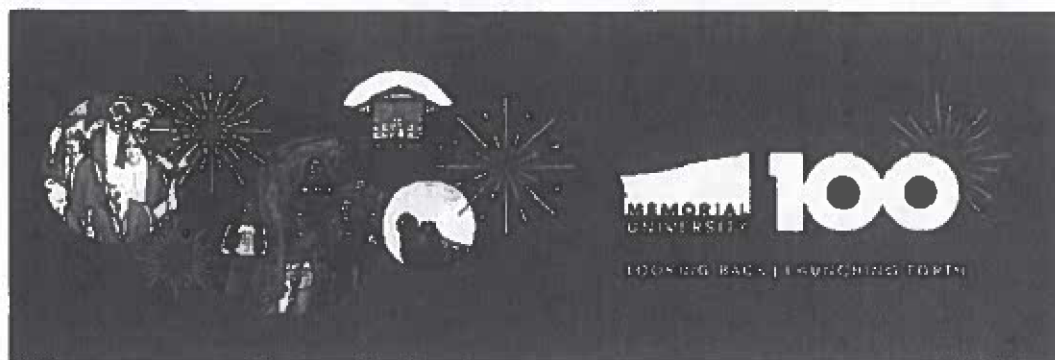




Fitzgerald, Renee

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: Tuesday, August 12, 2025 1:05 PM
To: Ladha, Justin; Sullivan, Lynn Michele <t59lmz@mun.ca>; mra200@mun.ca; Xu, Jingjing
Cc: Morrison, Janet; Brown, Margot; Russell, Lisa
Subject: FW: Harlow Campus – April 2025 Update Report



At the request of the President she has asked that I investigate the queries referenced in the email regarding Harlow. Please find below explanations to the issues identified.

Issue #1- Harlow Financial Statements and Status of Audit

- 1) Ernst and Young are the external auditors in the UK. As part of their audit, they are required to opine on whether the MUN (UK) Limited is a "Going Concern" operation. The operations are clearly not financially sustainable without the significant financial support from Memorial University of Newfoundland. They have requested revisions to the normal comfort letter that Memorial has provided that commits to a full year of funding to support the operations post the audit report date. This additional level of comfort is because Ernst & Young no longer the University auditors. Memorial's Finance team have been working diligently to address this new expanded requirement. We have a plan of action that we have shared with the Chair of the MUN Finance Committee to get this resolved by end of day tomorrow. The Chair is comfortable with the approach being taken. I will confirm once the matter is fully resolved.
- 2) The financial position of the Harlow operations is not consolidated within the Universities financial statements . The UK statements are delayed in getting completed and would impact the timing of the main university financial statements. The net asset (equity) position of the UK operations is immaterial and doesn't justify the delay in the reporting of the main financial statements. The cumulative net asset position of the UK operations as reported in their financial statements is reported as a £17,304 deficit in 2021, a £11,497 deficit in 2022, a £70 surplus in 2023 and a deficit of £21,417 in 2024. These will always be small as they are created by timing issues from when MUN transfers the grant installments and the timing of the various expenses of the Harlow operation. Ideally, if the University could only advance

s. 29 (1)(a)

[Redacted]

Issue #2- Reported Cumulative Deficit– Harlow

Harlow’s funded position is complicated by the fact that the operations in the UK are handled through the MUN (UK) Board, which operates its own bank account for convenience in the UK. It is completely reliant on Memorial University to fund its operations. The MUN (UK) financial statements report all the residence operations including the activities funded by the University’s annual grant.

The university’s operating budget provides an annual grant in the range of \$500K over the last 10 years. The MUN (UK) Board have been approving budgets that are significantly higher. The additional funding approved, runs from an extra \$190K to as much as an extra \$500K per year. The President and Provost attend the Board meetings and have been part of the decision. As the University budget has already been approved at the original level no official adjustment occurs to the grant for Harlow until year end when it is adjusted by an approval by the President to cover the additional expenditures up to the amount that was approved the MUN(UK) Board.

With the respect to questions regarding the cumulative deficit from JingJing

- 1) The reports that were provided only report the status of the grant funding sent by MUN to Harlow . Therefore, they will not include the various revenues generated and reported in the Bank account of Harlow. See explanation above regarding the fact that the financial statements of the Harlow operation are not fully consolidated within the University system. Also challenging as the currency is different.
- 2) [Redacted] the actual numbers are now available. s. 29 (1)(a)
- 3) The adjusted grant (budget) approved by the MUN (UK) Board for the last two fiscal years has now been authorized. I confirm that the opening position for Harlow as of May 1, 2025, is balanced. I further confirm that the budget for Harlow for 2025-26 has been adjusted to match the budget approved by the Harlow(UK) Board.

I trust that the above explanations will be satisfactory. Should you require any additional clarification , I would be pleased to provide it.

Trudy

From: Russell, Lisa <lisar@mun.ca>
Sent: Thursday, July 31, 2025 1:00 PM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>
Subject: FW: Harlow Campus – April 2025 Update Report

Hello Trudy,

In a meeting today, Janet asked me to forward this item to you for your review and feedback.

Look forward to hearing from you. Thanks so much,

Lisa

From: Ladha, Justin <jl4075@mun.ca>
Sent: Thursday, July 31, 2025 10:01 AM s. 40 (1)
To: Janet Morrison [REDACTED]; Russell, Lisa <lisar@mun.ca>
Subject: FW: Harlow Campus – April 2025 Update Report

FYI, Harlow has to be go on our list to assess and implement an acceptable course of action.

From: Ladha, Justin
Sent: July 31, 2025 9:59 AM
To: Anik, Masfiqur Rahman <mra200@mun.ca>; Lynn Zurel <t59lmz@mun.ca>
Subject: RE: Harlow Campus – April 2025 Update Report

Thanks, Anik.

I have read below and do not understand why the budget is being linked to the deficit in any way (cumulative and or annual). These are independent. The budget is a projection, and the deficit is based only on actual numbers (annual or cumulative).

The annual deficit should only be the difference between actual revenue and expenses and nothing to do with the budget. The cumulative one would just be a sum of the deficits / surpluses for the number of periods in question. Again, nothing to do with any budget.

Any funding coming from the university to finance deficits, I would think would be recorded as same, and not as revenue. Would be nice to see what the university has transferred to Harlow by year for the last few years and how it is recorded on our books.

The audit question I will lave to Lynn, but it must not be viewed as material as our consolidated statements are complete and signed?

Appreciate your work on this file – thank you.

Justin

From: Anik, Masfiqur Rahman <mra200@mun.ca>
Sent: July 30, 2025 8:29 PM
To: Ladha, Justin <jl4075@mun.ca>; Lynn Zurel <t59lmz@mun.ca>
Subject: Fwd: Harlow Campus – April 2025 Update Report

Forwarding the email chain to you two so you are aware of this discrepancy on Harlow account that we are actively trying to resolve.

Justin/Lynn: if you can put that to your list to follow up with admin that would be great and I'd do the same.

Cheers,
Anik

----- Forwarded message -----

From: Xu, Jingjing <jingjingx@mun.ca>
Date: Mon, Jul 28, 2025 at 7:27 AM
Subject: Re: Harlow Campus – April 2025 Update Report
To: Anik, Masfiqur Rahman <mra200@mun.ca>
CC: Lokash, Jennifer <jlokash@mun.ca>, Amy M Warren <awarren@mun.ca>, Garrett Doyle

[REDACTED] s. 40 (1)

Dear Anik,

Thank you for following up on the matters below.

Regarding point 1, I have not received any further clarification following my email dated 11th June, and the questions concerning the discrepancies remain unresolved.

Regarding point 2, I understand from the auditor that Matthew sent them two draft letters on 18th July, and she is currently reviewing them to determine whether they are acceptable. I am still awaiting a response, and I'm unsure when the audit will be completed. As discussed at the Board meeting and in previous correspondence, the extended delay will result in the audit fee being significantly higher than originally planned.

Best wishes,

Jingjing

From: Anik, Masfiqur Rahman <mra200@mun.ca>
Date: Monday, 28 July 2025 at 01:36
To: Xu, Jingjing <jingjingx@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>, Amy M Warren <awarren@mun.ca>, Garrett Doyle

[REDACTED] s. 40 (1)

Subject: Re: Harlow Campus – April 2025 Update Report

Hello Jingjing:

Hope you had a good weekend.

I wanted to follow-up on these two priority items:

- 1. Did we sort out the previous budgetary discrepancies that you've mentioned? If so, what's the final findings and implications.
- 2. Did we receive all documents related to the 2023/24 audit? Do we have a timeline on closing this?

Thanks.

Regards,

Anik

On Wed, Jun 11, 2025 at 11:53 AM Xu, Jingjing <jingjingx@mun.ca> wrote:

Dear All,

I hope this message finds you well.

I am writing to provide an update regarding the financial reporting matter [REDACTED]

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

Amy has kindly shared the following responses from the Finance team, which I've included in full below for your reference:

Response 1

There has been a deficit of approx. \$0.5M for the past two years. I'm thinking that the discrepancy in what Jingjing is seeing comes from the way our numbers are presented. Every year, we give a set base budget allocation to the Harlow account. This amount is in CAD, and for the past couple of years at least, has been lower than the budget approved by the President for Harlow. For example in 2024-25, the President approved an operating budget of 786,185 GBP for the Harlow Campus, but our base budget allocation for 2024-25 was only 489,670 CAD. I do have an email on file from the Budget Office (from 2022 - so this might have changed!) confirming that the Harlow base budget was in place for a number of years like other units in the Provost's portfolio, and hadn't been directly funded from the president's portfolio in 2022 or any year prior. From what I've seen, and noted in the spreadsheet, FY23 was the first and only year we received an additional one-time allocation (\$338K) from the President's Office; I believe that that was approved by PAT since that was the really the first year that Harlow was set to have a significant deficit over the base budget allocation; we didn't receive any additional one-time support from the President's Office in FY24 or FY25. For revenue, it wouldn't have been included in the report from our Office; those numbers don't show up in any Banner/FAST reports on our end, so since they were recorded locally at Harlow, they would need to be added by someone at that campus.

Response 2

The budget that she is referring to is the planned expenditures to run the campus. The financial transactions (revenues and expenses) in the UK are recorded in their financial system (not Banner) and separate UK bank account. Funding is wired from the MUN bank account to the Harlow Bank Account. The UK bank account can not be in overdraft therefore more funding is transferred than what we have allocated from the operating budget for Harlow. This is the reason for the deficit for Harlow that is reported. The MUN UK Board approved a budget for Harlow which is almost double what is allocated in our operating budget. The provost office requests funding to be wired to the UK bank account based on their requirements not what was allocated.

While these responses provide very helpful context, the key concern remains: since 2023/24, the "Adjusted Budget" has fallen to match or fall below the Base Budget, despite no material changes in actual spending. This has contributed to the reported \$1.5m deficit. For ease of reference, I have included below a summary of the relevant figures from the reports:

	Base Budget	Adjusted	Actuals
2014-15	508600	794657	750152
2015-16	508600	697794	963998
2016-17	508600	756083	698101
2017-18	508600	786326	703659
2018-19	508600	715319	558497
2019-20	508600	933334	883687
2020-21	508600	648840	692014

2021-22	488840	810584	828023
2022-23	498360	903985	912512
2023-24	498360	460757	1002119
2024-25	489670	489670	

Additionally, revenue generated at Harlow does not appear to be reflected in the report. Some entries, such as cell H58 (\$139) and cell H61 (\$29,157) under 2023/24, and column S under 2024/25 in the attached Excel [REDACTED] Clarification on these would be much appreciated.

I would also like to raise the ongoing delay in the 2023/24 audit. We are still awaiting the going concern assessment from the Finance Office, which was requested in January. Despite repeated follow-ups, there has been little progress, resulting in a delay of over five months and significant concern from the Auditors. I would be very grateful for your support in moving this forward.

Thank you, and best wishes,

Jingjing

From: Anik, Masfiqur Rahman <mra200@mun.ca>
Date: Tuesday, 6 May 2025 at 17:19
To: Garrett Doyle <[REDACTED]> s. 40 (1)
Cc: Xu, Jingjing <jingjingx@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>, Amy M Warren <awarren@mun.ca>, [REDACTED]
Subject: Re: Harlow Campus – April 2025 Update Report

Hello jingjing,

Thanks for the email. I second Garrett comment on the revenue and budget discrepancies that you have identified, it will be great to get a definitive answer on this.

Thanks.

Regards,

Anik

On Tue, May 6, 2025 at 4:59 PM Garrett Doyle <[REDACTED] s. 40 (1)> wrote:

Thank you Jingjing

Thank you for the information and the update on the repairs. [REDACTED] s. 29 (1)(a)

Best regards

Garrett

On Thu, May 1, 2025 at 11:44 PM Xu, Jingjing <jingjingx@mun.ca> wrote:

Dear Dr. Lokash and Members of the Harlow Board,

Please find attached the latest update report on Harlow Campus activities and developments since our March meeting.

The report covers recent programme updates, the Cabot House incident, budget planning progress, and financial matters requiring clarification. I would welcome any guidance you may have, particularly on the points noted under the audit and cumulative deficit sections.

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

Best regards,

||| Jingjing

Fitzgerald, Renee

From: Brown, Margot <mbrown@mun.ca>
Sent: Tuesday, August 19, 2025 12:22 PM
To: Lokash, Jennifer; Morrison, Janet
Cc: Millan, Roxanne
Subject: Harlow leadership

Importance: High

We need to come to a conclusion about plans for Harlow Leadership post September 15th.

Roxanne and I were working with an HR consultant (Noreen O'Prey) who we have worked with previously and knows Harlow well. We were engaging her to assist with recruiting a general manager for a 6 – 12 month contract.

s. 29 (1)(a)

[REDACTED]

[REDACTED] In the 2025-26 budget forecast Jingjing has indicated that there will be accommodation and events rentals every month. It isn't clear what type of support is going to be needed for these (Faculty will have certain expectations on level of support from the general office).

[REDACTED]

Any further thoughts folks?

s. 29 (1)(a)

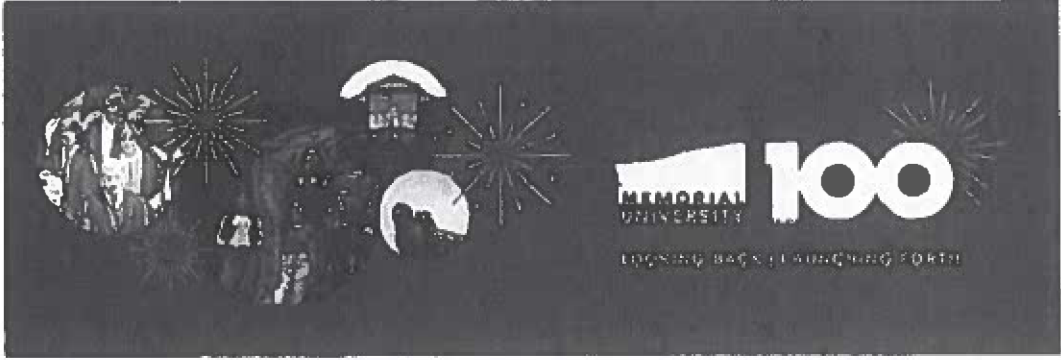
In the meantime, we need to move on whatever is going to be done quickly.

Margot Brown, MBA (she/her)
 Executive Director, Office of the President
 Memorial University of Newfoundland
 AA2028, Arts and Administration Building
 230 Elizabeth Avenue
 St. John's, NL A1C 5S7

mbrown@mun.ca
 709-864-8216 (office)
 [REDACTED] (mobile)

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



Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Thursday, August 28, 2025 1:00 PM
To: Fitzgerald, Renee
Subject: Re: Auditor Proposal for 2024/25 Audit

Please ask Trudy and Jennifer for feedback. Thx.

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From: Fitzgerald, Renee <reneef@mun.ca>
Date: Thursday, August 28, 2025 at 11:22 AM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: FW: Auditor Proposal for 2024/25 Audit

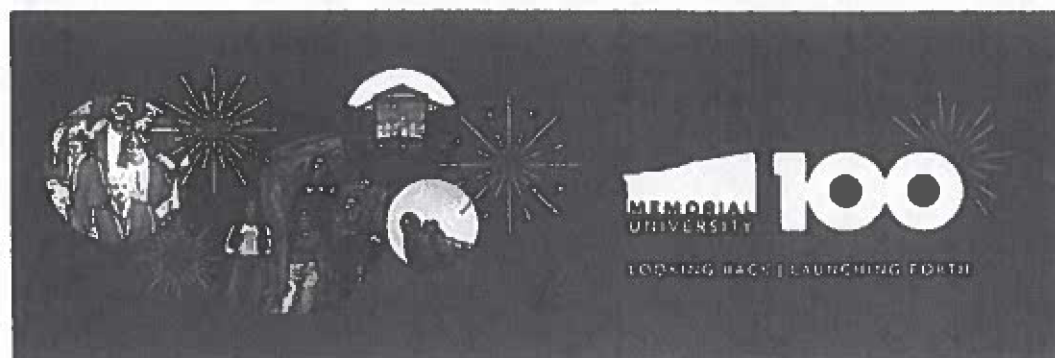
Hi Janet – Please see below. Would you like to offer your feedback on this or would you like this added to the agenda for your discussion with Jennifer on Friday?

Renee

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



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: Xu, Jingjing <jingjingx@mun.ca>
Sent: Wednesday, August 27, 2025 6:17 PM
To: President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Garrett Doyle
[REDACTED]; Anik, Masfiqur Rahman <mra200@mun.ca>; Sara Leslie Ann Inkpen

s. 40 (1)

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

IAP Office

Fitzgerald, Renee

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Tuesday, September 2, 2025 9:49 AM
To: Morrison, Janet; Lokash, Jennifer; Brown, Margot
Subject: RE: Harlow leadership

Hi everyone,

Looping back on this one. Before I reach out to the Directors inviting representation on the selection committee (Garrett served the last time), I am thinking we should probably update the Directors and the Trustees on the search, especially the duration of the contact. Otherwise, it will raise questions.

Happy to assist with drafting a message, etc.

All the best,
Roxanne

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Tuesday, September 2, 2025 8:47 AM
To: Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow leadership

Good morning Janet,

I've met with Jo Vessey, the UK recruiter we've engaged, and she's actively sourcing candidates for us. She will pre-screen and (hopefully) recommend three candidates for Margot and me to interview next week. I will also ask the Directors of the MUN-UK Board for a representative to serve on the selection committee. We are advertising for a nine-month contract.

We'll also arrange for you and Jennifer to meet with them, so everyone has a chance to connect.

I am thinking we will likely need an interim for a couple of weeks between Jingjing's departure and when the new GM starts.

Let me know if you have any questions.

All the best,
Roxanne

ROXANNE MILLAN, DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

Office of the Provost and Vice-President (Academic)
Memorial University of Newfoundland
St. John's, NL

709-864-8246
rmillan@mun.ca

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, September 2, 2025 8:30:00 AM
To: Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: Re: Harlow leadership

All: hoping for an update on the interim campus leadership plan.

Thanks!
Janet

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From: Lokash, Jennifer <jlokash@mun.ca>
Date: Tuesday, August 19, 2025 at 12:37 PM
To: Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: Re: Harlow leadership

Thanks, Margot. We have asked Jingjing for a list of commitments, and she has indicated she is waiting on a few confirmations but will get this to us by the end of August. I've just messaged her again (and copied you) to reiterate that we need this asap in order to make plans for campus leadership following her departure.

[Redacted]

s. 29 (1)(a)

JL

From: Brown, Margot <mbrown@mun.ca>
Date: Tuesday, August 19, 2025 at 12:22 PM
To: Lokash, Jennifer <jlokash@mun.ca>, Morrison, Janet <jmorrison@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: Harlow leadership

We need to come to a conclusion about plans for Harlow Leadership post September 15th.

Roxanne and I were working with an HR consultant (Noreen O'Prey) who we have worked with previously and knows Harlow well. We were engaging her to assist with recruiting a general manager for a 6 – 12 month contract.

s. 29 (1)(a)

[Redacted]

In the 2025-26 budget forecast Jingjing has indicated that there will be accommodation and events rentals every month. It isn't clear what type of support is going to be needed for these (Faculty will have certain expectations on level of support from the general office).

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

IAP Office

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, September 2, 2025 3:41 PM
To: Brown, Margot
Cc: Tibbo, Carol; Pound-Curtis, Trudy
Subject: Re: Fall and Winter Planning for Harlow Campus

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

Thanks Margot.

In that context, I think we're looking for a 7-9-month contract. In terms of communications, I will brief the Board Chair tomorrow and circle back.

Regards,
JM

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From: Brown, Margot <mbrown@mun.ca>
Date: Tuesday, September 2, 2025 at 9:34 AM
To: Morrison, Janet <jmorrison@mun.ca>, Pound-Curtis, Trudy <h3tpc@mun.ca>
Cc: Tibbo, Carol <ctibbo@mun.ca>
Subject: FW: Fall and Winter Planning for Harlow Campus

FYI

From: Xu, Jingjing <jingjingx@mun.ca>
Sent: Thursday, August 28, 2025 1:44 PM
To: Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Fall and Winter Planning for Harlow Campus

Hi Jennifer,

As exact dates are no longer required, please find below the current estimates for MUN programmes and external use of Harlow Campus. These estimates are based on the information currently available to the Harlow Campus. Any further updates would depend on confirmations from the relevant Faculties and external bookings.

Faulty	Arrival	Departure	Estimate
Education	Sep 2025	Nov 2025	█
Theatre (SJ Campus)	Oct 2025	Nov 2025	29 (including faculty)
Pharmacy	Jan 2026	Feb 2026	█
Business	Jan 2026	April 2026	33 (including faculty)
Education	Jan 2026	March 2026	TBC

s. 40 (1)

Theatre (Grenfell campus)	Feb 2026	April 2026	10 (including faculty)
Visual Arts	April 2026	July 2026	23 (including faculty)
Education	Aug 2026	Nov 2026	TBC

Faculty	Arrival	Departure	Estimate
Internship (Non MUN)	Jun 2025	May 2026	█ s. 40 (1)
Internship (MUN)	Jun 2026	May 2026	█
Engineering Conference	December 2025		TBC
Maths Conference	July 2026		TBC
External bookings continue via external booking platforms or directly with Harlow Campus.			

Kind regards.

Jingjing

From: Lokash, Jennifer <jlokash@mun.ca>
Date: Thursday, 28 August 2025 at 16:22
To: Xu, Jingjing <jingjingx@mun.ca>, Millan, Roxanne <rmillan@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: FW: Fall and Winter Planning for Harlow Campus

Hello again, Jingjing,

I appreciate you might not have full confirmed details, but I would like a list of the commitments (even if tentative) that Harlow Campus has made particularly for academic programming in the coming year. Surely this is readily available information.

Thank you,
Jennifer

From: Xu, Jingjing <jingjingx@mun.ca>
Date: Wednesday, August 20, 2025 at 11:50 AM
To: Lokash, Jennifer <jlokash@mun.ca>, Millan, Roxanne <rmillan@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: Re: Fall and Winter Planning for Harlow Campus

Hi Jennifer,

Thank you for clarifying the purpose of the information you require.

As mentioned previously, we are currently awaiting confirmation from the relevant Faculties regarding their planned dates of arrival and departure. Once we have received their responses, we will provide a detailed update. Regarding commercial bookings, whether made directly with us or through platforms, these are usually confirmed only a few days or weeks before arrival. As such, we are not able to provide firm dates or numbers at this time.

I hope this clarifies the current status. Please rest assured that we are sharing information as soon as it becomes available.

Best regards,

Jingjing

From: Lokash,Jennifer <jlokash@mun.ca>
Date: Tuesday, 19 August 2025 at 15:56
To: Xu, Jingjing <jingjingx@mun.ca>, Millan, Roxanne <rmillan@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: Re: Fall and Winter Planning for Harlow Campus

Hi Jingjing,

It will be helpful for us to receive a list of commitments as soon as possible, as we are trying to determine the best leadership structure for the campus following your departure.

Many thanks,
Jennifer

From: Xu, Jingjing <jingjingx@mun.ca>
Date: Thursday, August 14, 2025 at 12:05 PM
To: Millan, Roxanne <rmillan@mun.ca>
Cc: Lokash,Jennifer <jlokash@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>
Subject: Re: Fall and Winter Planning for Harlow Campus

Hi Roxanne,

Thank you for your email. Would it be alright if I got back to you with the details toward the end of August? We are currently awaiting confirmation from our regular groups (e.g., Education, Business, Theatre) regarding their planned dates of arrival and departure. Once we have heard back from them, I will provide you with a detailed update.

Best wishes,

Jingjing

From: Millan, Roxanne <rmillan@mun.ca>
Date: Thursday, 14 August 2025 at 15:18
To: Xu, Jingjing <jingjingx@mun.ca>
Cc: Lokash, Jennifer <ilokash@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>
Subject: Fall and Winter Planning for Harlow Campus

Good afternoon Jingjing,

I hope things are going well [REDACTED] s. 40 (1)

As you may know, Jennifer returned to the Provostial role this week, and we've been asked to prepare an update for the Board of Regents ahead of its meeting in early October.

Jennifer has requested a list of major activities scheduled at the Harlow Campus for Fall 2025 and Winter 2026. This will also be helpful as we begin planning the search for your successor.

From our conversation last week, I understand that Jamie Skidmore's program will be offered this Fall, with students on campus during October and November. Could you please confirm the exact dates and the number of students expected?

You also mentioned commercial rentals—could you provide details on the number of contracts and the dates for both Fall and Winter?

Additionally, I understand that Business and Theatre will be using the campus in Winter. If you could include those activities with dates and student numbers, that would be very helpful for planning purposes.

On a separate note, the wire transfer to the Harlow Bank Account to reimburse for accounting services is in progress, so you should receive those funds within the next few days.

Thanks again, and I look forward to hearing from you.
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/>

Fitzgerald, Renee

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: Sunday, September 7, 2025 9:35 AM
To: Morrison, Janet; Lokash, Jennifer; Millan, Roxanne; Tibbo, Caro
Subject: Fw: Budgetary waste at Harlow campus

FYI

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From: [REDACTED] s. 40 (1)
Sent: Sunday, September 7, 2025 8:02 AM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: Budgetary waste at Harlow campus

Dear Trudy Pound-Curtis,
You are among those tasked with solving budgetary inefficiency in MUN so I would like to **anonymously and discreetly forward you an interesting story I heard** s. 40 (1)

[REDACTED]

I don't know more than this outline but it seems like a substantial waste of funds that MUN cannot afford, needlessly spent [REDACTED] s. 40 (1)

I hope that this information may give you a way to save funds for good and needed employees whose salaries and positions may be threatened by the budgetary difficulties.
Sincerely,
Anonymous

Fitzgerald, Renee

From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Monday, September 22, 2025 12:43 PM
To: Morrison, Janet
Subject: FW: Itin and Inv/MORRISON/JANET KATHLEEN DR/11NOV/YYT

Hi Janet. Please see below options for flights to/from Harlow. Noting that the first option (which is better for the arrival time to Harlow to attend the 10:00 am Board meeting) does work better for arrival to Heathrow BUT it means you will have to leave the Summit meetings early which would be the Program and conclusion part of the summit which was running from 2:45-4:15 on November 12.

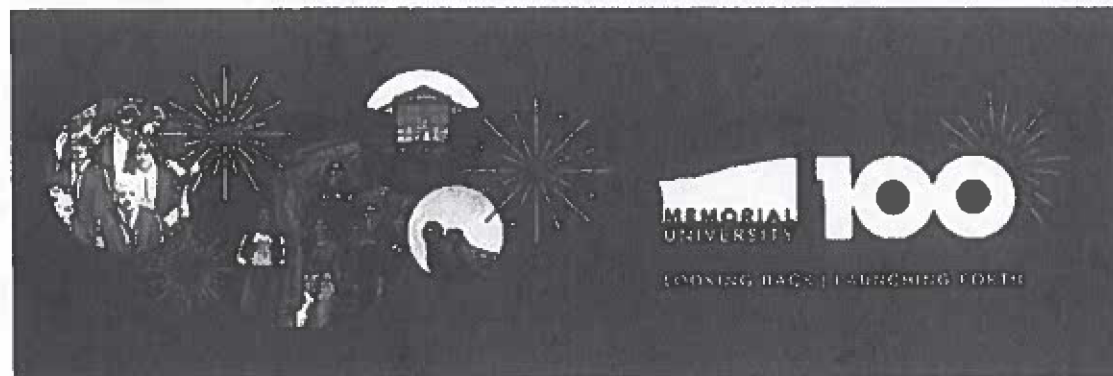
Thoughts?

Renee

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



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: Crosbie Place <crosbieplace@legrowstravel.ca>
Sent: Monday, September 22, 2025 12:31 PM
To: Fitzgerald, Renee <reneef@mun.ca>
Subject: RE: Itin and Inv/MORRISON/JANET KATHLEEN DR/11NOV/YYT

Good afternoon,
 Here are some flight options. I will have to send to Air Canada rates for a price

Flight Option 1	From - To	Date	Hour Depart-Arrive	Airline	Stops	Cabin Bag	Flight #
-----------------	-----------	------	--------------------	---------	-------	-----------	----------

Total elapsed time: 10h 10m 981.97CAD	Ottawa McDonald Cartier Intl / Montreal Pierre Elliott Trudeau Intl Arpt	Wed 12 November	16:00-16:44 Duration: 44m	Air Canada - Operated By: AIR CANADA EXPRESS - JAZZ	0	Economy (V) 1 bag	8014
	Montreal Pierre Elliott Trudeau Intl Arpt / London Heathrow	Wed 12 November	19:10-Thu 13 Nov 07:10 Duration: 7h	Air Canada	0	Economy (V) 1 bag	864
Air Canada Standard		Total Fare: 981.97 CAD					
Flex		Total Fare: 1081.97 CAD					
Comfort		Total Fare: 1186.97 CAD					
Premium Economy Lowest		Total Fare: 1848.97 CAD					
Premium Economy Flexible		Total Fare: 2373.97 CAD					
Latitude		Total Fare: 2676.97 CAD					
Business Flexible		Total Fare: 7992.47 CAD					

Flight Option 2	From - To	Date	Hour Depart-Arrive	Airline	Stops	Cabin Bag	Flight #
Total elapsed time: 10h 55m 991.01CAD	Ottawa McDonald Cartier Intl / Toronto Lester B Pearson Intl	Wed 12 November	19:25-20:46 Duration: 1h 21m	Air Canada	0	Economy (V) 1 bag	465
	Toronto Lester B Pearson Intl / London Heathrow	Wed 12 November	23:00-Thu 13 Nov 11:20 Duration: 7h 20m	Air Canada	0	Economy (V) 1 bag	858
Air Canada Standard		Total Fare: 991.01 CAD					
Flex		Total Fare: 1091.01 CAD					
Comfort		Total Fare: 1196.01 CAD					
Premium Economy Lowest		Total Fare: 1858.01 CAD					
Premium Economy Flexible		Total Fare: 2383.01 CAD					
Latitude		Total Fare: 2686.01 CAD					
Business Flexible		Total Fare: 8001.51 CAD					

Flight Option 3	From - To	Date	Hour Depart-Arrive	Airline	Stops	Cabin Bag	Flight #
Total elapsed time: 13h 43m	London Heathrow / Toronto Lester B Pearson Intl	Sun 16 November	13:00-16:00 Duration: 8h	Air Canada	0	Economy (B) 2 bags	857
	Toronto Lester B Pearson Intl / St Johns Arpt	Sun 16 November	18:35-23:13 Duration: 3h 8m	Air Canada	0	Economy (B) 2 bags	696
3019.04CAD	Air Canada Latitude Total Fare: 3019.04 CAD						
	Premium Economy Flexible Total Fare: 3920.64 CAD						
	Business Flexible Total Fare: 13528.04 CAD						

Flight Option 4	From - To	Date	Hour Depart-Arrive	Airline	Stops	Cabin Bag	Flight #
Total elapsed time: 14h 45m	London Heathrow / Halifax Intl	Sun 16 November	09:00-11:55 Duration: 6h 55m	Air Canada	0	Economy (B) 2 bags	869
	Halifax Intl / St Johns Arpt	Sun 16 November	17:50-20:15 Duration: 1h 55m	Air Canada - Operated By: AIR CANADA EXPRESS - PAL AIRLINES	0	Economy (B) 2 bags	2594
3010.00CAD	Air Canada Latitude Total Fare: 3010.00 CAD						
	Premium Economy Flexible Total Fare: 3911.60 CAD						

Shelby Warren

Branch Manager | Corporate Travel Consultant
LeGrow's Travel/Maritime Travel | Phone: 709.758.3330
20 Crosbie Pl - Government Entity Travel Office
St. John's NL, Canada A1B 3Y8

Effective Dec 11th, the Government of NL and Pal Airlines have initiated a new contract for all new airline tickets. New bookings with changes and cancellations are now subject to change and cancellation fees. LeGrow's Travel will advise the new applicable rules at the time of booking.

From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Monday, September 22, 2025 12:15 PM
To: Crosbie Place <crosbieplace@legrowstravel.ca>
Subject: [EXTERNAL] FW: Itin and Inv/MORRISON/JANET KATHLEEN DR/11NOV/YYT

Good afternoon. Can you please look at the following change option:

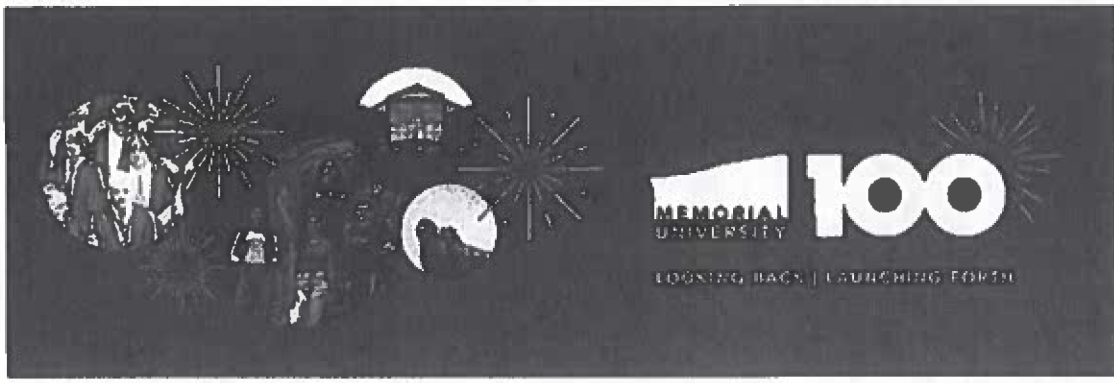
Leave Ottawa on November 12 to fly to Heathrow (evening flight)
Leave Heathrow on November 16th to fly to YYT.

Thanks
Renee

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



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: Crosbie Place <crosbieplace@legrowstravel.ca>
Sent: Monday, September 8, 2025 2:09 PM
To: Fitzgerald, Renee <reneef@mun.ca>
Subject: Itin and Inv/MORRISON/JANET KATHLEEN DR/11NOV/YYT



Dear Dr Janet Kathleen Morrison,

Attached is a copy of your itinerary, electronic ticket and invoice all in one.

Please take a few moments to review all information to ensure the **correct spelling of your name** as per your passport, and that the **dates and times of travel are accurate** and verify by responding to this email. Responding to this email within 24 hours may reduce fees.

Notes

Airline Locator - AC AXJLSW

Seat Selection

Changes and Cancellations

Please refer to your attached itinerary for full details on your ticket penalties; or contact me if you have any questions.

Documents Required for Travel

Valid Government issued photo ID is required at check in along with the attached electronic ticket.

Baggage

Size/weight restrictions for checked and carry-on baggage varies by airline. Please check with the airline directly, or ask me for details.

The airline allows free baggage. Additional baggage fees apply. Please see your airline's website for full details on weight, size and piece allowance.

Online Check In Option

24 hours prior to departure, you may do web-check in (pre-select seats if needed and print boarding passes). You can do this by accessing the airlines website through the link on your attached statement. Be sure to make note of your airline's cut-off times for baggage drop-off and arrival at the departure gate. Please note that if you arrive after the airline cut-off times, you may be denied boarding and rebooking charges will apply.

Airport Check in (Recommended Guidelines)

If for some reason you are unable to check with your airline through their online check in process, we recommend arriving at least 2 hours prior to your flight to ensure a smooth airport experience. Please check your airlines website or app for their cut off times for baggage drop off and arrival at the departure gate. Please note that if you arrive after the airline cut off times, you may be denied boarding and rebooking charges will apply.

Airline App

Make sure to download the airline's app to your mobile device in order to get up to date alerts on your upcoming flights. Many airlines offer additional services such as check-in, in-flight entertainment, Wi-Fi, and texting.

Travel Advisories

The Government of Canada, through the Consular Affairs branch, is your best source for information on: Potential problems at your destination, Country Travel Reports, Travel Advisories, Location of Canadian Government offices abroad. **[Click here for more information.](#)**

Traveling outside Canada? Registration of Canadians Abroad is a free service that allows the Government of Canada to notify you in case of an emergency abroad or a personal emergency at home. The service also enables you to receive important information before or during a natural disaster or civil unrest. Click this link to register. <https://travel.gc.ca/travelling/registration>

Health

Learn more about travel health risks and how to protect yourself while traveling internationally. Please review the most recent Notices from the Public Health Agency of Canada: [Click here for more information.](#)

For Emergency Travel Service

For Canada & USA: Please call 1-888-551-1181 or 902-423-3806

Outside Canada & USA: Please call collect 902-423-3806

Or email afterhours@maritimetravel.ca

It is my pleasure taking care of your travel needs! Have a safe and pleasant journey!

Shelby Warren

Branch Manager | Corporate Travel Consultant
LeGrow`s Travel/Maritime Travel | **Phone: 709.758.3330**
Government Entity Travel Office

St. John`s NL , Canada

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We appreciate your business!

Please be cautious

This email was sent from outside of the Maritime Travel organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Saturday, September 27, 2025 4:22 PM
To: Lokash, Jennifer; Brown, Margot; Millan, Roxanne; Vice-President (Academic)
Subject: Re: Message for MUN/UK Board members and Harlow Trust trustees

Thanks all and apologies for the delay. Minor edits are below (please note the space for inserting a date by which an interest in participating on the hiring panel is required).

Happy to co-sign or Jennifer can sign but (in the body of the letter) signal my support. Whatever you'd prefer ...

Thanks again,
 JM

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

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

s. 29 (1)(a)

As a result, the campus still requires an unsustainable level of financial and human resources from the Provost's portfolio.

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

The process to fill this vacancy is underway with support from an HR recruitment firm in the UK. Candidates will be interviewed late next week and we would welcome the inclusion of a representative from either the Board or the Trust on the interview panel. Please let us know by {date} if you are interested in participating.

The Harlow Campus is currently hosting ^{s. 40 (1)} students from the Faculty of Education and day-to-day operations are being overseen by Roxanne Millan, Director of Resource Allocation and Planning in the Office of the Provost. She is supported in the UK by HR Consultant Noreen O'Prey and Finance Consultant Vicky Kong.

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

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

Signature

Dr. Jennifer Lokash
Provost and Vice-President (Academic)
Public Orator
Memorial University
Newfoundland and Labrador's University
St. John's, NL, Canada A1C 5S7
Tel: 709-864-8212
Email: jlokash@mun.ca

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

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, September 30, 2025 1:22 PM
To: Lokash, Jennifer
Cc: Brown, Margot; Pound-Curtis, Trudy
Subject: FW: Harlow Interim Leadership

s. 29 (1)(a)

Jennifer: per the emails below, [REDACTED]

Thx,
JM

s. 29 (1)(a)

[REDACTED]

Get Outlook for Mac

From: Garrett Doyle [REDACTED]
Date: Tuesday, September 30, 2025 at 6:52 AM
To: Jayne Platt [REDACTED]
Cc: Gary Salisbury [REDACTED], Vice-President (Academic) <vpacad@mun.ca>, mra200@mun.ca <mra200@mun.ca>, [REDACTED], Browne, Lisa <lisa.browne@mun.ca>, [REDACTED], Lokash, Jennifer <jlokash@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, President, The <munpres@mun.ca>, Millan, Roxanne <rmillan@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Interim Leadership

s. 40 (1)

Hello Jennifer and All

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

I am also very concerned that there may be a health and safety issue at Harlow that the directors have not been made aware of, [REDACTED] Please can we have details.

s. 29 (1)(a)

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

Fitzgerald, Renee

From: Gaynor Heeson [REDACTED] s. 40 (1)
Sent: Thursday, October 2, 2025 7:09 AM
To: jmorrison@mun.ca; Fitzgerald, Renee
Cc: Garrett Doyle
Subject: Fwd: Limited access to email - Travelling Re: Harlow Interim Leadership

Hi Janet,

I can assist in scheduling a meet with Garrett.

Do you have any details of your November UK trip? I can try to find a good location for you and date.

Best wishes,
Gaynor

----- Forwarded message -----

From: Garrett Doyle [REDACTED] s. 40 (1)
Date: Thu, Oct 2, 2025 at 10:36 AM
Subject: Fwd: Limited access to email - Travelling Re: Harlow Interim Leadership
To: Gaynor Heeson [REDACTED] s. 40 (1)

----- Forwarded message -----

From: Morrison, Janet <jmorrison@mun.ca>
Date: Wed, Oct 1, 2025 at 8:51 PM
Subject: Re: Limited access to email - Travelling Re: Harlow Interim Leadership
To: Garrett Doyle [REDACTED] s. 40 (1)
Cc: Fitzgerald, Renee <reneef@mun.ca>

Garrett: as I strive to learn more about Memorial and the Harlow Campus specifically, I would appreciate an opportunity to meet with you – either before or during my trip to the UK in November.

If you're agreeable, is there someone my colleague Renee could work with to find a date/time that works for both of us?

Thank you; I'll look forward to talking.

Warm regards,

Janet

Janet Morrison, PhD, ICD.D (she/her)

President & Vice Chancellor

Memorial University

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



Gaynor Heeson
PEOPLE, CULTURE & BUSINESS SUPPORT



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US: +1 (267) 880-2100



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

IAP Office

Fitzgerald, Renee

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Friday, October 3, 2025 12:50 PM
To: Morrison, Janet; Pound-Curtis, Trudy; Brown, Margot
Cc: Lokash, Jennifer
Subject: RE: Revised Presentation
Attachments: APPENDIX A Harlow Enrollments and Costs 10 years.xlsx; Harlow Challenges_GC Presentation_JM_RM.pptx

Revised slide deck attached:

- 1. Data included in the notes section of the slides;
- 2. Deferred maintenance slide revised;
- 3. The spreadsheet used to generate the graphs is also attached.

Happy to make any further changes.

All the best,
Roxanne

From: Millan, Roxanne
Sent: Friday, October 3, 2025 11:54 AM
To: Morrison, Janet <jmorrison@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>; Brown, Margot <mbrown@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>
Subject: RE: Revised Presentation

Thank you Janet. See responses below....

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Friday, October 3, 2025 9:00 AM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Revised Presentation

Trudy, Roxanne, Margot: minor edits are attached but this is excellent — thank you. Just two questions/asks:

1.

[Redacted]

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

[Redacted]

[Redacted]

s. 29 (1)(a)

s. 29 (1)(a)



Updated slides

will follow shortly for your review.

- 2. Can someone please insert (in notes, for my speaking notes only) the precise numbers re enrolment and cost per student?

Yes, I will include those in the slide deck as well (in the notes section).

Revised slides to follow shortly.

Roxanne

Thank you,
Janet

Get Outlook for Mac

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Date: Thursday, October 2, 2025 at 7:59 AM
To: Morrison, Janet <jmorrison@mun.ca>, Millan, Roxanne <rmillan@mun.ca>, Brown, Margot <mbrown@mun.ca>
Subject: Fw: Revised Presentation

Folks

Thanks to Roxanne for pulling this together

Trudy

Get Outlook for iOS

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Thursday, October 2, 2025 7:53 AM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: Revised Presentation

Hi Trudy,

Next iteration....what you think? Happy to make further changes.

If you're okay with this version, I'll send to Meaghan in MarComm.

Roxanne

HARLOW CAMPUS

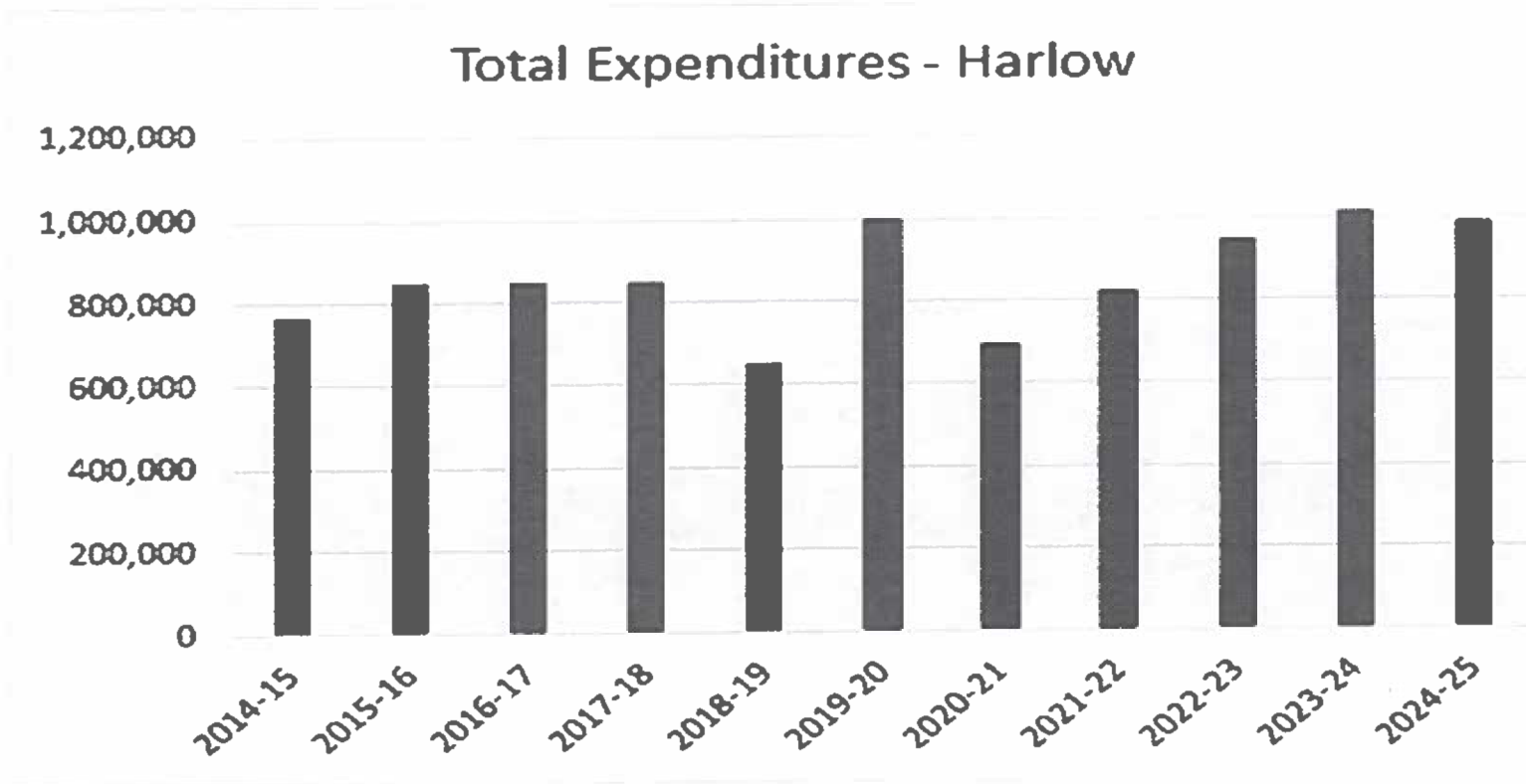
CURRENT CHALLENGES

October 6, 2025

STUDENT MOBILITY

- Harlow Campus is one of several international experiences Memorial offers to students
- Memorial remains committed to international student mobility as a strategy for preparing learners to be engaged, global citizens
- Enrolment at Harlow Campus has decreased significantly over the past decade
- These challenges have made it difficult to sustain the campus in alignment with Memorial's academic mission.

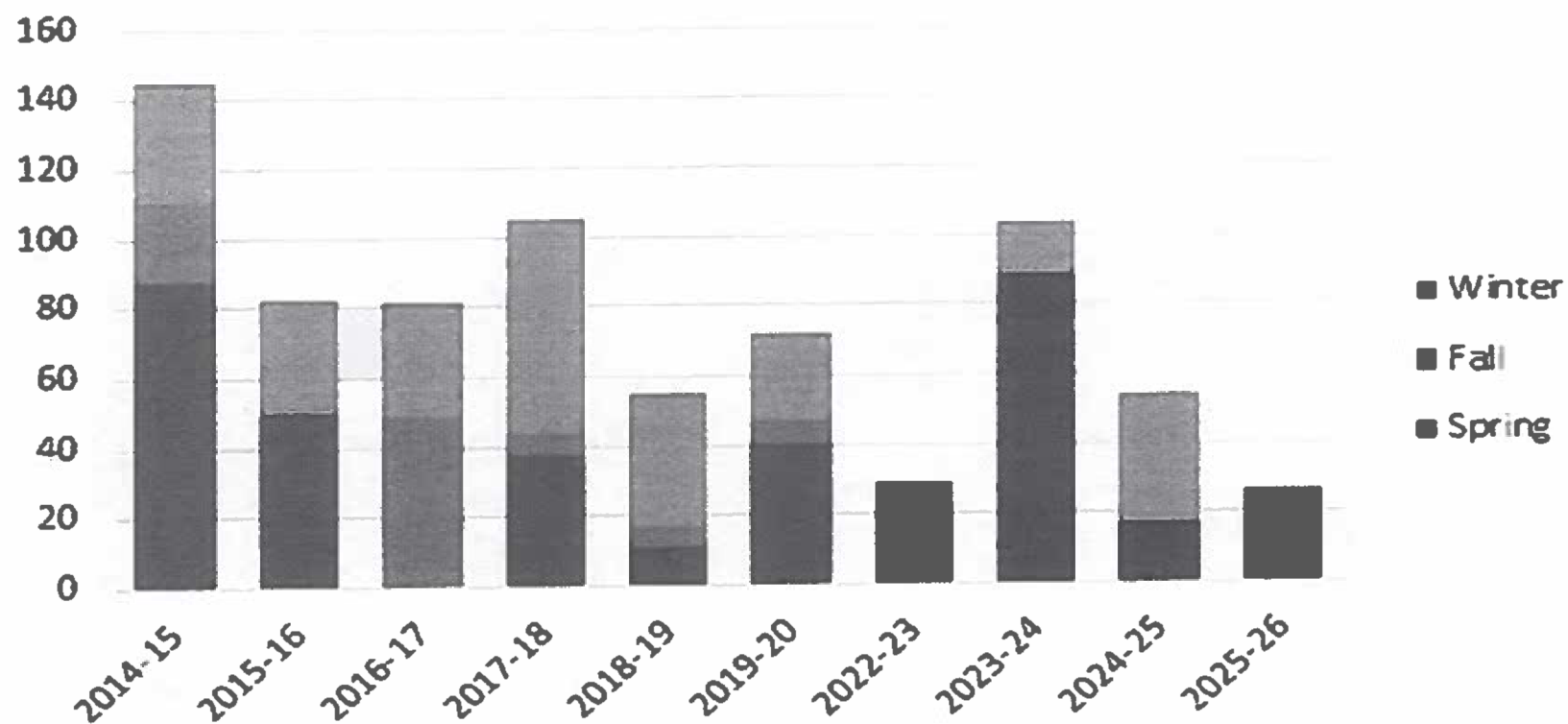
COST TO OPERATING BUDGET HARLOW CAMPUS



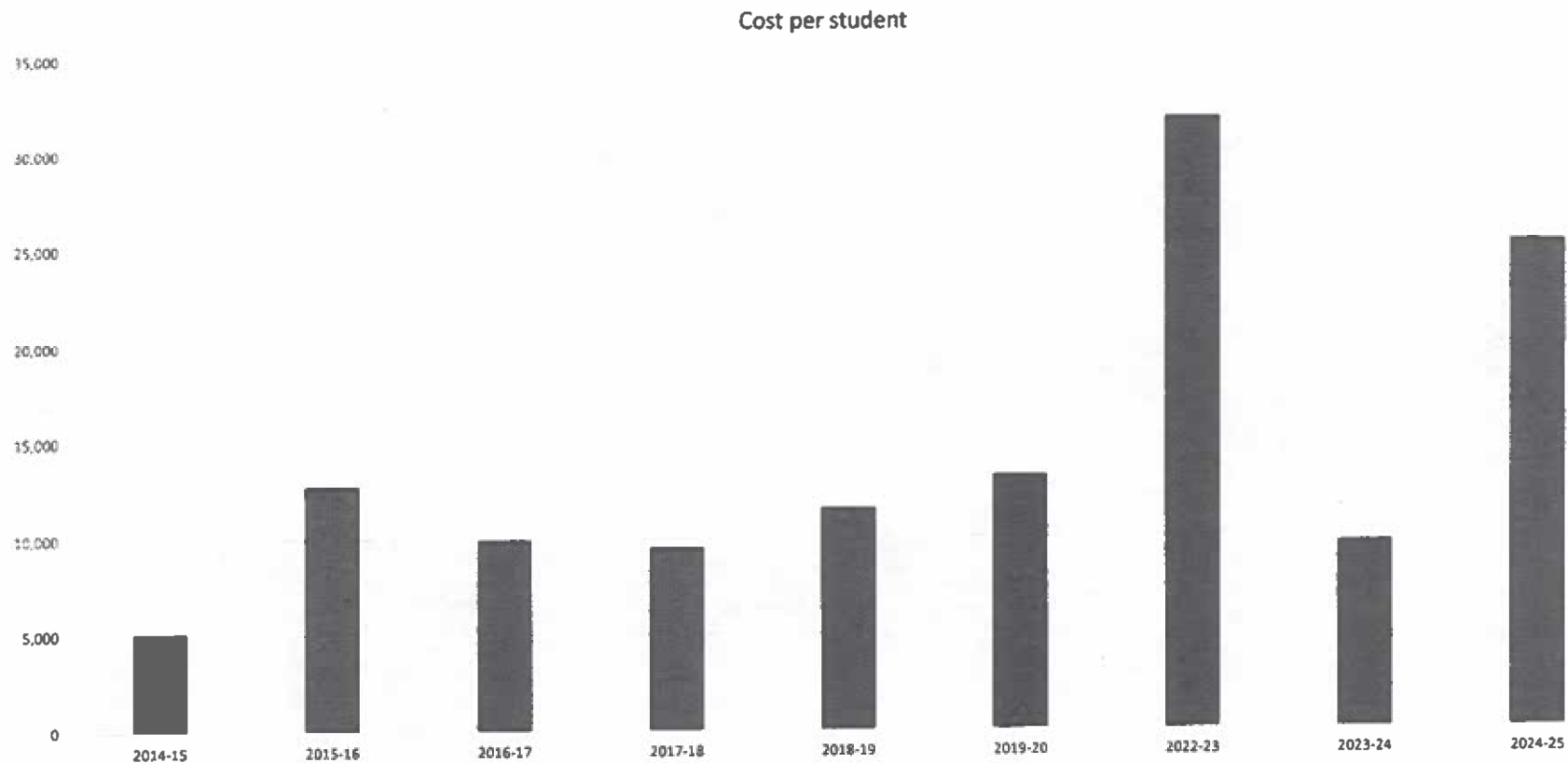
Excludes costs to instructional units for backfill teaching and costs to students

ENROLMENT HARLOW CAMPUS

Harlow Students, by Year and Semester



COST PER STUDENT HARLOW CAMPUS



DEFERRED MAINTENANCE HARLOW CAMPUS

- **Aging Infrastructure:** Several buildings on the Harlow campus date back to the 19th century, requiring substantial investment to meet modern standards.
- **High Cost of Refurbishment:** Due to the unique, historic construction of the buildings, even minor repairs (e.g., window replacements) demand custom solutions—driving up costs significantly.
- **Sustainability Barrier:** The current state of deferred maintenance poses a major obstacle to the long-term sustainability, accessibility and operational viability of the campus.