

Fitzgerald, Renee

From: Browne, Lisa <lisa.browne@mun.ca>
Sent: Tuesday, October 7, 2025 10:02 PM
To: Morrison, Janet; Lokash, Jennifer
Subject: Fw: Harlow Interim Leadership

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From: [REDACTED] s. 40 (1)
Sent: Tuesday, October 7, 2025 5:58 PM
To: 'Robin Swain' [REDACTED]; 'Gary Salisbury' <[REDACTED]>
Cc: 'David Wright' [REDACTED]; Browne, Lisa <lisa.browne@mun.ca>
Subject: RE: FW: Harlow Interim Leadership

Hello Robin

I would suggest that we meet in early November. Phoebe has already sent us all a meeting invite for 3 November at 5pm.

I am having a Zoom meeting with the MUN UK Board on Thursday 9 October at 2pm.

The President is attending the Campus in the autumn. I am awaiting the date and intend to meet with her, and will notify you of that date as soon as I know what it is.

I have heard back with an acknowledgement from Hargreaves Lansdown and have asked Phoebe if there are any further updates from them ahead of calling them.

Kind regards

Jayne

From: Robin Swain <[REDACTED]> s. 40 (1)
Sent: 07 October 2025 21:17
To: Gary Salisbury <[REDACTED]>
Cc: Jayne Platt <[REDACTED]>; David Wright <[REDACTED]>; Browne, Lisa <lisa.browne@mun.ca>
Subject: Re: FW: Harlow Interim Leadership

Hi Gary, all,

Thanks for your emails and sorry for the delay in replying. [Copying in Lisa, who I think wasn't included in Gary's email to the Trustees.]

I was quite surprised and disappointed to read the email from Dr Lokash. I find it odd that MUN's Board of Regents seems to be getting cold feet so early into its '3 year runway plan' to improve the financial sustainability of the Harlow Campus.

It strikes me that possibly the main issue affecting the Harlow Campus over the past few years is the lack of stability - not only in direction, but also staff. The staff turn-over has been far too high in my opinion and has had a detrimental impact on the running of the Campus. We lost [redacted], her replacement [redacted], and [redacted] in fairly rapid succession over the past 2-3 years (by my recollection anyway). Under those circumstances I'm not surprised that the situation with the campus hasn't improved. And for what it's worth, I don't see how hiring a new General Manager on a short term contract will help to improve the situation. s. 40 (1)

I'm also a bit baffled by the reference to 'new revenue streams' as regards Harlow Campus. [redacted] but are any of you aware of what that refers to? This topic has come up several times over the last 10-12 years during my involvement with the Trust. It never really goes anywhere but more importantly, I think it's somewhat of a fool's errand to think the struggling Harlow Campus could somehow offer up new, viable revenue streams. s. 40 (1) s. 29 (1)(a)

Gary and Jayne: thanks for replying to the email chain and expressing your concerns on behalf of the Trust. The fact that neither the MUN UK Board nor the Trustees were informed of the health and safety issues is both shocking and disappointing. I also find it frustrating that, after more than a week, they still haven't clarified those points or adequately responded to Gary's questions.

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

I would hope that MUN's Board would give us plenty of advance notice of any drastic changes to the functioning of the Campus and commitment to the continuing relationship between the Harlow and Newfoundland based campuses. [redacted] s. 29 (1)(a)

I suggest we meet to discuss that issue within the next few weeks. [redacted] s. 40 (1)

Kind regards,
Robin.

Robin Swain, FIA PhD
Tel: [redacted] s. 40 (1)
Email: [redacted] s. 40 (1)

On Tue, 30 Sep 2025, 09:09 Gary Salisbury, [redacted] wrote:

Dear all,

The e-mail from Dr Lokash, seems to indicate an ongoing serious consideration (nay, desire) for the closure of Harlow. A nine-month contract for the new GM is a very good indication of a timeline.

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

With my best wishes to all,

Gary

Gary Salisbury *(he/him/his)*

Bsc (Hons) Est Man. Carbon Literacy Champion
Employer Engagement and Projects Manager



email: [REDACTED] s. 40 (1)

website: www.harlow-college.ac.uk

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Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Thursday, October 9, 2025 7:47 AM
To: Pound-Curtis, Trudy; Brown, Margot; Lokash, Jennifer
Subject: Fw: Introduction. Kirkman Jourdain Ltd to Memorial University of Newfoundland, Canada: re the Harlow Campus.

Trudy, Margot, Jennifer: further to my call with Gary (Harlow/UK Board) yesterday, please see below. I wasn't expecting him to contact or copy Mark but appreciate the outreach. I'm also not sure who Lloyd is?

I'm not sure where Rayna is at with securing an on-site opinion re 'critical' work ... but there may be value in using people Gary has recommended.

Jennifer and/or I will need to circle back to the emails of earlier this week looking for reassurance. I'm suggesting something simple (see draft below).

Let me know what you think.

Thanks,
Janet

Members of the Harlow Board: thank you for your concerns about the state of the campus and safety; to reiterate, we share them.

Please be assured that we are working diligently to get more details about the deferred maintenance work deemed critical. A call with Gary was particularly helpful in terms of identifying local experts. I appreciated his counsel.

My colleagues and I will circle back to you as soon as we know more.

Warm regards,
Janet

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From: Gary Salisbury <[REDACTED]> s. 40 (1)
Sent: Thursday, October 9, 2025 7:19 AM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: [REDACTED]; Nash, Lloyd Patrick <lloyd.nash@mun.ca>
Subject: Introduction. Kirkman Jourdain Ltd to Memorial University of Newfoundland, Canada: re the Harlow Campus.

Dear Janet,

Further to our telephone conversation of yesterday morning, it is my pleasure to write to put you in contact with **Mark Downey MRICS, Managing Director** at Kirman Jourdain, the company I mentioned yesterday, that you may have complete confidence and faith in for any investigation works, remedial and maintenance works at Harlow Campus. As I mentioned, K&J have a wonderful pedigree and work for the University of Hertfordshire, Kings College London and many other well-known organisations in the UK. Mark's mobile number is: +44 7970 712 719.

I confirm that I have also heard from **Lloyd Nash P. Eng, MBA, Director**, from MUN Dept. of Facilities Management, with whom I hope to speak later today. This e-mail will also serve, by way of an introduction of Lloyd to [REDACTED] s. 40 (1)

I am sure that this introduction will assist MUN in your work of the ongoing assessments of the Harlow Campus.

Please do let me know how I may be of any further assistance,

With my best wishes,

Gary

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

☎: [REDACTED] s. 40 (1)
 ✉email: [REDACTED]
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Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Thursday, October 9, 2025 10:30 AM
To: Lokash, Jennifer; Brown, Margot; Pound-Curtis, Trudy
Subject: Re: Introduction. Kirkman Jourdain Ltd to Memorial University of Newfoundland, Canada: re the Harlow Campus.

Yes, I agree 100%. Trudy is coming in today — am hoping we can get a tad more info before I send anything to Gary et al.

Thx,
JM

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From: Lokash, Jennifer <jlokash@mun.ca>
Sent: Thursday, October 9, 2025 8:57:38 AM
To: Brown, Margot <mbrown@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Pound Curtis, Trudy <h3tpc@mun.ca>
Subject: Re: Introduction. Kirkman Jourdain Ltd to Memorial University of Newfoundland, Canada: re the Harlow Campus.

Yes message looks fine, though it would be good if we could explicitly provide some assurance that the students there now and going next week are not unsafe.

JL

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From: Brown, Margot <mbrown@mun.ca>
Sent: Thursday, October 9, 2025 7:55:27 AM
To: Morrison, Janet <jmorrison@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>
Subject: Re: Introduction. Kirkman Jourdain Ltd to Memorial University of Newfoundland, Canada: re the Harlow Campus.

Lloyd is a director in facilities management, he reports to Rayna and is responsible for physical infrastructure. Message looks fine to me.

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From: Morrison, Janet <jmorrison@mun.ca>
Sent: Thursday, October 9, 2025 7:46:38 AM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>; Brown, Margot <mbrown@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>
Subject: Fw: Introduction. Kirkman Jourdain Ltd to Memorial University of Newfoundland, Canada: re the Harlow Campus.

Trudy, Margot, Jennifer: further to my call with Gary (Harlow/UK Board) yesterday, please see below. [REDACTED]

[REDACTED] 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.

IAP Office

Fitzgerald, Renee

From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Monday, October 13, 2025 10:04 AM
To: Morrison, Janet
Cc: Brown, Margot
Subject: Fw: Limited access to email - Travelling Re: Harlow Interim Leadership

Good morning Janet. Please see below request from Harlow. Would you like for me to arrange?

Renee

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From: Gaynor Heeson [REDACTED] s. 40 (1)
Sent: Monday, October 13, 2025 9:29:29 AM
To: Fitzgerald, Renee <reneef@mun.ca>
Subject: Re: Limited access to email - Travelling Re: Harlow Interim Leadership

Hi Renee,

I hope you are well. Do you think Garrett would be able to have an off line discussion with Janet and include Sara Inkpen?

I can give you some available slots for the next couple of weeks.

Thanks
Gaynor

On Mon, Oct 6, 2025 at 11:45 AM Fitzgerald, Renee <reneef@mun.ca> wrote:

Good morning Gaynor. That sounds wonderful. I have it marked for noon on November 14th. I'll reach out for more details when the president's calendar becomes more confirmed.

Thanks

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)
President's Office, Room A-2028

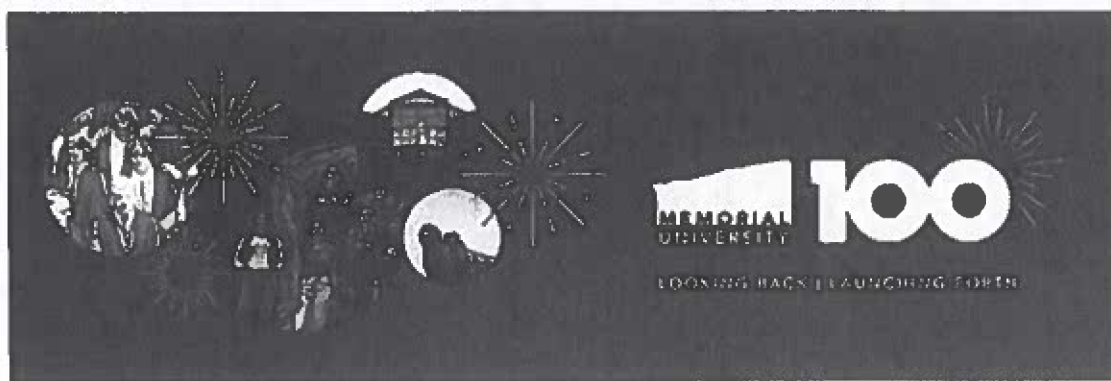
Arts and Administration Building | 230 Elizabeth Avenue

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: Gaynor Heeson <[REDACTED]> s. 40 (1)
Sent: Monday, October 6, 2025 8:08 AM
To: Fitzgerald, Renee <reneef@mun.ca>
Subject: Re: Limited access to email - Travelling Re: Harlow Interim Leadership

Hi,

s. 40 (1)

Garrett would like [REDACTED] on 14th November if you are free?

Thanks

Gaynor

s. 40 (1)

On Thu, Oct 2, 2025 at 12:57 PM Gaynor Heeson <[REDACTED]> wrote:

Hi,

Thanks for your email - let me double check with Garrett and I'll get back to you to firm something up.

Best wishes,

Gaynor

On Thu, Oct 2, 2025 at 12:52 PM Fitzgerald, Renee <reneef@mun.ca> wrote:

Good morning Gaynor,

Currently the plans are to have a Harlow Board meeting on November 13 (with President Morrison attending in person).

We could look at a time to meet while in Harlow or in London (November 14 or November 15)

What would work best for Garrett?

Thank you.

Linda

(for Renee)

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)

President's Office, Room A-2028

Arts and Administration Building | 230 Elizabeth Avenue

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

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Wednesday, October 15, 2025 3:06 PM
To: Osmond, Michelle
Cc: President, The
Subject: FW: Harlow consultations - by end of first week of Nov.

Michelle: I don't have access to these documents through my personal email (jmorrison). Can you please facilitate same?

Thx,
JM

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

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

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

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

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

Thank you in advance,
Michelle

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

Fitzgerald, Renee

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: Thursday, October 16, 2025 5:34 PM
To: Morrison, Janet; Lokash, Jennifer; Millan, Roxanne
Subject: Fw: Harlow Campus short term planning work

Update for you.

All critical issues identified by MUN staff will be addressed before the students arrive on the 18 th. A list of other recommendations has been provided and are not deemed essential before the students arrive.

They are recommending that the electrical panel inspection be moved up to November of this year.

The staff at Harlow have been provided with all the recommendations.

Trudy

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From: Luther, Rayna Jenevieve <rluther@mun.ca>
Sent: Thursday, October 16, 2025 2:41 PM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: FW: Harlow Campus short term planning work

Trudy,

Forwarding you the correspondence below as another update on the Harlow visit.

Rayna

Rayna Luther, P.Eng. | Associate Vice-President (Facilities)

Office of the Associate Vice-President (Facilities)
Room FM2006
Memorial University of Newfoundland
St. John's, Newfoundland, Canada A1C 5S7
T 709 864 2091 | E rluther@mun.ca

From: Nash, Lloyd Patrick <lloyd.nash@mun.ca>
Sent: Thursday, October 16, 2025 9:20 AM
To: Luther, Rayna Jenevieve <rluther@mun.ca>
Subject: FW: Harlow Campus short term planning work

Hi Rayna,

See below. Mike sent an email to Phoebe with all critical items that needed to be addressed soon on campus. The only item that is required to be completed before students arrived on Saturday is the install of battery operated smoke detectors. Phoebe has these ordered and they will be installed before the weekend.

He noted an electrical panel inspection scheduled for next September should be moved to the end of this year and also noted that exit signs should be changed to the running man signs.

Chad sent notes about the other items that were in the VFA report which I will send along later but there is nothing that is critical for students this week.

After talking with Mike and Chad yesterday, they are confident with the smoke detectors put in and after talking with the electrical contractor, everything is okay for this Saturday's arrival.

Thanks,

Lloyd Nash, P. Eng., MBA | Director, Physical Infrastructure & Sustainability

Department of Facilities Management
Memorial University of Newfoundland
St. John's, Newfoundland | A1C 5S7
Facilities Management | Room FM2038B
T 709 864 3582 | E lloyd.nash@mun.ca

www.mun.ca/facilities-management/

From: Harlow Campus <harlow@mun.ca>
Sent: Thursday, October 16, 2025 6:17 AM
To: Foley, Mike <michaelf@mun.ca>
Cc: Ballah, Chad <cballah@mun.ca>; Nash, Lloyd Patrick <lloyd.nash@mun.ca>
Subject: Re: Harlow Campus short term planning work

Good morning Mike,

Thank you for the detailed information.

I can confirm we have ordered battery operated smoke detectors/alarms to cover all of the above stated properties. These are scheduled to arrive tomorrow and will be put up in time for the groups arrival on the 18th October.

I will additionally contact Phillippe and discuss the other points raised and have these actioned accordingly.

We hope you have a safe return home.

Best regards,
Phoebe

From: Foley, Mike <michaelf@mun.ca>
Sent: 15 October 2025 6:45 PM

To: Harlow Campus <harlow@mun.ca>
 Cc: Ballah, Chad <cballah@mun.ca>; Nash, Lloyd Patrick <lloyd.nash@mun.ca>
 Subject: Harlow Campus short term planning work

Good day Phoebe,

As promised, we wanted to provide some guidance and next steps on what the campus can consider doing to prepare for costs associated with future electrical maintenance and upgrades to the campus buildings:

1. After discussion with Phillipe Keck, the electrical contractor that has performed much of the electrical changes to the site, we would recommend requesting Phillipe to provide a quotation to have all existing decal style exit signs removed and replaced with an electrified "running man" style exit sign. I can provide you with our drawing notes to indicate locations of any new signs that do not currently have a decal sign. Note that these signs must be connected to either emergency power or battery back up power. Phillipe is aware of this requirement. This requirement is based on the following and should be verified with the local fire commissioner/chief or authority having jurisdiction (AHJ):

*Dormitories, halls of residence, and other residential-type premises are classified as **sleeping accommodation** under UK fire safety guidance.*

*These have **higher life-risk** because:*

- *Occupants may be asleep or unfamiliar with the building.*
- *Evacuation is slower, especially at night.*
- *Lighting may fail or be dimmed.*

*According to the government's Fire safety risk assessment: sleeping accommodation guide (a companion to the Fire Safety Order 2005), escape routes **must** have:*

"Appropriate and sufficient fire exit signs that are illuminated, either by normal lighting or emergency lighting."

So — non-illuminated decals alone are insufficient.

2. Recommend moving the next planned electrical system inspection date of September, 2026 back to a date between November 2025 and January 2026. This would help provide an update on the health of the electrical system and flag any potential issues that may have arisen since the last inspection. There is a cost associated with this 5 year inspection and should be confirmed with Phillipe before committing to the work.
3. During our inspection, we noted that there are no smoke detectors in the bedrooms of the St. John's Cottage (bedroom 1 & 2). Lizzy provided the manifest of visitors that are arriving on October 18 and noted that faculty are staying at the St. John's Cottage. That said, I recommend that you have battery operated smoke detectors installed in both bedrooms before October 18. These can be sourced through any local hardware store. Once the space becomes vacant, I recommend having the fire alarm contractor install wired (permanent) smoke detectors in the rooms. All bedrooms in The Maltings have smoke detectors and are ok for occupancy, however bedrooms at 44 & 46 Market Street will also require wired smoke detectors as soon as possible. I don't believe 44 & 46 Market Street are needed for the October 18 visit.

MIKE FOLEY, BTech., PTech., PMP, RHFAC | MANAGER, MINOR CAPITAL PROJECTS

Facilities Engineering & Development
Department of Facilities Management
Memorial University of Newfoundland
St. John's, Newfoundland
T (709) 864-6169 | M [REDACTED]

s. 40 (1)

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Fitzgerald, Renee

From: Lokash, Jennifer <jlokash@mun.ca>
Sent: Friday, October 17, 2025 9:49 AM
To: Pound-Curtis, Trudy; Morrison, Janet; Millan, Roxanne
Subject: Re: Harlow Campus short term planning work

This is excellent news. Janet, we have also received a recommendation for the Harlow GM, and Roxanne share a BN with us yesterday. I have reviewed--looks like a good selection, but there is some urgency to nail him down. Perhaps we do one message to the mun/uk board, with the good news on the facilities piece and a request for approval of the candidate? Sara Inkpen, a board member, was involved with the interviews.
JL

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From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: Thursday, October 16, 2025 5:33:59 PM
To: Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
Subject: Fw: Harlow Campus short term planning work

Update for you.

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Trudy

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Sent: Thursday, October 16, 2025 2:41 PM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: FW: Harlow Campus short term planning work

Trudy,

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Rayna

Rayna Luther, P.Eng. | Associate Vice-President (Facilities)

Office of the Associate Vice-President (Facilities)
Room FM2006

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