

## President, The

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**From:** President, The  
**Sent:** Wednesday, October 22, 2025 1:34 PM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: Harlow

s. 40 (1)

Thank you, [REDACTED] for your email.

It has been forwarded directly to the President for her review, and she has asked I convey her sincere appreciation for you taking the time to write.

She appreciates hearing from members of the community and values the feedback received.

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:** Wednesday, October 22, 2025 1:12 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** Harlow

Good day to you both,

I will not be able to attend either of the meetings on Harlow and even if I could, I am not sure I would want to say what I need to say in front of others.

I have never been to Harlow. I have heard from students and faculty who have been there and have heard their mostly glowing reviews.

s. 40 (1)

[REDACTED]

These years have admittedly been a time of great upheaval for Harlow and the turnover of almost all staff there has had a significantly detrimental effect on that work and those field schools.

s. 40 (1)

One of the biggest issues, in my view, with the Harlow campus is that it is not a campus in any meaningful sense. It offers accommodation, so at best is a residence. But the real obstacle here is that British immigration law says that our professors cannot *teach* at Harlow. All "teaching" has to happen before or after the stay at Harlow. Harlow itself is merely the headquarters for a series of field trips that provide students with great experiences of course, and as such they form crucial content for courses, but any teaching work needed in connection with those field experiences cannot be done by faculty whose citizenship is Canadian.

I do not know the full history of this law. [REDACTED]

[REDACTED] s. 40 (1)

**President, The**

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**From:** President, The  
**Sent:** Wednesday, October 22, 2025 1:31 PM  
**To:** Morrison, Janet; Whelan, Meaghan; Osmond, Michelle  
**Cc:** Brown, Margot  
**Subject:** FW: Harlow

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](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:** Wednesday, October 22, 2025 1:12 PM  
**To:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>  
**Subject:** Harlow

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I have never been to Harlow. I have heard from students and faculty who have been there and have heard their mostly glowing reviews.

s. 40 (1)

[REDACTED]

These years have admittedly been a time of great upheaval for Harlow and the turnover of almost all staff there has had a significantly detrimental effect on that work and those field schools.

s. 40 (1)

[REDACTED]

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

## President, The

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**From:** Batten, Jennifer  
**Sent:** Thursday, October 23, 2025 10:01 AM  
**To:** Morrison, Janet  
**Cc:** President, The; Fitzgerald, Renee; Browne, Lisa; Vice-President (Academic); Millan, Roxanne  
**Subject:** RE: For review - announcement of Harlow Campus GM  
**Attachments:** HC general manager appointment - MUN(UK) Trustees.docx

Thank you, Janet.

To clarify for all, this message will go to Harlow Trustees, not the Board of Harlow. Rose – I have made this adjustment, happy to chat if you have any questions. Can you let me know when the message has been sent?

Thanks.  
 Jennifer

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Wednesday, October 22, 2025 5:16 PM  
**To:** Batten, Jennifer <jbatten@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Re: For review - announcement of Harlow Campus GM

Thank you, Jennifer. Minor edits attached. Once incorporated, Rose can facilitate distribution to the Trustees.

Regards,  
 Janet

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**From:** Batten, Jennifer <jbatten@mun.ca>  
**Date:** Wednesday, October 22, 2025 at 3:22 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>, Millan, Roxanne <rmillan@mun.ca>  
**Subject:** For review - announcement of Harlow Campus GM

Hi Janet,

Attached for your review is a message to the Harlow Campus Trustees sharing the news of the appointment of a general manager. Once you have approved it, the message can go to the Trustees directly from your office. We will do a separate communication with a bit more detail for deans/ SLC. Given the interest in Harlow Campus and the previous AVP role, we may get media inquiries and we are preparing some questions and answers to have ready.

The rollout plan will be as follows:

- Message from the president to Trustees
- Notification to Harlow Campus staff (Noreen O'Prey, HR consultant on the ground in the UK will inform staff at the campus)
- Message from the provost to deans and SLC members

Thanks.

Jennifer

JENNIFER BATTEN she/her  
MANAGER, COMMUNICATIONS  
Memorial University of Newfoundland  
St. John's, NL, Canada A1C 5S7  
M. [REDACTED] s. 40 (1)

*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**

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**From:** Morrison, Janet  
**Sent:** Thursday, October 23, 2025 12:44 PM  
**To:** Millan, Roxanne  
**Cc:** President, The; Vice-President (Academic); Lokash,Jennifer; Brown, Margot  
**Subject:** Re: For Approval: Employment Contract for Harlow GM

Thank you. That clarified, this is approves.

JM

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**From:** Millan, Roxanne <rmillan@mun.ca>  
**Sent:** Thursday, October 23, 2025 12:18:46 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>  
**Subject:** RE: For Approval: Employment Contract for Harlow GM

Hi again Janet,

Noreen has confirmed that the clauses in question were included to cover the possibility of the fixed-term contract being extended. It's a standard provision used in permanent contracts in the UK, and Noreen felt it was prudent to retain it so the candidate is fully aware of the terms from the outset. Hope this helps clarify.

And, the Handbook will follow.

Roxanne

**From:** Millan, Roxanne  
**Sent:** Thursday, October 23, 2025 12:01 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>  
**Subject:** RE: For Approval: Employment Contract for Harlow GM

Hi Janet,

Yes, normally these clauses would apply (at least I think so), to contracts of longer duration, but I am seeking the advice of Noreen O'Prey and will loop back later shortly.

Yes, there is a Handbook. In fact, Noreen just recently updated it to ensure alignment with UK employment/labour legislative changes. I will provide a copy of the most recent version.

Further clarification to come.

Many thanks,

Roxanne

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Thursday, October 23, 2025 10:17 AM  
**To:** Millan, Roxanne <rmillan@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>  
**Subject:** Re: For Approval: Employment Contract for Harlow GM

Thanks Roxanne. I appreciate this has been fully vetted and is a standard template but I'm curious about including reference to annual salary review (6.3), pension (9.1), and carryover of vacation from one year to another (10.2) ... given this is a 9-month contract (5.1). I assume it's included in the instance we decide to extend the term? I just don't want to create false expectations.

Also, do we really have a Company Handbook (19)?

Otherwise, this is good for approval/signature.

Thx,  
 JM

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**From:** Millan, Roxanne <rmillan@mun.ca>  
**Date:** Thursday, October 23, 2025 at 9:37 AM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>, Brown, Margot <mbrown@mun.ca>  
**Subject:** For Approval: Employment Contract for Harlow GM

Good morning Janet,

Attached is the employment contract for Matthew Filmer, the incoming General Manager of the Harlow Campus, for your review and approval.

The UK recruiter, Jo Vessey, has discussed the terms with Mr. Filmer, and he has provided verbal agreement.

This contract follows our standard Harlow Campus employment template, which has been vetted by UK General Counsel, Adrian Barnes, and HR Consultant, Noreen O'Prey.

Please let me know if you have any questions or require further clarification.

Many thanks,  
 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/>

**President, The**

---

**From:** Morrison, Janet  
**Sent:** Wednesday, October 22, 2025 7:22 PM  
**To:** [REDACTED] s. 40 (1)  
**Cc:** President, The  
**Subject:** FW: Harlow

s. 40 (1)

[REDACTED] thank you very much for this information and your thoughts on Harlow.

Warmly,  
Janet

---

**From:** [REDACTED] s. 40 (1)  
**Sent:** Wednesday, October 22, 2025 1:12 PM  
**To:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>  
**Subject:** Harlow

Good day to you both,

I will not be able to attend either of the meetings on Harlow and even if I could, I am not sure I would want to say what I need to say in front of others.

I have never been to Harlow. I have heard from students and faculty who have been there and have heard their mostly glowing reviews.

s. 40 (1)

[REDACTED]  
These years have admittedly been a time of great upheaval for Harlow and the turnover of almost all staff there has had a significantly detrimental effect on that work and those field schools.

s. 40 (1)

[REDACTED]

One of the biggest issues, in my view, with the Harlow campus is that it is not a campus in any meaningful sense. It offers accommodation, so at best is a residence. But the real obstacle here is that British immigration law says that our professors cannot *teach* at Harlow. All "teaching" has to happen before or after the stay at Harlow. Harlow itself is merely the headquarters for a series of field trips that provide students with great experiences of course, and as such they form crucial content for courses, but any teaching work needed in connection with those field experiences cannot be done by faculty whose citizenship is Canadian.

I do not know the full history of this law. [REDACTED]

[REDACTED] s. 40 (1)



s. 40 (1)

**President, The**

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**From:** Morrison, Janet  
**Sent:** Wednesday, October 22, 2025 9:05 PM  
**To:** [REDACTED] s. 40 (1)  
**Cc:** President, The  
**Subject:** Re: Harlow conversations

s. 40 (1)

Thank you for writing and sharing your thoughts, [REDACTED] I appreciate it very much.

Our university is facing significant financial pressures and challenges. My commitment is to listen and learn such that the difficult decisions ahead are well-informed. To that point, I'm grateful that you took the time to share your perspective.

Warmly,  
Janet

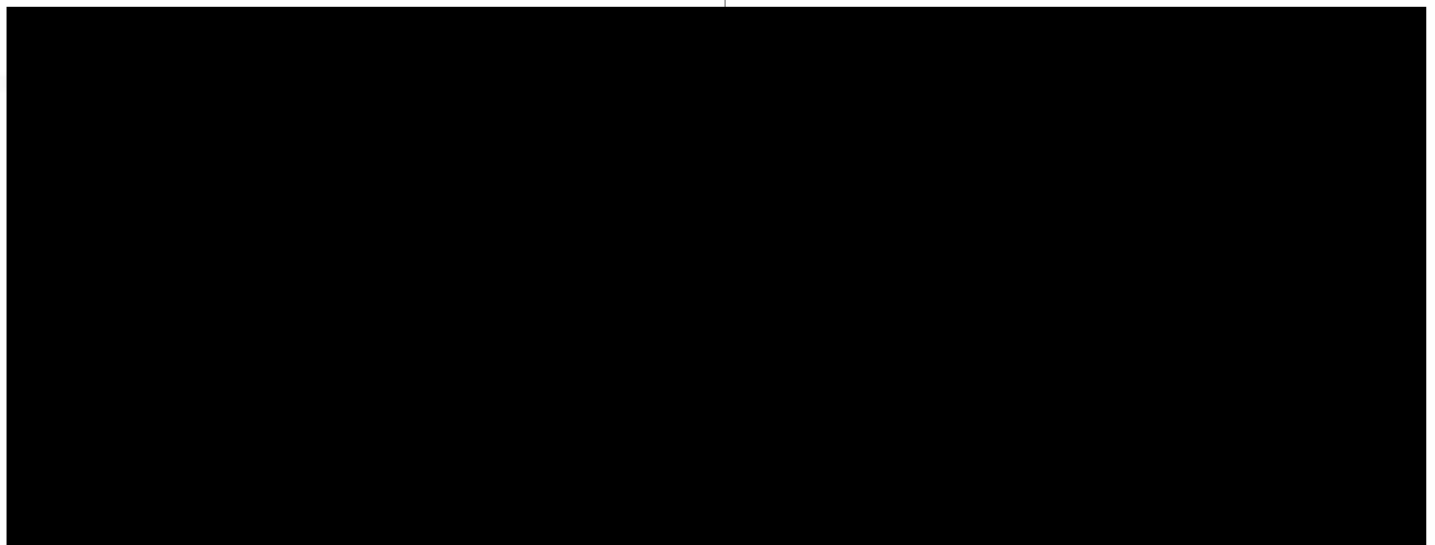
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**From:** [REDACTED] s. 40 (1)  
**Sent:** Monday, October 20, 2025 3:44 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** Harlow conversations

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] [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)



**President, The**

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**From:** Morrison, Janet  
**Sent:** Wednesday, October 22, 2025 9:47 PM  
**To:** [REDACTED] s. 40 (1)  
**Cc:** President, The  
**Subject:** FW: [REDACTED]. Feedback provided on content of meeting.

s. 40 (1)

[REDACTED] thank you very much for writing to me and sharing your thoughts; my apologies for the delayed response.

[REDACTED]

s. 40 (1)

Again: thank you for writing. As you will appreciate, Memorial is facing *significant* financial challenges and there are difficult decisions ahead to ensure we protect what matters most. I appreciate your investment in ensuring the choices we make are well informed.

Warmly,  
Janet

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**From:** [REDACTED] s. 40 (1)  
**Sent:** Thursday, October 9, 2025 11:01 AM  
**To:** President, The <munpres@mun.ca>  
**Subject:** [REDACTED] Feedback provided on content of meeting.

Hello Janet,

s. 40 (1)

[REDACTED]

I do understand there were several considerations raise in relations [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 our 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.

s. 40 (1)

[REDACTED] 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.

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

**President, The**

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**From:** President, The  
**Sent:** Thursday, October 23, 2025 1:41 PM  
**To:** Browne, Lisa; Gary Salisbury; Robin Swain; David Wright; Jayne Platt; David Wright  
**Subject:** Correspondence from Dr. J. Morrison - Appt-GM-Harlow  
**Attachments:** HCT-APPT-GM-HARL1023.pdf

Good afternoon,  
Please see attached correspondence being issued on behalf of Dr. Janet Morrison, President and Vice-Chancellor, Memorial University.

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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# Memorandum

Office of the President and Vice-Chancellor

**To:** Harlow Campus Trust

**From:** Dr. Janet Morrison, President and Vice-Chancellor

**Date:** October 23, 2025

**Subject:** Appointment of General Manager, Harlow Campus



s. 40 (1)

I am pleased to share that Mr. Matthew Filmer has been appointed to the role of general manager, Harlow Campus, for a nine-month period effective Tuesday, Oct. 28, 2025. The recommendation has been approved by the MUN (UK) Ltd. Board of Directors.

Mr. Filmer comes to Harlow Campus



s. 40 (1)

Working collaboratively with the Harlow Campus team, Mr. Filmer will oversee daily operations to ensure efficiency, regulatory compliance, and ongoing process improvement across all functions at Harlow Campus.

Thank you for your commitment to the Harlow Campus; I'm looking forward to visiting in November.

Ref: O/JM/HCT-APPT-GM-HARL1023 (2025)

**President, The**

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**From:** President, The  
**Sent:** Thursday, October 23, 2025 1:56 PM  
**To:** Millan, Roxanne  
**Subject:** RE: For Approval: Employment Contract for Harlow GM  
**Attachments:** Contract of Employ - MFilmer\_JM Signed.pdf

Roxanne, the email approval from Janet is below, and I have affixed her signature to the document attached.  
When I saved this in Word, it did a little re-pagination. If you need the word version back, please let me know.

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:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>  
**Sent:** Thursday, October 23, 2025 12:53 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** FW: For Approval: Employment Contract for Harlow GM

Hi Rose, when the President signs the contract, can you forward to me please, and I will see that Mr. Filmer receives it 😊.

Many thanks,  
Roxanne

**From:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Sent:** Thursday, October 23, 2025 12:44 PM  
**To:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>  
**Cc:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>; Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>  
**Subject:** Re: For Approval: Employment Contract for Harlow GM

Thank you. That clarified, this is approved.

JM

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

DATED 22<sup>nd</sup> October 2025

(1) MUN (UK) LIMITED

- and -

(2) MATTHEW FILMER

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CONTRACT OF EMPLOYMENT

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## CONTRACT OF EMPLOYMENT

(Incorporating the Particulars of Employment as required by Section 1 of Employment Rights Act 1996)

DATE: 7<sup>th</sup> November 2025

**PARTIES:**

- (1) MUN (UK) Limited (registered number 6132072) whose principal place of business is at The Maltings, St Johns Walk, Market Street, Old Harlow, Essex CM17 0AJ ("we", "us" or the "Company").

and

- 1.1 (2) MATTHEW FILMER of [REDACTED] s. 40 (1)

**2. Duties**

- 2.1 The title of your job is **General Manager**. Your duties are as set out in your written job description. Which may be modified from time to time to suit the needs of the business.
- 2.2 You must conduct yourself honestly and in a way that will not detract from the performance of your duties or bring us, or you as our employee, into disrepute.
- 2.3 You must devote your full time, attention, and abilities during your hours of work to your duties for the Company. You may not undertake any other job (including voluntary work) or carry on or be engaged in any other business without the Company's prior written consent.

**3. Hours of work**

- 3.1 Your basic hours of work are 37.5 per week. The nature of your job requires a flexible approach so that work deadlines and commitments are met, thus you may be required to work additional or differing hours.

**4. Place of work**

- 4.1 Your normal place of work will be at The Maltings or such other place or places of business as we may from time to time reasonably require.

**5. Term of Employment**

- 5.1 Your employment under this Agreement commences on 10<sup>th</sup> November 2025 for a term of 9 month period. The University may decide to extend your employment prior to the end of this term, upon agreement with yourself.

**6. Salary**

- 6.1 Your annual salary is £62,500, defined as Grade 9. Your salary will accrue daily and be payable by equal monthly instalments in arrears, normally on or about 13<sup>th</sup> day of each calendar month. Payment will be made by credit transfer direct to your bank or building society account, details of which you must notify to us.
- 6.2 You will be entitled to time off in lieu of any additional hours worked to be taken at times agreed with your Line Manager. Overtime will not usually be paid for additional hours worked unless this is agreed in advance by the Company.
- 6.3 We will review your salary annually with effect from 1 April each year without there being any obligation to increase it. Following our determination you will be notified of any change.

6.4 Your salary will be paid after making any necessary statutory deductions, including tax and social security. You also authorise us to deduct any sums which you owe us (including any loss to the Company which results from your fraudulent conduct).

**7. Probation Period**

You will join us on an initial probationary period of three months. During this period your work performance and general suitability will be assessed and, where satisfactory, your employment will continue. However, if your work performance is not up to the required standard, or you are considered to be generally unsuitable, we may either take remedial action (which may include the extension of your probationary period) or terminate your employment at any time.

**8. Expenses**

8.1 We will reimburse you for all reasonable expenses incurred by you in the proper performance of your duties, provided that you comply with the Company's rules from time to time in this respect and submit valid receipts and/or such other proof of payment as the Company may require.

**9. Pension**

9.1 You are automatically added to the Company's pension scheme subject to the terms of the pension scheme rules from time to time. We currently operate a group pension scheme through Standard Life. The Company is entitled at any time to terminate the pension scheme or your membership of it subject to procuring membership for you of another pension scheme providing you with benefits which are not, in total, less favourable than the benefits provided to you under the existing pension scheme and subject to procuring that you are fully credited under such new scheme for your past pensionable service under the pension scheme. By default you will have deduction of any contributions due from you under the pension scheme from your salary. If you wish to withdraw from pension scheme, please ask your Line Manager for further information and the relevant application form.

**10. Holiday**

10.1 You are entitled to 25 days' paid holiday per year in addition to public holidays in each holiday year. The MUN UK holiday year runs from 1 April to 31 March.

From this entitlement you will be required to take 3 days holiday during the Christmas period. Holidays must be approved at least 4 weeks in advance and you may not take more than ten consecutive working days as holiday at any one time unless agreed in writing by your Line Manager in advance.

10.2 No holiday entitlement may be carried over from one holiday year to the next without prior approval.

10.3 On termination of your employment you will be entitled to receive pay in lieu of any accrued untaken holiday entitlement. If you have taken holiday in excess of your accrued holiday entitlement you will be required to repay any salary received in respect of such holiday and we will be entitled to deduct such salary from any amount due to you.

**11. Training**

11.1 No training will be provided to you during your employment other than that you will receive upon commencement of employment to ensure that you are able to effectively carry out your role.

- 12. Notification of sickness or other absence**
- 12.1 If you are absent from work for any reason and your absence has not been previously authorised by your Manager, you must notify the Campus by telephone as soon as possible on your first day of absence and in any event by 10am.
- 12.2 Any absence which is unauthorised in advance must be properly explained and in the case of an absence of uncertain duration you must keep your Line Manager informed on a daily basis until you have provided the Company with a medical certificate.
- 12.3 If you are absent from work due to sickness or injury:
- 12.3.1 which continues for eight or more days (including weekends and holidays) you must provide us with a medical certificate signed by a qualified doctor on or before the eighth day of absence. Thereafter medical certificates must be provided to the Company to cover any continued absence;
- 12.3.2 which lasts for less than eight days (including weekends and holidays) on your return to work you must supply us with a completed self-certification form (which is available from us) stating the date of and the reason for your absence, including details of sickness on non-working days as this information is required by the Company for calculating sick pay entitlement.
- 12.4 Failure to adhere to any requirements under clause 12 will entitle us to treat the period of absence as unauthorised, for which we may take disciplinary action.
- 13. Sick pay**
- 13.1 Provided you have complied with the requirements for notification set out in clause 9, you may be entitled to Company Sick Pay. Details are available within the Company Sick Pay Policy.
- 13.2 Sick pay will not be payable in the following circumstances:
- In the event of an accident resulting from participation in sport as a professional, or absence is attributable to misconduct on the part of the member of staff.
  - Where absence is caused by the actionable negligence of a third part, for example, following a road traffic accident. In these circumstances, a sum not exceeding sick pay allowance will be advanced to the member of staff and will be recoverable when the claim for damages has been settled.
  - Where absence is caused by surgery for purely cosmetic reasons, and which is not supported by the individual's GP.
- 13.2 If the company has reason to believe that a member of staff has failed to observe the conditions of the sick pay scheme or has been guilty of conduct prejudicial to his/her recovery. In such circumstances the company will inform the member of staff of the grounds on which sick pay has been suspended, and the member of staff will have the right to appeal through the companies Grievance Procedure.
- 14. Medical fitness and examinations**
- 14.1 It is a condition of your employment that the Company is satisfied as to your medical fitness to carry out duties.
- 14.2 The Company may at any time while you are absent from work because of sickness or injury require you to:

- 14.2.1 undergo a medical examination (at the Company's expense) with a medical practitioner nominated by the Company; and/or
- 14.2.2 give written permission to the Company to have access to any medical or health report in its complete form on your physical or mental condition, prepared by the medical practitioner nominated by the Company.

15. Notice

- 15.1 You are required to give the Company three months notice of termination of your employment.
- 15.2 On serving or receiving notice to terminate this Agreement or at any time during the period of such notice, the Company will at its discretion be entitled to pay to you your salary in lieu of the remainder of the notice period. If the Company exercises its discretion under this clause, your employment will terminate accordingly, and you will not be entitled to any benefits or payment in lieu of benefits in respect of your notice period nor to any additional payment in respect of holiday which would have accrued during your notice period.
- 15.3 If you terminate your employment without complying with the above notice provisions and without our consent to vary them, we may deduct from your final salary an amount to compensate us fully for any loss suffered by us as a result.

16. Summary termination

- 16.1 The Company may terminate your employment with immediate effect and without notice or payment in lieu of notice if you:
  - 16.1.1 are guilty of any gross misconduct or any conduct tending to bring you or the Company into disrepute;
  - 16.1.2 commit a serious breach or, having been given due and proper warning, a repeated breach of any of your obligations under this Agreement;
  - 16.1.3 are in the reasonable opinion of the Company incompetent in the performance of your duties;
  - 16.1.4 neglect, fail or refuse to carry out duties properly assigned to you under this Agreement;
  - 16.1.5 are convicted of any criminal offence which is punishable by 6 months or more imprisonment;
  - 16.1.6 become of unsound mind or suffers from a mental disorder and:
    - (a) are admitted to hospital in pursuance of an application for treatment under the Mental Health Act 1983, or
    - (b) have an order made by a relevant court for detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to your property or affairs.
- 16.2 You acknowledge that the reasons for termination specified in clause 16.1 are substantial and sufficient to justify dismissal, and that it would be fair and reasonable for the Company to give notice of termination in the circumstances and in the manner provided for in that clause.

17. Confidentiality

- 17.1 In addition and without prejudice to your general obligation of confidentiality, you undertake that both during your employment and at all times after its termination (however this occurs), you will:
- 17.1.1 not directly or indirectly disclose or communicate to any person any Confidential Information (as defined below), except for the purpose of performing your duties or with the written consent of the Company;
  - 17.1.2 not use any Confidential Information for your own benefit or for the benefit of any third party or in a manner which could be detrimental to the Company; and
  - 17.1.3 do everything reasonably within your power to prevent the improper use, disclosure or communication of any Confidential Information.
- 17.2 For the purposes of this Agreement "Confidential Information" means:
- 17.2.1 any information of a confidential nature including, but not limited to, information relating to the business, dealings, affairs, finances, accounts, strategies and methods of the Company, its clients or suppliers;
  - 17.2.2 technical information and know-how relating to the processes and operations devised, owned or used by the Company including but not limited to existing or contemplated products, services, technology, unpublished inventions, designs, formulae, computer systems, computer programs, algorithms, research or developments of the Company;
  - 17.2.3 lists and contact details of customers, and details of contracts with customers and/or of their requirements;
  - 17.2.4 lists and contact details of suppliers, and details of contracts with suppliers;
  - 17.2.5 information relating to the dealings or affairs of any employee, officer, consultant or shareholder of the Company; and
  - 17.2.6 any document marked 'confidential' (or similar) or any information which you have been told is confidential or which you might reasonably expect the Company would regard as confidential;
- 17.3 You hereby confirm that you will not make any comment whether written or orally to the media on behalf of the Company without prior written permission from a director of the Company. All enquiries relating to the Company as well as invitations to appear on radio or television should be referred to a director. Failure to comply with the above may result in the Company taking disciplinary action against you which could result in your summary dismissal.
- 17.4 The provisions of clause 17.1 will not apply to any information which is in the public domain through no breach of obligation by you or which you are ordered to disclose by a court of competent jurisdiction and nothing in clause 14 will be construed as preventing you from making a 'protected disclosure' within the meaning of the Public Interest Disclosure Act 1998.
- 17.5 To protect the confidentiality of this information you agree not to make any copy, abstract, summary or précis of the whole or any part of any document, computer program and records belonging to the Company except when required to do so in the course of your employment,

in which event the disk, program, copy abstract, summary or précis shall belong to the Company and shall likewise be delivered immediately upon termination of your employment.

**18. Intellectual Property rights**

**18.1 For the purposes of this clause:**

18.1.1 "Invention" means any product, process, improvement or other discovery or invention which you develop, discover, conceive, invent or otherwise make, alone or jointly with any other person, during the period of your employment;

18.1.2 "Work" means any literary or artistic work, including any document, record or other written work, any computer program or other software, any design, drawing, photograph, plan or model, and any database, process, formula, method, technique, know-how, data or material which you create, produce, collect or otherwise make, alone or jointly with any other person, in the course of the normal duties of your employment or duties specifically assigned to you, or otherwise during the period of your employment if the work relates to any aspect of the Company's business or may be directly or indirectly used in connection it, or if it was made through the use of any of the Company's assets.

**18.2 You must notify the Company immediately of any Invention. Section 39 of the Patents Act 1977 will determine ownership of the Invention as between the Company and you. If the Invention belongs to the Company, you must:**

18.2.1 keep it confidential unless or until a patent application for it is published;

18.2.2 furnish any description, specification, source code or other information which the Company may require; and

18.2.3 at the request of the Company apply (or join in applying) for patent or other intellectual property protection for the Invention in any part of the world for the benefit of the Company or as it may direct, and execute any assignments, assents or other documents and deeds which the Company may require in order to obtain such protection.

**18.3 You must disclose all Works to the Company immediately. Subject to clause 18.2, all copyright, registered and unregistered design right, database right and other intellectual property rights in respect of any Works throughout the world shall belong exclusively to the Company. For the purpose of the law of the United States you acknowledge that all Works are works for hire and that all US rights in the Works vest in the Company accordingly.**

**18.4 To the extent that you may be the legal owner of any such copyright or other intellectual property rights, you hereby assign (where appropriate, by way of present assignment of future copyright) or (in any other case) agree to assign, all such rights throughout the world to the Company with full title guarantee, for the full term of such rights and any extensions or renewals, and in the meantime you will hold all such rights on trust for the Company.**

**18.5 You must immediately deliver up to the Company all material or media recording or containing any Works on request by the Company at any time during the period of your employment and on its termination.**

**18.6 You undertake to do everything that may be necessary or desirable to confirm and substantiate the Company's ownership of the Works and the copyright and all other rights in the Works.**

- 18.7 As between you and the Company, you hereby waive all moral rights, including the right to be identified as author, whether pursuant to the Copyright, Designs and Patents Act 1988 or otherwise throughout the world in respect of any Works which attract such rights. With regard to any third party you agree to exercise such rights in accordance with the Company's reasonable instructions and hereby irrevocably appoint the Company as your agent to exercise such rights on your behalf.
19. **Disciplinary and Grievance Procedure**  
The Company's disciplinary and grievance procedures are set out in the Employee Handbook. They are policy guidelines only and are not contractually binding.
20. **Rights of Suspension**
- 20.1 If a complaint of breach of contract or misconduct is made against you, we may suspend you for as long as we consider appropriate, including carrying out a disciplinary investigation or hearing.
- 20.2 While the suspension continues we will continue to pay you your salary.
- 20.3 During the suspension we will not be obliged to provide you with work and may require you to comply with certain conditions in relation to attending, or remaining away from, our offices.
- 20.4 The Company may also require you to remain away from work at any time after notice to terminate this agreement has been served or received by the Company.
21. **Use of Company Property**
- 21.1 The documents, records, manuals, computers, computer disks and software programs that are used in your work are our property and you must not remove them or any other Company property from the office other than for the proper performance of your duties nor may you misuse any Company property.
- 21.2 Upon the termination of your employment, and at any other time upon request, you must immediately return to us all Company property including all originals and copies of documents, books, writings, recordings and drawings, works, computers, computer disks or equipment, videotapes and any other Company property in your possession or control (whether prepared by you or another party) relating to our affairs, our associated companies, our customers or any third party with which we have had any dealings.
22. **Personal Data**
- 22.1 For administrative purposes, we keep and process records of our employees' personal data, including address, date of birth and next of kin. We also process records containing certain "sensitive" data, including information about gender and race, which we use to monitor and promote our equal opportunities policy, and medical records, which we keep for health and safety reasons. By signing this agreement you agree that we may:
- 22.1.1 process your personal data (including "sensitive" data); and
- 22.1.2 disclose and transfer your personal data (including "sensitive" data), both within and outside the European Economic Area, to such third parties as are reasonably necessary for the effective running of our business, or to whom we are legally required to disclose or transfer it.

22.2 We shall take all reasonable steps to prevent unauthorised access to your personal data, in accordance with the data protection principles of the Data Protection Act 1998.

23. Change in Personal Circumstances

23.1 To enable the Company to maintain accurate records changes to your name, address, marital status and personal circumstances must be immediately notified to your Line Manager.

24. Collective agreements

24.1 There are no collective agreements in force affecting your employment.

25. Notices

25.1 Notice to either party must be in writing and will not be valid unless delivered by hand, or sent by email and post to that party's address as it appears at the beginning of this Agreement, or to such other address as the parties may inform each other from time to time.

26. Entire Agreement and variations

26.1 This Agreement contains the entire agreement and understanding between you and the Company as at the date of this Agreement and supersedes any previous contract of employment between you and the Company which is deemed to have been terminated by mutual consent as from the date of this Agreement.

26.2 We reserve the right to make reasonable alterations to the terms and conditions of your employment. Any such alterations will be by written notice to you.

27. Governing law

27.1 This Agreement will be governed by and construed in accordance with the laws of England and the parties hereby submit to the non-exclusive jurisdiction of the English courts.

Signed:  s. 40 (1)  
MUN (UK) Limited

Date: October 23, 2025

I acknowledge that I have read and understood the terms and conditions of my Contract of Employment with MUN (UK) Limited of which this is a copy, and I accept and agree to be bound by them.

Signed by \_\_\_\_\_  
Matthew Filmer

Date: \_\_\_\_\_

**President, The**

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**From:** Osmond, Michelle  
**Sent:** Thursday, October 23, 2025 2:58 PM  
**To:** Morrison, Janet  
**Cc:** President, The; Fitzgerald, Renee; Browne, Lisa; Whelan, Meaghan  
**Subject:** RE: Harlow Conversations - virtual alumni events

We will take care of the slides. Thanks

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](http://mun.ca/100)

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Thursday, October 23, 2025 2:26 PM  
**To:** Osmond, Michelle <mlosmond@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>  
**Subject:** Re: Harlow Conversations - virtual alumni events

Thanks — this format makes good sense. [REDACTED]

[REDACTED] s. 40 (1)

Could someone assist with that please? I'll do the speaking part. 😊

Thank you,  
JM

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**From:** Osmond, Michelle <mlosmond@mun.ca>  
**Sent:** Thursday, October 23, 2025 2:10:22 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** Harlow Conversations - virtual alumni events

Hello Janet,

We have 15 alumni registered for tomorrow's Harlow conversation and 12 for the Oct. 30 session. Given the size of the group, we're recommending that all participants be on screen versus just you as panelist. Once you've presented, Darcy from CITL can allow anyone to raise their hand to ask a question or make a comment. This will make the event a much more conversational in nature.

Would you be okay with this format?

Also, do you need someone else to share the presentation and advance the slides during that meeting?

I've attached the script/order of events and the presentation, which has been updated with tomorrow's date and audience.

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](http://mun.ca/100)

**President, The**

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**From:** Millan, Roxanne  
**Sent:** Friday, October 24, 2025 1:55 PM  
**To:** Morrison, Janet  
**Cc:** President, The  
**Subject:** Harlow Consultation with Alum

Hi Janet,

Just a note to let you know that I will be online for the session at 2 if there is anything I can assist with. I will do my best to provide answers, but we can always take away and commit to follow up after the session.

Roxanne

**President, The**

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**From:** President, The  
**Sent:** Wednesday, October 29, 2025 11:10 AM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: Update on executive structure review

Acknowledging receipt. Thank you.

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:** Wednesday, October 29, 2025 10:39 AM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** RE: Update on executive structure review

Dear Janet,

[REDACTED] s. 40 (1)

I have only good things to say about [REDACTED] I have only good things to say about Earth Sciences students. [REDACTED] lucky to have the population of the province as a resource pool for students. [REDACTED]

I have seen improvements in the use of electronic forms rather than paper, though there is still a long way to go. Having multiple levels of administration check the details of travel claims is a waste of time. [REDACTED] s. 40 (1)

There has been a massive increase in the number of people in administration [REDACTED] so a hard look at the executive structure is due. There used to be 3 VP's: graduate, undergraduate and finance. How many of them are there now? Do they all need to be at the VP level? Do they all need to have multiple staff under them? The more levels there are in an organization, the less efficient it is, because communication slows down. Comparing us with other universities is not necessarily the best approach, since burgeoning administration seems to be a common problem.

Regarding Harlow – I don't think we can afford it. We need to focus on Labrador.

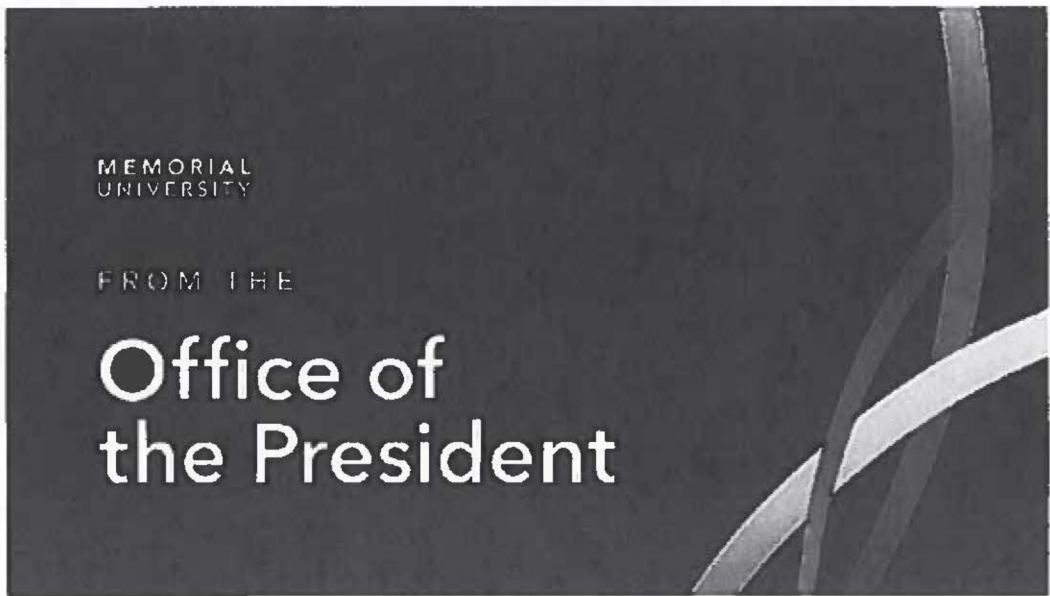
Best regards,  
[REDACTED] s. 40 (1)



s. 40 (1)

**From:** Memorial University <president@mun.ca>  
**Sent:** October 28, 2025 10:56 AM  
**To:** [Redacted] s. 40 (1)  
**Subject:** Update on executive structure review

Feedback invited



Given the significant pressures facing Memorial and to enhance our accountability to stakeholders, the Board of Regents directed me to review the senior leadership structure before Feb. 11, 2026.

In a September Newslines post on this important matter, I committed to balancing consultation and reflection with responsible and timely action.

To that end, I'm writing to provide insight into the decision-making process and to solicit input/feedback regarding organizational design and executive leadership at our university.

The most important consideration in this exercise is aligning our leadership structure with Memorial's current and longer-term strategic priorities. This will guide which skills and competencies are most critical to executive decision-making. I'm reflecting, for example, on our institution-wide commitments to academic quality, research intensity, student experience,

truth and reconciliation, EDI-AR, financial sustainability and employee engagement.

This imperative must, of course, be viewed in the context of our external environment and internal considerations. For example, I'm compelled to consider the report from the province's auditor general, public perception/our reputation, the unprecedented financial constraints we're facing and the characteristics and composition of Memorial, including the unique identities of our campuses, and the opportunities in front of us.

We also want our future structure to drive clarity in terms of priorities and accountabilities; specifically, the mandate for executive roles must be clear and intuitive such that the structure reduces internal silos, capitalizes on synergies and fosters collaboration. Accountability, particularly at a time of resource constraints, is crucial. Our executive structure should minimize role confusion and foster clear mandates amongst teams.

Finally, I am mindful of the breadth of each leadership role. Having too wide a span can shift the leader's focus away from core priorities and expertise, which jeopardizes our collective success.

To further inform this process, we have reviewed the executive structures at comparator universities, including those that serve multi-campus institutions. I have also had personal calls with leaders at other universities facing similar challenges.

That said, I fully appreciate the uniqueness of our community and our special obligation to Newfoundland and Labrador. As engaged and vested members of our learning community, faculty and staff will have a fulsome lens on what Memorial needs from executive leadership at this moment in time. That is why I am very keen to hear from you on this matter.

Please feel encouraged to email me with your thoughts at [president@mun.ca](mailto:president@mun.ca).

Warmly,

Janet

## President, The

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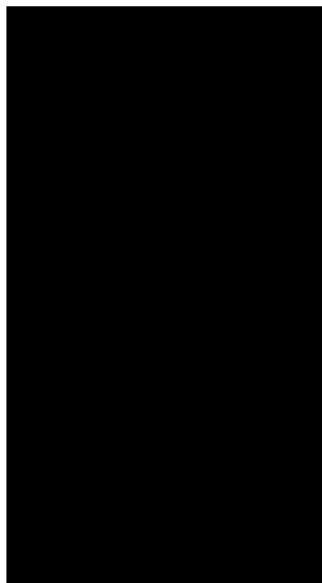
**From:** Whelan, Meaghan  
**Sent:** Thursday, October 30, 2025 9:19 AM  
**To:** Morrison, Janet; President, The; Fitzgerald, Renee  
**Cc:** Osmond, Michelle; Browne, Lisa  
**Subject:** Slides and notes for Harlow conversation at 7 p.m.

Good morning!

Here are the links to the Harlow [slide deck](#) and [speaking notes](#) for tonight. They are essentially the same as the last presentation, just the date updated. A few quick notes before this evening:

- On slide 6 – deferred maintenance – it’s about 30% that is deemed critical. While speaking off the cuff last week I think that percentage was misstated.
- Darcy or I will advance the slides. We’ll both be online and logged in early. If you are joining from home instead of the office can you hop on a few minutes early to make sure all is working from a tech perspective?
- Renee, when you print the slides for Dr. Morrison can you make sure the notes print as well?

We have about 15 registrants for today. If one of the audience members goes on for too long or into an inappropriate topic, I’ll jump in and move the conversation along. Here is the list of names as an FYI:



s. 40 (1)

Thanks,  
Meaghan

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MEAGHAN WHELAN she/her  
ASSOCIATE DIRECTOR (COMMUNICATIONS)  
Marketing and Communications  
Memorial University of Newfoundland  
St. John's, NL, Canada A1C 5S7  
M 709 725 9605

*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**

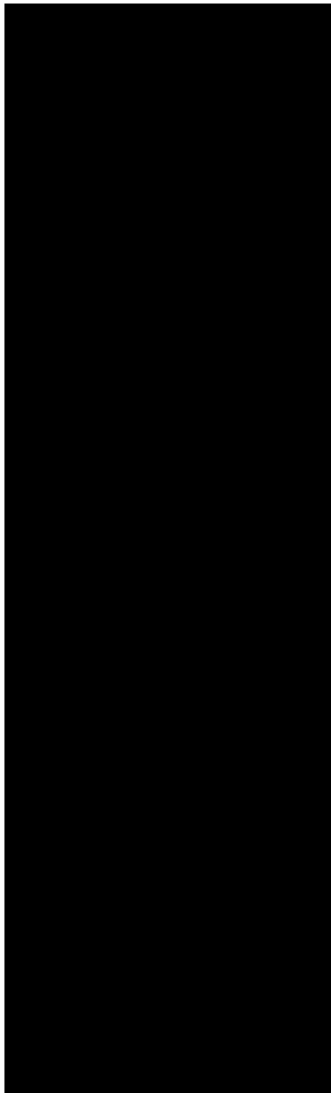
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**From:** Whelan, Meaghan  
**Sent:** Thursday, October 30, 2025 5:06 PM  
**To:** Morrison, Janet; President, The; Fitzgerald, Renee  
**Cc:** Osmond, Michelle; Browne, Lisa  
**Subject:** Re: Slides and notes for Harlow conversation at 7 p.m.

Hello,

Flagging a few additional registrations FYI:

Name



s. 40 (1)

Thanks,  
Meaghan

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**President, The**

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**From:** President, The  
**Sent:** Friday, October 31, 2025 4:26 PM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: Update on executive structure review

Acknowledging receipt. Thank you.

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:** Friday, October 31, 2025 4:04 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Re: Update on executive structure review

Dear Dr. Morrison:

This is pretty much stream of consciousness so I reserve the right to change my mind, or have my mind changed by cogent arguments. I haven't thought through the implications of change, usually this would be a team effort. And I reckon, since you are likely to get hundreds of submissions, any single document at best will be scanned quickly.

.....

I read with interest your circular and in response to your request I offer the following comments.

Generally, I favour a roles-based administration, with full-time professional staff that provides thoughtful asset management. If we are considering a blank page reorganization, I recommend that considerable emphasis be placed on marketing and relationship building. Furthermore, "nice to have objectives" should not be allowed to negatively impact profitability.

From your note: "The most important consideration in this exercise is aligning our leadership structure with Memorial's current and longer-term strategic priorities."... "I'm reflecting, for example, on our institution-wide commitments to academic quality, research intensity, student experience, truth and reconciliation, EDI-AR, financial sustainability and employee engagement." What is the priority? Well, from your speeches, I gather that financial viability is the short-term priority; and you said the lever to achieve that is student retention. If so, so let's push these other items aside until we have made solid progress on that front. MUN scarcely has the resources to do one thing at a time.

Regarding the administrative structure: Successive governments have stated that there are too many VPs and AVPs. In my opinion, it is unwise to ignore this advice.

During my review I encountered a confusion of titles, many seemed unrelated to the function or level of responsibility. At the end I concluded that it is a good idea to separate administrative and academic titles as that will help distinguish roles. After review, it seems that most of the VP & AVP positions could be reclassified as directors or managers.

In considering admin rearrangement I used some simple role definitions to reposition existing job titles. I reviewed the description of activities on the MUN web pages. Here are the operational definitions I used. A vice-president (= Provost): has a large budget; makes institution-level decisions.; leads strategic planning; oversees many directors and their program areas. A Director: oversees managers and their teams; manages program level budgets, focuses on improving execution. A Manager has a specific team that focuses on project execution. Also, generally I considered we needed more managers as these are the folks focused on execution. In my definition "Dean" is an academic title for the overseer of a broad academic program.

I applied these definitions to a couple of test cases: Dean of Students and the Labrador Campus.

Example 1: it is hard to see why we need an Associate Vice-president/ Dean of Students whose apparent role is "The role is responsible for the overall vision and strategic direction of academic programs and student life at the undergraduate level." Well, that's not right, academic programs are the responsibility of Faculties and Senate, it says so right in the Act. Student programming should be the responsibility of the students. The Counselling Centre and the Residences need managers and for the most part these non-academic activities should report to the VP finance.

Example 2: Why does the Labrador Campus need a VP and vice-Provost. It had 23 graduate students last year. Dr. Cunsolo created an innovative structure that offers unique graduate level educational opportunities, but how is that different from any other Faculty. Eventually, it may need a Dean (actually, first it needs students) to oversee the two programs. Currently, the grad students are administered from SGS, so it's hard to rationalize requiring a Dean at this point, it does need a manager to keep the lights on.

Regarding the various vice-Provosts... MUN needs one vice-Provost, for those times when the Provost is unable to attend meetings.

In a revised structure: a) the Provost will head all of the academic mission this includes teaching and research related HQP; b) the Vice-President Finance will head all administrative, infrastructure and revenue generation functions including research funds. Finance is elevated since fundraising must become mainstream. Under these two headings, lesser institution wide portfolios may need AVPs ... but very few. That's it for the VPs.

Academic entities such as Schools, Institutes and Faculties get academic titles ... Deans.

The special case of the existing SGS structure should be examined. Practically, graduate studies are operated by the Academic Unit, there should be a Senate Committee on Graduate Studies for course offerings etc. This is currently done by SGS who forwards material to Senate. In its current configuration, SGS has no faculty... so it is an administrative office not a School. Each Academic Unit that offers graduate studies has to have graduate officers, and each Faculty has to have an Associate Dean for graduate studies. Should MUN leverage Faculty level resources, reposition certain SGS functions in the Registrar's Office and some in the Finance (awards) office?

The VP Research? It isn't clear to me from the available material what the mandate of that office is. It has been interlocutor for chairs, some grants and some internal funding; and ..., well I think that's pretty much it. It might have considered lobbying for research (infrastructure) funding but that is nowhere to be found in its recent action plan. So, this is a Manager-level position that could report under the Finance portfolio.

For the rest of the VP level, using the definitions above, the following can be eliminated and their current functions placed under a manager or Dean.

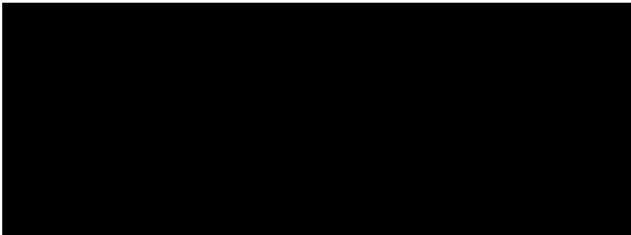
- Vice-President (Indigenous) eliminate position and if deemed necessary move to advisor status in the President's office.
- Vice-President (Advancement and External Relations) eliminate move to fundraising manager under finance
- Vice-Provost (Equity, Diversity, Inclusion and Anti-Racism) eliminate and assign to HR.
- Vice-Provost (Labrador Campus School of Arctic and sub-Arctic studies) eliminate eventually change to Dean
- Vice-President Grenfell eliminate & change to Dean

At the Associate level, it seems that the following positions have managerial roles dressed up in some cases with obscure titles.

- Associate Vice-President Academic (Students) eliminate move functions to Faculties.
- Associate Vice-President (Indigenous Research) eliminate move functions to research ethics.
- Associate Vice-President (People and Culture) eliminate move under HR in Finance.
- Associate Vice-President (Harlow Campus and Global Partnerships) , eliminate move to manager of the fund-raising portfolio under Finance. (Harlow is underexploited. This could be a great recruitment portal for MUN.)
- Associate Vice-President Grenfell (Research and Graduate Studies) change to Associate Dean
- Associate Vice-President MI (Administration and Finance) change to Manager under Finance.
- Associate Vice-President MI (Research and Strategic Partnerships) Change to Manager in the Development portfolio under Finance
- Associate Vice-President MI (Academic and Student Affairs) change to Associate Dean

These changes will un-flatten the admin structure at MUN, encourage administrators to make appropriate level decisions.

As an aside interim positions should be six months tops. If it doesn't need to be filled in six months, then it doesn't need to be filled at all. Also, interim appointments should not be allowed to apply for the position. The top-level jobs require 100% attention and the people who fill them should forget about running research programs off the side of their desk.



s. 40 (1)

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**From:** Memorial University <[president@mun.ca](mailto:president@mun.ca)>

**Date:** Tuesday, October 28, 2025 at 11:06

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

**Subject:** Update on executive structure review



Given the significant pressures facing Memorial and to enhance our accountability to stakeholders, the Board of Regents directed me to review the senior leadership structure before Feb. 11, 2026.

In a September Newsline post on this important matter, I committed to balancing consultation and reflection with responsible and timely action.

To that end, I'm writing to provide insight into the decision-making process and to solicit input/feedback regarding organizational design and executive leadership at our university.

The most important consideration in this exercise is aligning our leadership structure with Memorial's current and longer-term strategic priorities. This will guide which skills and competencies are most critical to executive decision-making. I'm reflecting, for example, on our institution-wide commitments to academic quality, research intensity, student experience, truth and reconciliation, EDI-AR, financial sustainability and employee engagement.

This imperative must, of course, be viewed in the context of our external environment and internal considerations. For example, I'm compelled to consider the report from the province's auditor general, public

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

## President, The

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**From:** Lokash, Jennifer  
**Sent:** Monday, November 3, 2025 11:56 AM  
**To:** Osmond, Michelle; Morrison, Janet; President, The; Fitzgerald, Renee; Vice-President (Academic)  
**Cc:** Browne, Lisa; Andrews, Darcy; Whelan, Meaghan  
**Subject:** Re: Harlow conversation

Thank you. I'll be there as well.  
 JL

---

**From:** Osmond, Michelle <mlosmond@mun.ca>  
**Date:** Monday, November 3, 2025 at 11:54 AM  
**To:** Morrison, Janet <jmorrison@mun.ca>, President, The <munpres@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>  
**Cc:** Browne, Lisa <lisa.browne@mun.ca>, Andrews, Darcy <darcya@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>  
**Subject:** Harlow conversation

Hi all,  
 Here are the links to the [Harlow slide deck](#) and [speaking notes](#) for tonight. They are essentially the same as the other notes and presentation, just the date and audience updated.

Meaghan and I will both be there. Janet, I can advance the slides for you. Renee, when you print the slides for Dr. Morrison with the notes print?

Thanks so much,  
 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](http://mun.ca/100)

**President, The**

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**From:** [REDACTED] s. 40 (1)  
**Sent:** Tuesday, November 4, 2025 2:56 AM  
**To:** President, The  
**Subject:** MUN President Suggests Selling Harlow Campus to Fund Study Abroad Endowment

<https://mattbarter.ca/2025/11/04/mun-president-suggests-selling-harlow-campus-to-fund-study-abroad-endowment/>

**President, The**

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**From:** [REDACTED] s. 40 (1)  
**Sent:** Tuesday, November 4, 2025 8:03 AM  
**To:** President, The  
**Subject:** Thank you for a conversation on Harlow

Good morning, Janet,

I didn't get a chance to speak with you personally after last night's Harlow session, but I wanted to thank you for taking the time to have such a meaningful, candid, and open conversation about the realities facing our Harlow Campus.

Although I never had the opportunity to attend Harlow as a student, I know how important the campus and its experiences were [REDACTED]

[REDACTED] While it is disheartening to hear that the campus may be at risk, we [REDACTED] s. 40 (1) cannot ignore the realities that we face as an institution.

If we do lose Harlow as a campus, while it will be difficult at first, I believe we will move forward toward a brighter future while holding close the good memories, experiences, and history of the past.

These conversations about Memorial's fiscal future cannot be easy, and I appreciate you handling them with such compassion, openness, and a clear focus on Memorial's future success.

Sincerely,

[REDACTED]

s. 40 (1)

**President, The**

**From:** President, The  
**Sent:** Tuesday, November 4, 2025 11:20 AM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: Thank you for a conversation on Harlow

Acknowledging receipt. Thank you.  
 Your email will be issued directly to Dr. Morrison.

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:** Tuesday, November 4, 2025 8:03 AM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Thank you for a conversation on Harlow

Good morning, Janet,

I didn't get a chance to speak with you personally after last night's Harlow session, but I wanted to thank you for taking the time to have such a meaningful, candid, and open conversation about the realities facing our Harlow Campus.

Although I never had the opportunity to attend Harlow as a student, I know how important the campus and its experiences were [REDACTED]

[REDACTED] While it is disheartening to hear that the campus may be at risk, we cannot ignore the realities that we face as an institution. s. 40 (1)

If we do lose Harlow as a campus, while it will be difficult at first, I believe we will move forward toward a brighter future while holding close the good memories, experiences, and history of the past.

These conversations about Memorial's fiscal future cannot be easy, and I appreciate you handling them with such compassion, openness, and a clear focus on Memorial's future success.

Sincerely,

[REDACTED] s. 40 (1)

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

IAP Office

**President, The**

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**From:** [Redacted] s. 40 (1)  
**Sent:** Tuesday, November 4, 2025 12:33 PM  
**To:** President, The  
**Subject:** Alternate use for Harlow

Dear Dr. Morrison:

I read with interest the article on divesting Harlow as a cost-cutting measure. From the article it appears that Harlow recently has not fulfilled its intended purpose of internationalizing education at MUN. Considering the insular environment in this province, that mission was understandable and laudable. However, apparently the simple math does not work... at least in the short term, and we seem to be focused on the short term.

[Redacted] s. 40 (1) [Redacted] s. 40 (1)  
Elsewhere you stated that MUN needs more undergraduate students. The local demographic cannot supply them and from this isolated location [Redacted] try to recruit students from Canada and from overseas. Can [Redacted] use Harlow as a recruitment portal? [Redacted] have not targeted British citizens or landed immigrants from within the UK. [Redacted] s. 40 (1)

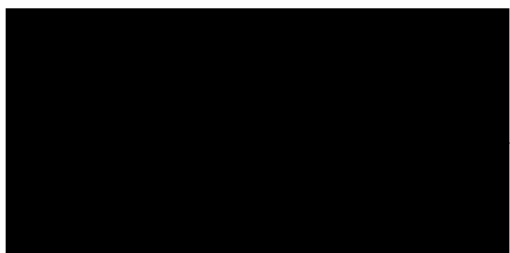
A model for discussion, would see a 1 year introduction to some aspect of STEM education offered at Harlow. Students would pay regular tuition fees and receive their instruction through a combination of live and online programming. These details will of course be dependent on the programming that MUN decides to offer. In this model, year 2 is offered at the main MUN campus while Harlow takes in the next tranche of "recruits". For this to work smoothly, MUN will need to coordinate the housing, enrolment, student immigration and so on. That is, lower the barriers for continuance with MUN. These students will have already invested in the MUN program and the easiest path forward is to continue with MUN.

The return on this can be a new source of students, that require minimum support and will require little cultural adjustment. If the intake is 100 students then this generates \$675,000. And the summer is still available for the historical use that may generate additional funds.

I am sure you are considering multiple use models, this one supports the student experience and creates overseas ambassadors..

Kind regards,

[Redacted Signature Block] s. 40 (1)



s. 40 (1)

**President, The**

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**From:** noreply@mun.ca  
**Sent:** Tuesday, November 4, 2025 3:25 PM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

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

**President, The**

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**From:** noreply@mun.ca  
**Sent:** Tuesday, November 4, 2025 3:44 PM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

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

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

**President, The**

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**From:** noreply@mun.ca  
**Sent:** Tuesday, November 4, 2025 3:57 PM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

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

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

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

## President, The

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**From:** President, The  
**Sent:** Tuesday, November 4, 2025 3:59 PM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: Follow-up on Harlow Conversations from Nov 3

Thank you for your email. I am acknowledging receipt on behalf of the President's Office. Your email has been issued directly to Dr. Morrison.

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:** Tuesday, November 4, 2025 11:10 AM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Follow-up on Harlow Conversations from Nov 3

Dr. Morrison,

It was lovely to meet you in person last night. I just wanted to send a short follow up on some of the issues that came up last night in the conversation about Harlow Campus. Your points regarding removing financial drains on the university that are not realized as benefits to a larger majority of students is well taken. You are likely encountering a mix of nostalgia and fear of loss for a piece of unique history for Memorial when you hear resistance. [REDACTED] s. 40 (1) but would rather see a successful university and forward looking student programming than holding on to asset that does not serve the greater purpose of the institution.

I fully support the comments we heard last night that one of the unique aspects of the Harlow experience for most students is the cohort nature of the time students spend there (whether instructor led or not). I think your idea of creating an endowment fund that is dedicated to student mobility in an international context for the purposes of both semesters abroad and instructor-led courses is a great idea, if the determination is to sell the assets.

I have few points I hope you consider when tasking either the Development/Alumni Affairs Office or International Office (or another individual or unit) to develop this program.

- **Mobility bursaries should be entirely needs-based.**

s. 40 (1)

[REDACTED] experience with a cost-recovery model for instructor-led international courses showed that students with financial means, through family support or savings, had no difficulty covering costs. For example, two instructor-led courses over four weeks in the UK, including airfare, accommodations, tuition, local travel, and admissions, totaled approximately **\$6,156 per student**. This fee included an administrative portion that covered travel, accommodations, and meals for two instructors. Most students found this reasonable for the educational and

cultural experience offered. For those requiring assistance, instructors and the Internationalization Office (Dayna Howlett and Chris Hibbs) worked closely with students to identify and secure supplementary funding. Students with documented disabilities were also able to access additional support through student loan programs.

- **Canada lacks robust national or provincial mobility funding.**  
Unlike Europe, with its extensive Erasmus, Marie Skłodowska-Curie Actions, Horizon Europe Framework, and institutional mobility supports, Canada has very few national, and virtually no provincial, student mobility programs.

s. 40 (1)

[Redacted] A similar model in NL could meaningfully expand opportunities for Memorial students without relying on direct transfers to the university. Given the province's focus on workforce development and student retention, this type of initiative could be a strategic, high-impact way to support experiential learning and international engagement. You are in an excellent position to offer this idea/advice to the government for way they can support NL students without direct transfers to Memorial (I am not naïve to how these government priorities are developed and announced).

- **Institutional and unit-level barriers limit mobility programming.**

s. 40 (1)

Developing international or even national field-based courses remains challenging at the unit level. [Redacted] budget constraints and top-down cuts have made it difficult to secure even modest Dean-level support for these initiatives. This is unfortunate, as experiential learning and research-intensive programming could be key differentiators for Memorial. Although only a small number of students typically participate in international experiences, showcasing these opportunities can significantly enhance recruitment and institutional reputation. When combined with small class sizes, early access to undergraduate research (starting as early as first year), and the leadership of Andrew Kim in recruitment and retention, Memorial has a compelling story to tell. A coordinated strategy linking instructor-student ratios, undergraduate research, and international opportunities would position Memorial as a uniquely attractive option among Canadian universities.

Apologies for the long email, I clearly felt the need for a brain dump. I know you are extremely busy at this time, so I am not expecting any responses, just some consideration of the points.

[Redacted]

s. 40 (1)

All the best,

[Redacted signature block]

s. 40 (1)

s. 40 (1)



## President, The

---

**From:** noreply@mun.ca  
**Sent:** Tuesday, November 4, 2025 5:17 PM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

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

Harlow: should be a campus director; not an associate Vice-president.

Co-Directors CITL: this should be one Director only, if too much is bundled into CITL then it should be split into Director positions with clear division of what branches report to which Director (for the staff and the public); particularly now that it has adopted the Writing Centre.

Director, Botanical Gardens and Geo Centre and Administrative Lead, Engagement: should become a title that can bring things under the title without constantly needing to change the title, for example Director of Public Engagement.

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

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

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

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

Dean School of Fine Arts/Dean Arts and Social Science/ Dean School of Science and the Environment: should become "Head of School of XYZ" positions like Marine Institute or alternatively become just a

Comments: department Heads with reporting duties into SJ campus Deans.

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

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

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

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

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

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

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

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

**President, The**

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**From:** [Redacted] s. 40 (1)  
**Sent:** Wednesday, November 5, 2025 1:54 PM  
**To:** President, The  
**Subject:** Harlow Campus proposal

**Dear President Morrison,**

I hope this email finds you well.

I am writing with urgency regarding the upcoming decision on the proposed disposal and sale of the Harlow Campus property. I fully appreciate the complex financial and logistical considerations driving this decision. Before a final, binding decision is ratified, I respectfully and urgently request a temporary moratorium of 6 weeks on any further movement towards the sale or disposal. During this time, I propose to engage with key external stakeholders, including the local council and influential area businesses, to explore viable alternative solutions.

The focus of these discussions will be to assess the feasibility of retaining and repurposing the campus. [Redacted]

[Redacted]

I am confident that within this short, dedicated window, [Redacted]

[Redacted]

s. 40 (1)

Again, I fully appreciate the financial strain Harlow is under the current model, but with a new modern approach, I know it can be successful and profitable to the University.

Sincerely,

[Redacted] s. 40 (1)  
[Redacted]

Sent from [Outlook for Android](#)

**President, The**

---

**From:** noreply@mun.ca  
**Sent:** Thursday, November 6, 2025 8:34 AM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

A few comments/suggestions:

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

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

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

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

**President, The**

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**From:** Morrison, Janet  
**Sent:** Thursday, November 6, 2025 5:44 PM  
**To:** Whelan, Meaghan; Lokash, Jennifer  
**Cc:** President, The; Brown, Margot; Browne, Lisa; Dyke, Paula  
**Subject:** Re: Key messages for the Board RE Harlow Campus

Looks good — minor edits inserted.

Thank you,  
JM

**Get Outlook for Mac**

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**From:** Whelan, Meaghan <mcwhelan@mun.ca>  
**Date:** Thursday, November 6, 2025 at 3:21 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>  
**Cc:** President, The <munpres@mun.ca>, Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Dyke, Paula <pdyke@mun.ca>  
**Subject:** Key messages for the Board RE Harlow Campus

Hi folks,

At least one member of the board has asked for key messages about Harlow Campus in case they are asked about it. I've pulled together this document (Lisa has reviewed). The request is to get these before the weekend. Please let me know if these are approved or you'd like to see edits. Also wondering if you'd like these shared with SLC?

KMs Harlow Nov 6 2025

If you wanted to provide further information we could also attach a pdf of the slide deck (no notes) as an FYI.

Thanks,  
Meaghan

MEAGHAN WHELAN she/her  
ASSOCIATE DIRECTOR (COMMUNICATIONS)  
Marketing and Communications  
Memorial University of Newfoundland  
St. John's, NL, Canada A1C 5S7  
M [REDACTED] s. 40 (1)

*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:** President, The  
**Sent:** Friday, November 7, 2025 4:09 PM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: input/feedback regarding organizational design and executive leadership

Acknowledging receipt. Thank you.

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)

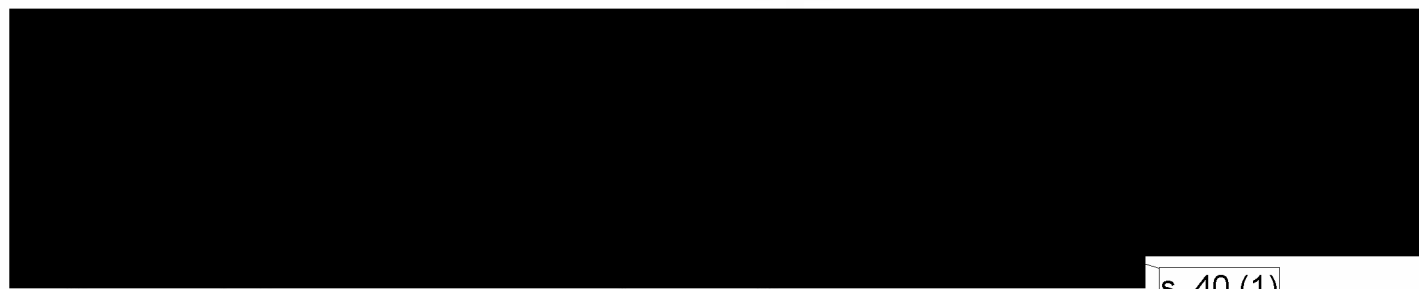


*We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.*

**From:** [REDACTED] s. 40 (1)  
**Sent:** Friday, November 7, 2025 3:13 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** input/feedback regarding organizational design and executive leadership

Hello Dr. Morrison,

Thank you for this opportunity to provide feedback about the administrative organization as it relates to Memorial. I've never heard of such a request being offered by any previous Presidents, so I appreciate the chance!



s. 40 (1)

Like any large institution, it is necessary to have many people administrating the activities of such a complex system. However, if I was asked to provide the top reason why MUN is in the position it finds itself, I would have to respond, "poor leadership" (#2 would be "the government"). In our institution, I have observed that there are several executive leadership positions that are not currently effective. Our university has been plagued by abysmal leadership at the highest level for quite some time. We have shot ourselves in the proverbial foot a number of times in recent memory. I'm happy to relay such episodes at a future date, if desired.

The concerning issue with many of the leaderships' decision-making is its shortsightedness. How is it reasonable, or responsible, to create a brand-new position such as Vice-Provost and VP of EDI AR, with a tiny budget and a grand

university-wide plan? Then hire someone who does not have enough senior administrative experience, or know how, to lead such an endeavor? The position was a kneejerk decision by a previous President. It is difficult to understand what that office has done in the time it has been created. There remains no strategic plan, 4 years later. I cannot see how any accountability has been provided in this office. Those that sit above the Vice-Provost appeared to have taken no responsibility for the office either (likely from fear).

Something similar could be said about the Office of Indigenization. Although, they have definitely been more effective in certain areas. Unfortunately, it has been to the detriment of the institution itself (e.g. advocating for the dismissal of the Ode to Newfoundland at Convocation, and the entire process of the Indigenous verification process - both of which seem to be personal projects (I will only mention "conflict of interest" once, I promise)).

s. 40 (1) [redacted] I have no concept of how much these offices spend, how this spend is accounted for, and what the results of the spend are. Both of the above portfolios are pan-institutional in nature. These are massive projects that most universities do not undertake (for multiple reasons (I don't even think UBC would take on a verification process)). How is a cash-strapped institute like MUN supposed to manage?

[redacted] s. 40 (1) I have come to the conclusion that I am not sure if we even need a VP of Research. I cannot figure out what they do. I am confused as they have a hefty title, but very little comes out of their office in terms of leadership initiatives (e.g. engaging with fundraising initiatives; implementing a strategic plan; taking charge of the much-needed culture change to improve the bureaucracy of doing research within the university).

Ironically, the only plan that appeared to be functional and working well was led by a manager who was recently fired and their office dissolved. [redacted] s. 40 (1)

Some of these portfolios were doomed to fail no matter the leadership. Some of these portfolios have poor leadership (some additional ones that I have not mentioned). I am not suggesting any of the leaders are not good people or are not competent at research or teaching. What I am saying is they are not good at leadership. Some do not have experience; some do not have natural aptitude; some are too ambitious, some do not want, or care, to learn; some have risen in the ranks by default because one or two or 3 people above them all vacated their jobs. That's exactly how we "inherited" the interim President before you arrived. It doesn't exactly instill confidence in an institution.

As I count, there are 11 Associate Vice Presidents (plus two vice-provosts), over half of which are interim, and one not filled (Research). This appears to be many. But I'm not exactly sure if it's too many. Regardless, there are too many that are interim. I'm sure there is a review ongoing regarding the necessity of them. [redacted] interim leadership positions are not very effective (to be polite about it). s. 40 (1)

Another massive problem is the lack of data. Even if all the leadership were potentially good at their job, how can one make decisions without having information to help make sound decisions? A robust data driven culture, that has some degree of common-sense and humanity, is what the university needs. The morale at the university is currently at an all-time low [redacted] also need an endeavour that brings people together to improve the morale of the MUN community. s. 40 (1)

Additionally, there is Facilities Management. This entity is akin to a boondoggle. I'm sure you've already been advised to review it in full. I just can't understand the concept of one part of the university having to pay another part of the university to do something. The current system breeds corruption at worse, and ineptitude at best.

Obviously, you have arrived at a difficult time, and at a pivotal time. There are challenges, but challenges provide opportunities that could have lasting effects. Decisions made now will impact the foreseeable future (e.g. selling Harlow;

implementing a new budget model). Most people in this province (the staff, students, and faculty at MUN; government officials; the media; and the general populace) have very little faith in MUN administration at this time. There is a large uphill battle ahead. Keeping the catastrophic mistakes to a minimum, increasing morale, and moving the university forward in an incremental way, doesn't sound very sexy, but it is what is needed. [REDACTED]

[REDACTED] s. 40 (1)

Cheers,

[REDACTED] s. 40 (1)

**President, The**

**From:** Scott, Tina (Regents)  
**Sent:** Friday, November 7, 2025 4:16 PM  
**To:** Stack, Andrea Lynn; Andrew Mercer; Anik Rahman (m.anik@mun.ca); Hossain, Ashrafee T.; Bob Hallett; Mitchel, Brendan; Carter McNelly; Ludlow, Earl Arthur; Eleanor Swanson; Morrison, Janet; Lokash, Jennifer; Ladha, Justin; Leigh Borden; Russell, Lisa; Lloydetta Quaicoe; Lynn Zurel; Michelle Baikie; Pender, Nathalie; President, The; Vice President (Academic); Rex Gibbons, MUN; Worsfold, Scott; Powers, Tim Ashton; Morgan-Cole, Trudy Joanne  
**Cc:** Brown, Margot; Fitzgerald, Renee  
**Subject:** Email dated November 6, 2025 concerning Harlow Campus

Good afternoon,

The email below with respect to the Harlow Campus is being forwarded to the Board for information purposes.

Thank you,

Tina  
 Secretary to the Board of Regents

**From:** [REDACTED] s. 40 (1)  
**Sent:** Thursday, November 6, 2025 10:56:33 AM  
**To:** Russell, Lisa <lisar@mun.ca>  
**Subject:** Harlow Campus

Dear Board,

I hope this email finds you well.

I am writing with urgency regarding the upcoming decision on the proposed disposal and sale of the Harlow Campus property. I fully appreciate the complex financial and logistical considerations driving this decision. Before a final, binding decision is ratified, I respectfully and urgently request a temporary moratorium of 6 weeks on any further movement towards the sale or disposal. During this time, I propose to engage with key external stakeholders, including the local council and influential area businesses, to explore viable alternative solutions.

The focus of these discussions will be to assess the feasibility of retaining and repurposing the campus. [REDACTED] s. 40 (1)

I am confident that within this short, dedicated window, [REDACTED] s. 40 (1)

Again, I fully appreciate the financial strain Harlow is under the current model, but with a new modern approach, I know it can be successful and profitable to the University.

Sincerely,

[Redacted]

s. 40 (1)

[Redacted]

[Redacted]

Sent from Outlook for Android

**President, The**

---

**From:** Fitzgerald, Renee  
**Sent:** Friday, November 7, 2025 4:28 PM  
**To:** Pelley, Chad; Morrison, Janet; Brown, Margot; President, The; Whelan, Meaghan; Browne, Lisa  
**Subject:** RE: NTV Request

That works for Janet.

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:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>  
**Sent:** Friday, November 7, 2025 4:19 PM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>; Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>; Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>  
**Subject:** Re: NTV Request

Renee,  
Let's tentatively hold 10 to 10:15 on Monday for NTV ... if that's available. Waiting on confirmation from Bailey (she's not the quickest to confirm where she's often on assignment), but would imagine this is a go.

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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St. John's, Newfoundland A1C 5S7  
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---

**From:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Date:** Friday, November 7, 2025 at 4:03 PM  
**To:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>, Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>, President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>, Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>, Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>, Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>  
**Subject:** Re: NTV Request

Your call. I have time before 11am on Monday.

JM

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---

**From:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>  
**Sent:** Friday, November 7, 2025 3:35:04 PM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>; Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>; Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>  
**Subject:** Re: NTV Request

From Bailey at NTV:

If she's available for an interview on Monday I'd be happy to do that!  
 Otherwise a statement will work for now.

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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---

**From:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Date:** Friday, November 7, 2025 at 2:08 PM  
**To:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>, Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>, President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>, Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>, Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>, Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>  
**Subject:** Re: NTV Request

That works. Thx.

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---

**From:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>  
**Sent:** Friday, November 7, 2025 1:50:00 PM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>; Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>; Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>  
**Subject:** Re: NTV Request

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

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

I can simply ask Bailey if it's a response she wants or would she like an interview (usually she'd ask for an interview out of the gates).

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

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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**From:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>

**Date:** Friday, November 7, 2025 at 1:42 PM

**To:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>, Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>, President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>, Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>, Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>, Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>

**Subject:** Re: NTV Request

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

Thx,  
JM

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**From:** Pelley, Chad <[chad.pelley@mun.ca](mailto:chad.pelley@mun.ca)>

**Date:** Friday, November 7, 2025 at 11:49 AM

**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>, Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>, President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>, Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>, Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>, Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>

**Subject:** NTV Request

Hi all,

Bailey at NTV has asked

"I was wondering if there was any information or a statement available from the university on the Harlow Campus and the conversations underway about the future of the campus?"

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

- *\*As a TV station, they need human voices for their stories, so the fact Bailey is asking only for a statement implies she likely has a detractor to interview on these consultations, and only wants a statement from us for fair balance? Or maybe she's just curious and exploring a story of her own.*

**President Morrison has held several consultations to gather input and insights from the Memorial community, including students, faculty, staff and Harlow Campus alumni, on the value, importance and pathways for international study abroad experiences at Memorial. At this time, no decisions have been made about the future of Harlow by the Board of Regents.**

**CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS**

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## President, The

---

**From:** President, The  
**Sent:** Friday, November 7, 2025 4:58 PM  
**To:** Morrison, Janet  
**Subject:** FYI - FW: Key messages re: Harlow Campus  
**Attachments:** KMs Harlow Nov 7 2025.pdf

FYI - 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:** Whelan, Meaghan <[mcwhelan@mun.ca](mailto:mcwhelan@mun.ca)>  
**Sent:** Friday, November 7, 2025 4:39 PM  
**To:** Russell, Lisa <[lisar@mun.ca](mailto:lisar@mun.ca)>; Board of Regents <[regents@mun.ca](mailto:regents@mun.ca)>; Scott, Tina (Regents) <[tinas@mun.ca](mailto:tinas@mun.ca)>  
**Cc:** Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>; Dyke, Paula <[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:** Key messages re: Harlow Campus

Hi Lisa,

As you discussed with Paula, I'm sending along key messages for use by Regents related to Harlow Campus.

Thanks,  
 Meaghan

.....

MEAGHAN WHELAN she/her  
 ASSOCIATE DIRECTOR (COMMUNICATIONS)  
 Marketing and Communications  
 Memorial University of Newfoundland  
 St. John's, NL, Canada A1C 5S7  
 M 709 725 9605

*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.*

**Key Messages  
Harlow Campus  
Nov. 7, 2025**

- Memorial University has not made a decision regarding the future of Harlow Campus.
- In the face of serious fiscal challenges, Memorial University must reduce its operational costs.
- Consultation sessions have been held with faculty, staff, students, retirees and Harlow Campus alumni to provide context on the current challenges facing Harlow Campus and to hear perspectives on global learning experiences. These sessions are now complete.
- Roughly \$1 million from the university's operating budget is required annually to sustain Harlow Campus. At the same time, enrolment at that campus has declined significantly, with only 39 students attending in 2024-25 -- far below the campus's capacity of 153.
- The sustainability of the Harlow Campus must be critically assessed. Stricter UK immigration laws prevent Canadian faculty from teaching full semesters at Harlow, the facility requires nearly \$2 million (CAD) in deferred maintenance, and efforts to capitalize on alternate revenue generation opportunities have had very limited success.
  
- Memorial remains firmly committed to international experiences for students. Students have access to global learning through partnerships with 180+ universities in over 50 countries.
  
- Memorial is currently spending beyond its means. This cannot continue. Delivering excellence across the full student experience — through teaching, research and service — remains our top priority.
- All spending is being reviewed through the lens of academic quality, student experience and financial sustainability. Every decision we make — across programs, operations and governance — must be in service to our learners and their success.

NOTE TO APPLICANT: The attachment has been removed as it is already found above in the responsive records.

IAP Office

**President, The**

---

**From:** Scott, Tina (Regents)  
**Sent:** Friday, November 7, 2025 6:36 PM  
**To:** Stack, Andrea Lynn; Andrew Mercer; Anik Rahman (m.anik@mun.ca); Hossain, Ashrafee T.; Bob Hallett; Mitchel, Brendan; Carter McNelly; Ludlow, Earl Arthur; Eleanor Swanson; Morrison, Janet; Lokash, Jennifer; Ladha, Justin; Leigh Borden; Russell, Lisa; Lloydetta Quaicoe; Lynn Zurel; Michelle Baikie; Pender, Nathalie; President, The; Vice-President (Academic); Rex Gibbons, MUN; Worsfold, Scott; Powers, Tim Ashton; Morgan-Cole, Trudy Joanne  
**Cc:** Brown, Margot; Fitzgerald, Renee  
**Subject:** Harlow Campus - Key Messages for Members of the Board of Regents  
**Attachments:** KMs Harlow Nov 7 2025.pdf

Good evening,

Please find attached key messages as it pertains to the Harlow Campus.

If you have any questions, please reach out to either myself or Lisa at [lisar@mun.ca](mailto:lisar@mun.ca)

Thank you,

Tina  
 Secretary to the Board of Regents  
 Memorial University

**President, The**

---

**From:** Morrison, Janet  
**Sent:** Sunday, November 9, 2025 10:50 AM  
**To:** Hallett, Robert Bruce; Scott, Tina (Regents)  
**Cc:** Stack, Andrea Lynn; Andrew Mercer; Anik Rahman (m.anik@mun.ca); Hossain, Ashrafee T.; Mitchel, Brendan; Carter McNelly; Ludlow, Earl Arthur; Eleanor Swanson; Lokash, Jennifer; Ladha, Justin; Leigh Borden; Russell, Lisa; Lloydetta Quaicoe; Lynn Zurel; Michelle Baikie; Pender, Nathalie; President, The; Vice-President (Academic); Rex Gibbons, MUN; Worsfold, Scott; Powers, Tim Ashton; Morgan-Cole, Trudy Joanne; Brown, Margot; Fitzgerald, Renee  
**Subject:** Re: Harlow Campus - Key Messages for Members of the Board of Regents

Thanks Bob. We'll review and ensure we remain squarely focused on Memorial and Harlow.

Warmly,  
Janet

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**From:** Hallett, Robert Bruce <h26rbh@mun.ca>  
**Sent:** Sunday, November 9, 2025 10:27 AM  
**To:** Scott, Tina (Regents) <tinas@mun.ca> s. 40 (1)  
**Cc:** Stack, Andrea Lynn <k05als@mun.ca>; Andrew Mercer <x83anjm@mun.ca>; Anik Rahman (m.anik@mun.ca) <m.anik@mun.ca>; Hossain, Ashrafee T. <athossain@mun.ca>; Mitchel, Brendan <brendan.mitchell@mun.ca>; Carter McNelly <[REDACTED]>; Ludlow, Earl Arthur <k54eal@mun.ca>; Eleanor Swanson <eswanson@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Ladha, Justin <jl4075@mun.ca>; Leigh Borden <r4lb@mun.ca>; Russell, Lisa <lisar@mun.ca>; Lloydetta Quaicoe <s72luq@mun.ca>; Lynn Zurel <t59lmz@mun.ca>; Michelle Baikie <b73mrb@mun.ca>; Pender, Nathalie <k37np@mun.ca>; President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Rex Gibbons, MUN <rg24538@mun.ca>; Worsfold, Scott <dsworsfold@mun.ca>; Powers, Tim Ashton <tim.powers@mun.ca>; Morgan-Cole, Trudy Joanne <s29tjmc@mun.ca>; Brown, Margot <mbrown@mun.ca>; Fitzgerald, Renee <renee@mun.ca>  
**Subject:** Re: Harlow Campus - Key Messages for Members of the Board of Regents

A word of caution - both students and faculty have mentioned Queen's University's Hermonceaux Castle and Bader College, with media reporting from recent meetings here suggesting the building is unused, and that Queen's University is struggling to decide what to do with the space - in a parallel dilemma to our own struggles with Harlow.

Based on recent media reports, this does not seem to be the case, and in fact Queen's is in a process of repairing and revitalising their UK campus.

<https://www.cbc.ca/news/canada/ottawa/herstmonceux-castle-reopens-2026-queen-s-university-promises-regular-inspections-1.7652021>

<https://www.kingstonist.com/news/queens-universitys-bader-college-to-reopen-in-2026/>

Ergo, that might be a comparison it would be wise of us to avoid.

Thanks, Bob.

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

**President, The**

---

**From:** President, The  
**Sent:** Monday, November 10, 2025 8:59 AM  
**To:** [REDACTED]  
**Subject:** RE: Harlow Program Feedback - [REDACTED] s. 40 (1)

Acknowledging receipt on behalf of the President's Office. Thank you.  
Your email has been forwarded directly to the President.

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:** Friday, November 7, 2025 8:22 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Cc:** Fitzgerald, Renee <[reneef@mun.ca](mailto:reneef@mun.ca)>  
**Subject:** Harlow Program Feedback - [REDACTED] s. 40 (1)

Hello Dr. Morrison, s. 40 (1)

My name is [REDACTED]  
[REDACTED] It is a pleasure to meet you.

It has come to my attention that the university is reviewing the future of the Harlow campus. After hearing this, I felt it was important to share my perspective [REDACTED]  
[REDACTED] s. 40 (1)

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

[REDACTED] Through the management consulting course offered through the Harlow campus, students participated in consulting projects for U.K. startups. [REDACTED]  
[REDACTED]

s. 40 (1)

[Redacted]

s. 40 (1)

I would love the opportunity to meet with you, whether virtually or in-person, to discuss the lasting impact of the Harlow program, and potential strategies to grow and enhance its value add for the university. I understand the importance of reducing spending within Memorial University, but in my honest opinion, I believe investing in Harlow is not a detriment, but a strategic advantage to Memorial University. The campus sets MUN apart from all other universities in Atlantic Canada, and with consultation with Alumni and faculty, I believe Harlow can continue to serve as a major attribute to the university's successes.

s. 40 (1)

I respectfully ask for you to consider my perspective [Redacted] and I would like to discuss the program further with you in a meeting.

Thank you for your time, and I hope to hear from you soon.

[Redacted]

s. 40 (1)

**President, The**

---

**From:** Morrison, Janet  
**Sent:** Monday, November 10, 2025 4:04 PM  
**To:** Pelley, Chad; Brown, Margot; Whelan, Meaghan; President, The; Browne, Lisa; Fitzgerald, Renee  
**Subject:** Re: Interview with President



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---

**From:** Pelley, Chad <chad.pelley@mun.ca>  
**Sent:** Monday, November 10, 2025 2:27:46 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; President, The <munpres@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** Re: Interview with President

Consensus is to proceed with interview on campus.

I'll get a few days/times off him and see what lines up for you two, once Renee is back – and let you know when and where

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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---

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Date:** Monday, November 10, 2025 at 3:45 PM  
**To:** Pelley, Chad <chad.pelley@mun.ca>, Brown, Margot <mbrown@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, President, The <munpres@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** Re: Interview with President

**[REDACTED]** Please confer and make a recommendation; I'm happy to oblige whatever plan you land on.

Thx,  
JM

s. 29 (1)(a)

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**From:** Pelley, Chad <chad.pelley@mun.ca>  
**Sent:** Monday, November 10, 2025 2:05:02 PM

**To:** Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; President, The <munpres@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** Re: Interview with President

[Redacted]

s. 29 (1)(a)

[Redacted]

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 St. John's, Newfoundland A1C 5S7  
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---

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Date:** Monday, November 10, 2025 at 3:23 PM  
**To:** Pelley, Chad <chad.pelley@mun.ca>, Brown, Margot <mbrown@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, President, The <munpres@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** Re: Interview with President

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

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**From:** Pelley, Chad <chad.pelley@mun.ca>  
**Sent:** Monday, November 10, 2025 1:51:54 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; President, The <munpres@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** FW: Interview with President

Hi Janet,

I know you're away this week, so I could ask him whether next week works if you'd rather – if he'd hold that long. The Muse is seldom working on deadlines.

If you're up for this one, I will work with Renee once she's back on a time. Just let me know if you'd prefer Wednesday or Thursday versus "next week."

s. 29 (1)(a)

As a note:

[Redacted]

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Memorial University of Newfoundland  
St. John's, Newfoundland A1C 5S7  
T 709 853-4281 | O A-1024

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

**Date:** Monday, November 10, 2025 at 2:33 PM

**To:** Pelley, Chad <chad.pelley@mun.ca>

**Subject:** Interview with President

Hi Chad,

s. 40 (1)

[Redacted] and I am just curious if I could interview Dr. Janet Morrison for the Muse and ask her about the UK-based campus. [Redacted]

[Redacted] by noon tomorrow, so anytime after that would work for me.

Thanks so much!

[Redacted] s. 40 (1)