto, or pass by the buildings, for which the University has a legal responsibility. I hope therefore that we can hear from you that any 'deferred maintenance' that is being investigated, is not of a serious nature that might

NOTE TO APPLICANT: The remainder of this thread has been removed as it is already found above in the responsive records.

IAP Office

President, The

From: Jayne Platt [REDACTED] s. 40 (1)
Sent: Friday, October 10, 2025 8:00 PM
To: Pound-Curtis, Trudy
Cc: Morrison, Janet; Gary Salisbury; Sara Leslie Ann Inkpen; Garrett Doyle; Vice-President (Academic); mra200@mun.ca; Browne, Lisa [REDACTED]
 [REDACTED] Lokash, Jennifer; President, The; Millan, Roxanne; Brown, Margot
Subject: Re: Harlow Interim Leadership

Dear All

s. 40 (1)

Thank you for all of the messages. [REDACTED] so I am just reviewing the messages now.

On a practical note, has anyone informed Phoebe Fuhr, who is currently temporary head of the Campus, that these technical folks are likely to be with her on Monday? Further, has anyone arranged accommodation for them?

Kind regards

Jayne Platt.

On Fri, 10 Oct 2025 at 21:08, Pound-Curtis, Trudy <h3tpc@mun.ca> wrote:
Janet

I just authorized two people from FM to fly to Harlow on Sunday.

An engineer and engineer technologist will do a full inspection , take pictures and will make any necessary repairs while they are there. [REDACTED]

s. 29 (1)(a)

Just finished authorizing the travel.

Trudy

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From: Morrison, Janet <jmorrison@mun.ca>
Sent: Friday, October 10, 2025 5:32:13 PM s. 40 (1)
To: Gary Salisbury [REDACTED]; Sara Leslie Ann Inkpen [REDACTED]; Garrett Doyle [REDACTED]
Cc: Jayne Platt [REDACTED]; Vice-President (Academic) <vpacad@mun.ca>; mra200@mun.ca <mra200@mun.ca>; Browne, Lisa <lisa.browne@mun.ca> [REDACTED]
 [REDACTED]; Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>

NOTE TO APPLICANT: The remainder of this thread has been removed as it is already found above in the responsive records.

IAP Office

President, The

From: President, The
Sent: Tuesday, October 14, 2025 2:10 PM
To: Morrison, Janet
Subject: FW: Harlow consultations - by end of first week of Nov.

Janet, 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



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: Osmond, Michelle <mlosmond@mun.ca>
Sent: Tuesday, October 14, 2025 11:57 AM
To: President, The <munpres@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>
Cc: Fitzgerald, Renee <reneef@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdyke@mun.ca>; VP AER <vpaer@mun.ca>; Tilley, Linda <ltilley@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>
Subject: RE: Harlow consultations - by end of first week of Nov.

Hi all,
 I have a draft of the Harlow conversation sessions plan as well as the draft PowerPoint for review.

CITL is booked for the virtual sessions and rooms are booked for the in person sessions. There are still a few details to finalize but invitations are set to go out on Friday, if approved.

OneDrive will not let me share directly so here are the links. If you have any issues accessing, please let me know:

- [Harlow conversations - Oct. 22-Nov. 3, 2025.docx](#)
- [Harlow conversations alumni and SJ Presentation](#)

Thank you in advance,
 Michelle

MICHELLE OSMOND
 MANAGER, COMMUNICATIONS PLANNING
 Marketing and Communications
 Memorial University of Newfoundland
 St. John's, NL, Canada A1C 5S7
 P 709 864 2455
 M 709 728 2364



LOOKING BACK | LAUNCHING FORTH

mun.ca/100

From: Osmond, Michelle
Sent: Wednesday, October 8, 2025 2:30 PM
To: Browne, Lisa <lisa.browne@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>;
Dyke, Paula <pdyke@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; VP AER <vpaer@mun.ca>; Tilley, Linda
<ltilley@mun.ca>
Subject: RE: Harlow consultations - by end of first week of Nov.

Hi all,
I just spoke to Renee and the dates that work in both the president's and provost's calendar are:

Alumni sessions (virtual) (note provost not required):
Oct. 24, 2-3 p.m.
Oct. 30, 7-8 p.m.

St. John's sessions (in-person, provost required):
Oct. 22, 3-4 p.m.
Nov. 3, 7-8 p.m.

If no one sees an issue with these dates and times, I will book a venue for the in person sessions and CITL for the virtual sessions.

Thanks,
Michelle

MICHELLE OSMOND
MANAGER, COMMUNICATIONS PLANNING
Marketing and Communications
Memorial University of Newfoundland
St. John's, NL, Canada A1C 5S7
P 709 864 2455
M 709 728 2364



LOOKING BACK | LAUNCHING FORTH

mun.ca/100

From: Browne, Lisa <lisa.browne@mun.ca>
Sent: Wednesday, October 8, 2025 1:59 PM
To: Osmond, Michelle <mlosmond@mun.ca>

Cc: Brown, Margot <mbrown@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdyke@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; VP AER <vpaer@mun.ca>; Tilley, Linda <ltalley@mun.ca>

Subject: Harlow consultations - by end of first week of Nov.

Hi everyone,

Through a number of discussions, we have landed on the following consultation approach to alumni re Harlow:

- 2 virtual sessions; registration required. At least one evening session (though both may need to be in the evening as per president’s schedule)
- Invitations to be sent to alumni who have attended Harlow
- Registrants will receive brief background info and questions to be asked during the consultation; the questions should be centred around: what mattered most as part of the Harlow experience, what do we need to safeguard?
- President to host; facilitator required [REDACTED] s. 29 (1)(a)
- I have attached the PPT that was used for Grenfell. A similar version could be used for this session [REDACTED] s. 29 (1)(a)

There is also a desire to do consultation with faculties/schools on the St. John’s campus. Jennifer and I have connected on this approach:

- 2 open forums, in-person sessions; at least one evening session
- President to host with provost to be in attendance; facilitator required
- Provost to consider pre-material provided (may depend on prior registration)
- Same note as above re the slide deck

I understand Michelle Osmond is available to help project manage these consultations. We need scheduling for president and provost, CITL (for alumni sessions), invitation texts, distribution info for alumni, etc. The timing is to have this complete by the first week of November.

Thank you!

Lisa

LISA BROWNE (she/her) | VICE-PRESIDENT, ADVANCEMENT and EXTERNAL RELATIONS
Memorial University of Newfoundland

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 histories and cultures of the Beothuk, Mi'kmaq, Innu and Inuit of this province.

President, The

From: Osmond, Michelle
Sent: Wednesday, October 15, 2025 3:23 PM
To: Morrison, Janet; President, The
Subject: Osmond, Michelle shared "Harlow conversations - Oct. 22 Nov. 3, 2025" with you



Osmond, Michelle invited you to edit a file

Harlow conversations - draft plan

 Harlow conversations - Oct. 22-Nov. 3, 2025

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President, The

From: Osmond, Michelle
Sent: Wednesday, October 15, 2025 3:23 PM
To: Morrison, Janet; President, The
Subject: Osmond, Michelle shared "Harlow conversations _alumni and SJ Presentation" with you



Osmond, Michelle invited you to edit a file

Harlow conversations - draft presentation

 Harlow conversations_alumni and SJ Presentation

 This invite will only work for you and people with existing access.

[Open](#) [Share](#)

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President, The

From: Morrison, Janet
Sent: Friday, October 17, 2025 10:01 AM
To: Millan, Roxanne; Lokash, Jennifer
Cc: Brown, Margot; President, The; Vice President (Academic)
Subject: Re: General Manager, Harlow Campus

Thank you, Roxanne. I fully support this recommendation.

Regards,
 Janet

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From: Millan, Roxanne <rmillan@mun.ca>
Date: Thursday, October 16, 2025 at 1:14 PM
To: Lokash, Jennifer <jlokash@mun.ca>, Morrison, Janet <jmorrison@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>, President, The <munpres@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>
Subject: General Manager, Harlow Campus

Dear Janet and Jennifer,

Please find attached the appointment recommendation for the new General Manager at Harlow. [REDACTED] s. 40 (1)
 [REDACTED] so we're keen to submit the recommendation to the MUN-UK Ltd.

Board as soon as possible.

That said, I understand today may not be feasible given our special convocation and your installations 🎉.

Attached documents include:

- Briefing Note
- Search Committee Report
- Consultant Report (UK Recruitment Firm)
- Candidate's CV

I'm happy to answer any questions or provide further information as needed.

All the best,
 Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

Office of the Provost and Vice President (Academic)
 Memorial University of Newfoundland
 Elizabeth Avenue
 St. John's, Newfoundland | A1C 5S7

T 709 864 8246

<https://www.mun.ca/vpacademic/>

From: Millan, Roxanne
To: Elliott, Renee
Subject: FW: Appointment Recommendation for MUN UK Ltd. Board
Date: Thursday, October 16, 2025 9:45:55 AM

From: Noreen O'Prey [REDACTED] s. 40 (1)
Sent: Wednesday, October 15, 2025 5:15 PM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: Re: Appointment Recommendation for MUN UK Ltd. Board

Hi Roxanne

I am in agreement.

Sent from my iPhone

On 15 Oct 2025, at 19:43, Millan, Roxanne <rmillan@mun.ca> wrote:

Hi Sara and Noreen,

Please review the attached recommendation to appoint Matthew Filmer to GM of the Harlow Campus for consideration by the MUN-UK Ltd. Board. If you are in agreement, may have your signature on the Search Committee Report. An email confirmation will suffice.

Many thanks,
Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

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<HARLOW-APPT-BN.docx>

<SEARCH-COMMITEE-RPT-REVISED - A.docx>

<CONSUTLANT-RPT-REVISED REF CHECK-B.docx>

<RESUME-MATTHEW-FILMER-C.pdf>

From: [Millan, Roxanne](#)
To: [Elliott, Renee](#)
Subject: FW: Appointment Recommendation for MUN-UK Ltd. Board
Date: Thursday, October 16, 2025 9:47:45 AM

From: Sara Leslie Ann Inkpen [REDACTED]
Sent: Thursday, October 16, 2025 5:47 AM
To: Millan, Roxanne <rmillan@mun.ca>
Cc: noreenoprey [REDACTED]
Subject: Re: Appointment Recommendation for MUN-UK Ltd. Board

s. 40 (1)

Hi Roxanne,

Thank you for sending this along -- [REDACTED]

s. 32 (a)

Please do let me know if you need me to put my actual signature on the document -- I can do that digitally.

Cheers,
 Sara

On Wed, 15 Oct 2025 at 19:43, Millan, Roxanne <rmillan@mun.ca> wrote:

Hi Sara and Noreen,

Please review the attached recommendation to appoint Matthew Filmer to GM of the Harlow Campus for consideration by the MUN-UK Ltd. Board. If you are in agreement, may have your signature on the Search Committee Report. An email confirmation will suffice.

Many thanks,
 Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

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 Memorial University of Newfoundland
 Elizabeth Avenue
 St. John's, Newfoundland | A1C 5S7

T 709 864 8246

<https://www.mun.ca/vpacademic/>

President, The

From: Vice President (Academic)
Sent: Friday, October 17, 2025 2:26 PM s. 40 (1)
To: Morrison, Janet; mra200@mun.ca; [REDACTED]
Cc: Lokash, Jennifer; President, The; Millan, Roxanne; Brown, Margot
Subject: Recommendation for General Manager, Harlow
Attachments: HARLOW APPT-BN.pdf; SEARCH-COMMITTEE-RPT-REVISED-A.pdf; SARA-APPROVAL-B.pdf; NOREEN-APPROVAL-C.pdf; CONSULTANT-RPT-REVISED REF CHECK- D.pdf; RESUME-MATTHEW-FILMER-E.pdf

Importance: High

Dear members of the MUN/UK Board,

s. 40 (1)

I'm pleased to seek your approval for our preferred candidate for the role of GM. There is some time sensitivity [REDACTED] Attached you will find a briefing note, the search committee report, and the resume for Mr. Matthew Filmer. We would be grateful for your approval over email at your first opportunity, with apologies for the urgency. I'm grateful to Sara Inkpen for joining the interview process with Roxanne Millan and Noreen O'Prey.

Jamie Skidmore's group is arriving at the campus tomorrow, and the team there have been excitedly preparing for their arrival.

Many thanks in advance for your quick turnaround on this,
Jennifer

Jennifer Lokash
Provost and Vice-President (Academic)
Public Orator
Memorial University
Newfoundland and Labrador's University
St. John's, NL, Canada A1C 5S7

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

MUN (UK) Ltd. Board of Directors
October 16, 2025

For Action

For Information

Title: Appointment of General Manager, Harlow Campus

Purpose:

This submission seeks the approval of the MUN(UK) Ltd. Board of Directors for the appointment of Mr. Matthew Filmer as General Manager, Harlow Campus.

Recommendation:

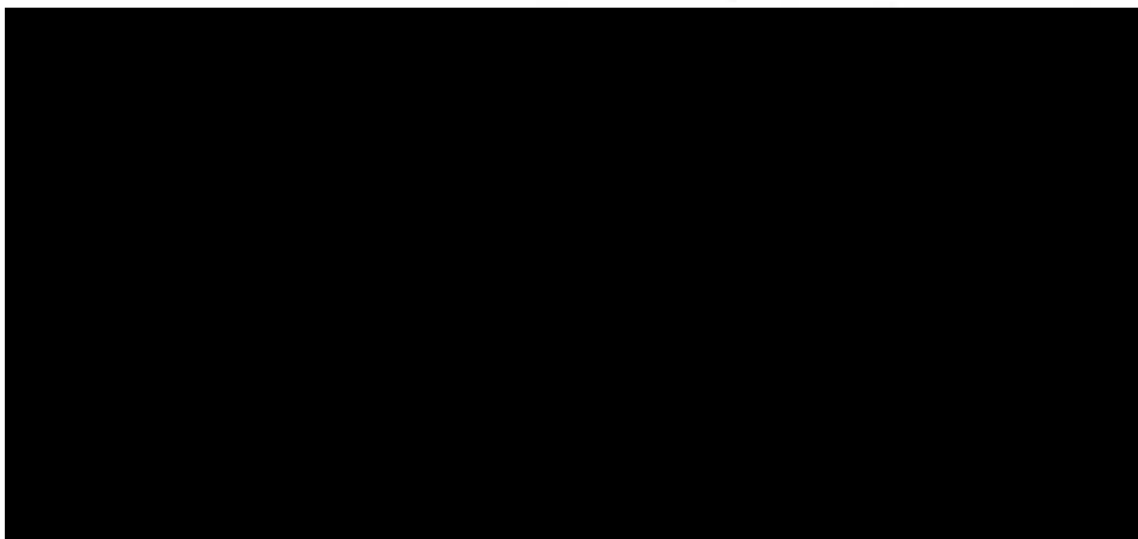
It is recommended that the MUN (UK) Ltd. Board of Directors approve the appointment of Matthew Filmer as General Manager, Harlow Campus.

Background and Analyses:

The General Manager will oversee daily operations to ensure efficiency, regulatory compliance, and ongoing process improvement across all functions. They will effectively distinguish and manage accountability versus responsibility within team structures to optimize workflows and clarify performance expectations. A strong leader and mentor, this individual will foster a high-performance culture rooted in employee engagement and professional development.

They will also manage key financial operations, including Accounts Receivable (AR) and Accounts Payable (AP), ensuring accuracy and timely processing. Additionally, they will champion alignment between team efforts and organizational values, cultivating an inclusive and collaborative work environment.

A deep connection to the local community is essential, as the role involves building strategic partnerships, enhancing organizational visibility, and supporting efforts to diversify revenue streams.



s. 32 (a)

It is recommended that Mr. Filmer be appointed General Manager, Harlow Campus, effective October 28, 2025, for 9-month period. This recommendation has been

accepted by the President and Vice-Chancellor and is pending approval by the MUN (UK) Ltd. Board.

Attached are the following documents:

- Report of the Search Committee
- Report of the Recruitment Overview UK HR Consultant
- Matthew Filmer's curriculum vitae

Communication:

The Board Secretary will communicate the Board's decision to the President and Vice-Chancellor, Provost and Vice-President (Academic), who will advise Mr. Filmer, and the Interim Associate Vice-President (People & Culture).

Dr. Jennifer Lokash
Provost and Vice-President (Academic)

Dr. Janet Morrison
President and Vice-Chancellor

Verbal approval provided.

Verbal approval provided.

October 16, 2025

October 17, 2025

General Manager, Harlow Campus
Report of Search Committee
October 15, 2025

Recommendation

The Search Committee recommends that Matthew Filmer be appointed as the General Manager, Harlow Campus.

Membership of the Search Committee

- Noreen O’Prey, UK HR Consultant, Harlow
- Roxanne Millan, Director, Resource Allocation and Planning
- Sara Inkpen, Director of MUN [UK] Ltd.

Noreen O’Prey chaired the committee.

Process

The Committee engaged the services of a professional search firm, Yohrs Ltd., with Jo Vessey acting as the search consultant. Jo Vessey conducted initial screening [REDACTED] A total of five candidates were interviewed over a three-week period.

s. 29 (1)(a)

Three candidates were shortlisted for further interviews. [REDACTED]

Interviews were conducted virtually and assessed based on the criteria outlined in the job advertisement, [REDACTED]

s. 32 (a)

[REDACTED]

[REDACTED]

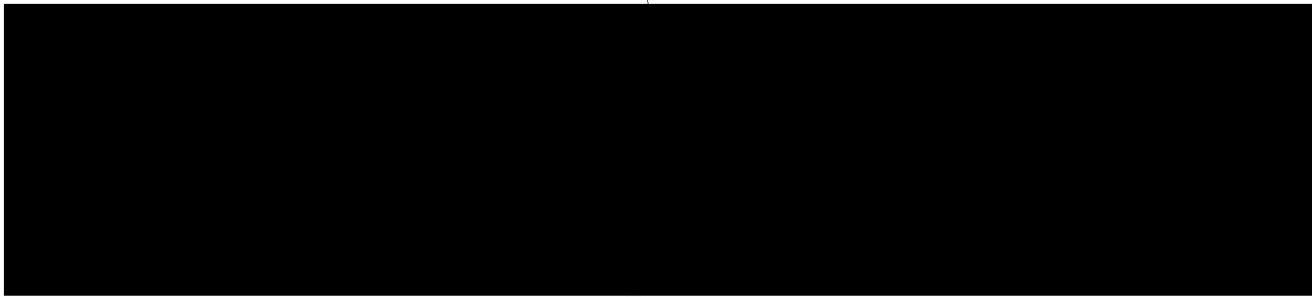
s. 29 (1)(a)

Results

s. 32 (a)

[REDACTED]

s. 32 (a)



The Committee recommended that Mr. Filmer be offered the position. Reference check for UK private sector companies typically only provide basic information for references which typically includes; dates of employment, salary and role. This information may arrive after employment.

Proposed Start Date: October 28, 2025

Proposed Compensation Package: £62,500 per annum, including UK-based benefits (pension and holiday)

Signatures follow.

s. 40 (1)



Roxanne Millan

See attached email approval

Sara Inkpen

See attached email approval

Noreen O'Prey

October 16, 2025

Date

President, The

From: Osmond, Michelle
Sent: Friday, October 17, 2025 3:42 PM
To: Morrison, Janet
Cc: Whelan, Meaghan; Browne, Lisa; President, The; Fitzgerald, Renee
Subject: Harlow conversations

Hi Janet,

Do you have what you need for the first Harlow conversation meeting on Wednesday? Invitations went out today to both alumni (Oct. 24 and 30), and faculty, staff and students (Oct. 22 and Nov. 3).

I'm off for a couple of days next week but please reach out to Meaghan if you require additional background, etc. As per your note, we are checking the 2025/26 enrolment numbers to confirm it.

Thanks,
Michelle

MICHELLE OSMOND
MANAGER, COMMUNICATIONS PLANNING
Marketing and Communications
Memorial University of Newfoundland
St. John's, NL, Canada A1C 5S7
P 709 864 2455
M 709 728 2364



LOOKING BACK | LAUNCHING FORTH

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President, The

From: [REDACTED] s. 40 (1)
Sent: Saturday, October 18, 2025 5:02 PM
To: Amy M Warren
Cc: President, The; Vice-President (Academic); deansgs
Subject: Re: Harlow 'conversation'

Thanks for this.

[REDACTED] s. 40 (1)

From: Amy M Warren <awarren@mun.ca>
Sent: Saturday, October 18, 2025 5:40:56 AM
To: [REDACTED] s. 40 (1)
Cc: President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; deansgs <deansgs@mun.ca>
Subject: Re: Harlow 'conversation'
 s. 40 (1)

Hi [REDACTED] thanks for reaching out. There is a Gazette article that summarizes the latest review of Harlow. It can be found here: <https://gazette.mun.ca/campus-and-community/harlow-campus-report/>

The full report can be found

here: <https://www.mun.ca/president/media/production/memorial/administrative/presidentx27s-office/media-library/Harlow%20review%202024.pdf>

In addition, the auditor general also included brief discussion of Harlow in their report on facilities last year. That can be found here:

<https://www.ag.gov.nl.ca/files/Memorial-University-Facilities-Management-Audit-January-2025.pdf>

I hope this helps. Have a great weekend.

Amy Warren

Amy Warren

Amy M. Warren, PhD
 Associate Vice President (Academic) and Dean, School of Graduate Studies,
 Professor, Faculty of Business Administration
 Memorial University
 St. John's, NL A1C 5S7
 709-864-2445

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: Friday, October 17, 2025 3:08 PM
To: deansgs <deansgs@mun.ca>
Cc: President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: Harlow 'conversation'

Dear Amy:

It seems the like the proposed "Harlow Conversation" is being co-ordinated out of your office, but I'm copying the other admin units as well. I'm glad there is some sort of consultation happening on this question, but I suspect like many
s. 40 (1) [REDACTED] I feel underinformed about the Harlow campus and what options are being proposed. What does Harlow cost? How many students and units use it? What is its value proposition for Memorial? What are the options proposed—selling it? Reducing programming? The information void surrounding the "conversation" as proposed means that it will be difficult to have a useful conversation based around something more than 'perceptions' of the campus. I would appreciate being directed to any proposals, background information, etc., that I could access to prepare for this discussion, and if this is available it might suggest its wide circulation. Thanks,

s. 40 (1)

[REDACTED]

President, The

From: [Redacted] s. 40 (1)
Sent: Monday, October 20, 2025 1:56 PM
To: Pound-Curtis, Trudy; Morrison, Janet; 'Anik, Masfiqur Rahman'; 'Gary Salisbury'; [Redacted]
 [Redacted] 'Sara Leslie Ann Inkpen'; 'Garrett Doyle'
Cc: Vice-President (Academic); Browne, Lisa; Lokash, Jennifer; President, The; Millan, Roxanne; Brown, Margot
Subject: RE: Harlow Interim Leadership

Good afternoon Trudy

Thank you for your email, and your prompt reply.

I would be pleased to receive the copy Report when it is available to you. I would like to reassure myself that it is safe for students to be onsite at the Campus, and review the works that require immediate and long term attention.

The Cabot House vehicle collision damage will require planning approval before the Loss Adjusters will authorise the works; but I understand that the building has been made safe and is habitable.

Kind regards

Jayne

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: 16 October 2025 22:42 s. 40 (1)
To: [Redacted] Morrison, Janet <jmorrison@mun.ca>; 'Anik, Masfiqur Rahman' <mra200@mun.ca>; 'Gary Salisbury' [Redacted] 'Sara Leslie Ann Inkpen' [Redacted] 'Garrett Doyle' [Redacted]
Cc: Vice-President (Academic) <vpacad@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Interim Leadership

Jayne

Mike and Chad have provided the report to Phoebe.
Mike and Chad are flying back and on Monday we can get another copy and share with you.

Trudy Pound Curtis

Get Outlook for iOS

From: [REDACTED] s. 40 (1)
 Sent: Thursday, October 16, 2025 6:50 PM
 To: Morrison, Janet <jmorrison@mun.ca>; 'Anik, Masfiqur Rahman' <mra200@mun.ca>; 'Gary Salisbury' [REDACTED]; 'Sara Leslie Ann Inkpen' [REDACTED]; 'Garrett Doyle' [REDACTED]
 Cc: Pound-Curtis, Trudy <h3tpc@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>
 Subject: RE: Harlow Interim Leadership

Dear Janet

Thank you for notifying us so quickly, especially as the students arrive on Saturday.

It was a pleasure meeting Mike and Chad and to discuss the Campus buildings and a little history with them. We would like to see the report from them of the critical issues, which I am happy to check tomorrow afternoon, and to know the other recommendations made.

We are also looking forward to your visit in the Autumn. Once you have a date for this, would you let us know so that we can clear diaries if possible?

The Scholarship Committee intend to hold a meeting on 3 November, you and the Board are very welcome to join us.

With kind regards

Jayne Platt

From: Morrison, Janet <jmorrison@mun.ca> s. 40 (1)
 Sent: 16 October 2025 21:39
 To: Anik, Masfiqur Rahman <mra200@mun.ca>; Gary Salisbury [REDACTED]; Jayne Platt [REDACTED]; Sara Leslie Ann Inkpen [REDACTED]; Garrett Doyle [REDACTED]
 Cc: Pound-Curtis, Trudy <h3tpc@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>
 Subject: Re: Harlow Interim Leadership

Harlow Board Members: further to my email below, our AVP Facilities has confirmed that all critical issues identified by Memorial University Facilities Management staff – who have been on-site this week -- will be addressed before the students arrive on October 18.

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

Thank you again for your patience and diligence.

Regards,
Janet Morrison

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From: Anik, Masfiqur Rahman <mra200@mun.ca>

Date: Friday, October 10, 2025 at 6:44 PM

s. 40 (1)

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

Cc: Pound-Curtis, Trudy <h3tpc@mun.ca>, Gary Salisbury <[REDACTED]>, Sara Leslie Ann Inkpen <[REDACTED]>, Garrett Doyle <[REDACTED]>, Jayne Platt

<lisa.browne@mun.ca>, [REDACTED] Vice-President (Academic) <vpacad@mun.ca>, Browne, Lisa

<lisa.browne@mun.ca>, [REDACTED] Lokash, Jennifer <jlokash@mun.ca>, President, The <munpres@mun.ca>, Millan, Roxanne <rmillan@mun.ca>, Brown, Margot <mbrown@mun.ca>

Subject: Re: Harlow Interim Leadership

Thanks Janet and Trudy for the update [REDACTED] s. 29 (1)(a)

Given our current resource constraints at Harlow if there's any further roadblock or need local support, I'd suggest please continue to circle back with our board members as many have local knowledge and connections.

Please keep us posted, happy thanksgiving!

On Fri, Oct 10, 2025 at 4:54 PM Morrison, Janet <jmorrison@mun.ca> wrote:

Thank you for this update Trudy.

Harlow Board members: we will provide an update next week.

Regards,
Janet

Get Outlook for iOS

From: Pound-Curtis, Trudy <h3tpc@mun.ca>

Sent: Friday, October 10, 2025 4:08 PM

s. 40 (1)

To: Morrison, Janet <jmorrison@mun.ca>; Gary Salisbury <[REDACTED]>; Sara Leslie Ann Inkpen <[REDACTED]>; Garrett Doyle <[REDACTED]>

Cc: Jayne Platt <[REDACTED]>; Vice-President (Academic) <vpacad@mun.ca>; mra200@mun.ca <mra200@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>;

[REDACTED] Lokash, Jennifer <jlokash@mun.ca>; President, The <munpres@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>

Subject: Re: Harlow Interim Leadership

President, The

From: President, The
Sent: Monday, October 20, 2025 4:09 PM
To: s. 40 (1) [REDACTED]
Subject: RE: Harlow conversations

Thank you for your email. I am acknowledging receipt on behalf of the President's Office.

Your correspondence will be reviewed directly by Dr. Morrison, and she has asked I convey her sincere appreciation for you taking the time to write. She values hearing from members of the community and your feedback is important.

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



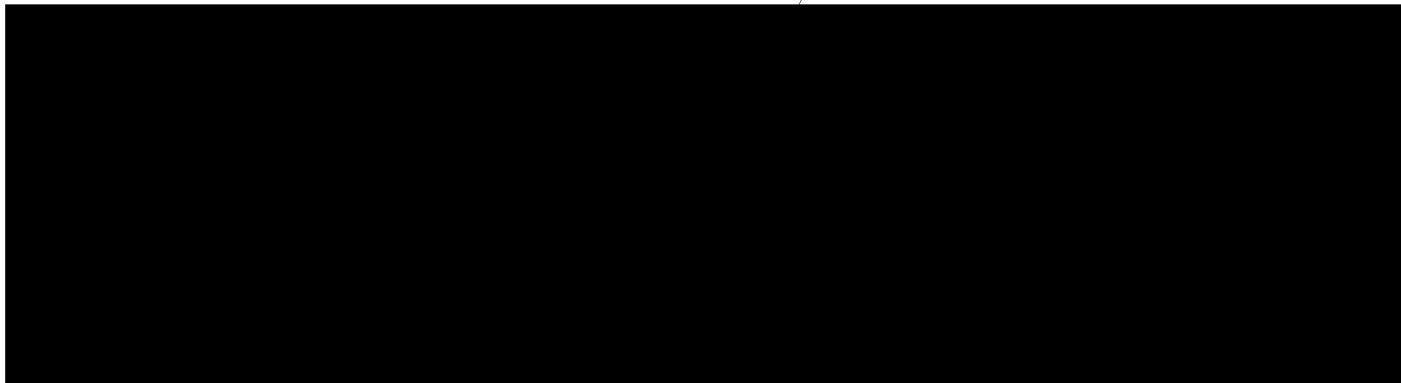
We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

From: [REDACTED] s. 40 (1)
Sent: Monday, October 20, 2025 3:44 PM
To: President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: Harlow conversations

Hello to both of you:

I noted with interest the upcoming sessions on Harlow, and while it wasn't explicit in the e-mail I assume that the views of [REDACTED] s. 40 (1) [REDACTED] Unfortunately I'm not sure I will be able to attend, but that may be just as well as I could easily take up more than my share of time!

s. 40 (1)



s. 40 (1)

[REDACTED]

That doesn't surprise me as I believe strongly in international education that includes opportunities to spend time in international settings and/or be exposed to different cultures. Harlow is important in that respect. It provides that international experience in a safe and not completely alien environment, and that is a plus for students who may never have travelled outside of Newfoundland. Harlow also allows access to Europe via relatively inexpensive flights [REDACTED]

s. 40 (1)

[REDACTED]

Hence Harlow provides not only the enrichment of study (e.g. visiting the sites where famous authors lived and worked, and seeing how their environment informed their writing) but the enrichment of travel during semester breaks.

s. 40 (1)

I appreciate that there has been an active discussion about Harlow and that much has happened [REDACTED]. Covid had a significant impact, and stories about Harlow governance and financing have not been kind. Yes, it is an expense, [REDACTED] there were those who felt the Harlow Campus should be closed down. I think, however, that would do a disservice to our students and faculty. A university must be more than just a parochial center of learning. It must provide opportunities for its members to reach beyond the limits of city, province, country. Exposure to different cultures is an important part of human learning and can best be done by spending time in those cultures via mechanisms such as Harlow.

I see Harlow as a prime example of how MUN can provide such opportunities to its students, and the money spent to maintain the campus as an investment in MUN's responsibility to help its students develop their 'worldview'. And yes, I have heard the arguments that the cost per student is untenable, or that the students who can best avail of the Harlow experience are from well to do families. I wish I had a good answer for that, or for ways in which to generate funding that would offset the cost to students. Various ideas have been floated in the past, without success, but that doesn't mean we stop trying. Harlow is an important part of what we are as a University. Stepping back from what Harlow can provide is stepping back from our responsibility to our students.

I'd be happy to discuss Harlow further if it would help, although as I noted I might not be able to attend either of the two scheduled sessions (and I felt better able to articulate my thoughts via e-mail!).

Cheers,

[REDACTED] s. 40 (1)



s. 40 (1)

President, The

From: Whelan, Meaghan
Sent: Monday, October 20, 2025 4:37 PM
To: President, The; Morrison, Janet; Osmond, Michelle; Browne, Lisa
Cc: Brown, Margot
Subject: RE: Harlow conversations

Thanks Rose. [REDACTED]

s. 40 (1)

From: President, The <munpres@mun.ca>
Sent: Monday, October 20, 2025 4:07 PM
To: Morrison, Janet <jmorrison@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Osmond, Michelle <mlosmond@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>
Subject: FW: Harlow conversations

Please see below for your review.
 Sender has issued to Provost Office.
 Please let me know if I should copy any others.

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



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: Monday, October 20, 2025 3:44 PM
To: President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: Harlow conversations

Hello to both of you:

I noted with interest the upcoming sessions on Harlow, and while it wasn't explicit in the e-mail I assume that the views of [REDACTED] s. 40 (1) [REDACTED] Unfortunately I'm not sure I will be able to attend, but that may be just as well as I could easily take up more than my share of time!

Involvement with the Harlow campus was an important part of my time at MUN

1

NOTE TO APPLICANT: The remainder of this thread has been removed as it is already found above in the responsive records.

IAP Office

President, The

From: Morrison, Janet
Sent: Monday, October 20, 2025 4:56 PM
To: Osmond, Michelle
Cc: Whelan, Meaghan; Browne, Lisa; President, The; Fitzgerald, Renee
Subject: Re: Harlow conversations

I've got everything I need team – thank you! The only outstanding issue is (per your note below) confirmation on enrolment numbers.

Thx,
Janet

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From: Osmond, Michelle <mlosmond@mun.ca>
Date: Friday, October 17, 2025 at 3:42 PM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: Whelan, Meaghan <mcwhelan@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, President, The <munpres@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>
Subject: Harlow conversations

Hi Janet,

Do you have what you need for the first Harlow conversation meeting on Wednesday? Invitations went out today to both alumni (Oct. 24 and 30), and faculty, staff and students (Oct. 22 and Nov. 3).

I'm off for a couple of days next week but please reach out to Meaghan if you require additional background, etc. As per your note, we are checking the 2025/26 enrolment numbers to confirm it.

Thanks,
Michelle

MICHELLE OSMOND
MANAGER, COMMUNICATIONS PLANNING
Marketing and Communications
Memorial University of Newfoundland
St. John's, NL, Canada A1C 5S7
P 709 864 2455
M 709 728 2364



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President, The

From: Morrison, Janet
Sent: Tuesday, October 21, 2025 1:23 PM
To: Millan, Roxanne; Lokash, Jennifer
Cc: President, The; Vice President (Academic); Brown, Margot
Subject: Re: Update on Status of the GM Harlow Campus

Thanks Roxanne – all looks good to me.

JM

Get [Outlook for Mac](#)

From: Millan, Roxanne <rmillan@mun.ca>
Date: Tuesday, October 21, 2025 at 1:16 PM
To: Lokash, Jennifer <jlokash@mun.ca>, Morrison, Janet <jmorrison@mun.ca>
Cc: President, The <munpres@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: Update on Status of the GM Harlow Campus

Hi Jennifer and Janet,

Now that we have approval of the Directors from the MUN-UK Ltd. Board to appoint Matthew Filmer, below is an update on where we are in the process for the GM appointment.

- The UK Recruiter (Jo Vessey) has been in touch with our candidate with a verbal offer. He has accepted and is very keen to get started in a couple of weeks.
- Our HR Consultant for Harlow (Noreen O'Prey) is finalizing the contract. It will require Presidential sign off. I have attached the contact of the previous GM that we are using as a template for this nine-month contract. We will have this finalized later today.
- Once we have the candidate's formal acceptance, we will need to communicate the appointment to the various stakeholder groups.
- Communications Plan
 1. Staff members at the Harlow Campus – Noreen O'Prey, our HR Consultant will coordinate.
 2. Trustees from Harlow Scholarship Trust. Draft being prepared for Presidential sign off. Led by Jenn Batten.
 3. Deans and SLC. Draft being prepared for Provostial sign off. Led by Jenn Batten.

Happy to answer any questions.

Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

Office of the Provost and Vice President (Academic)
 Memorial University of Newfoundland
 Elizabeth Avenue
 St. John's, Newfoundland | A1C 5S7

T 709 864 8246

<https://www.mun.ca/vpacademic/>