

Fitzgerald, Renee

From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Tuesday, October 28, 2025 11:18 AM
To: Morrison, Janet
Subject: FW: UK potential meeting list
Attachments: London Constitutents_November 2025.xlsx

Hi Jennifer. Attached is list of people that Alumni put together that I could reach out to for meetings with you while in London. [REDACTED]

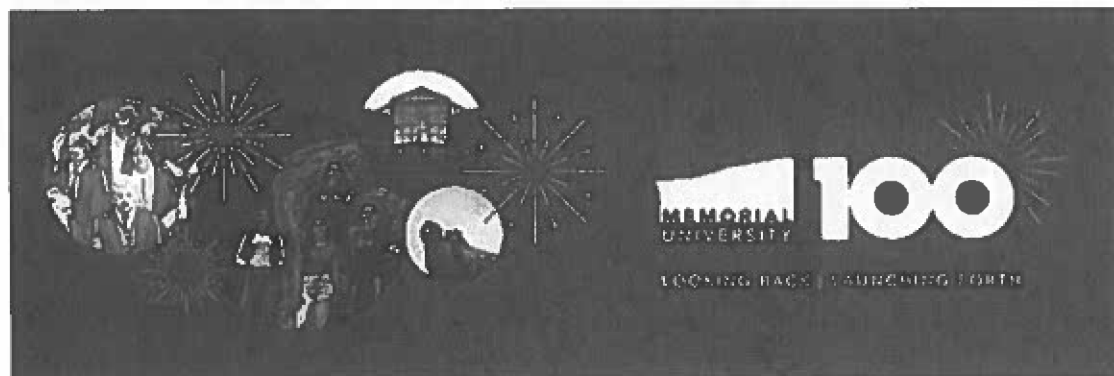
s. 29 (1)(a)

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: O'Neill, Jennifer M. <joneill@mun.ca>
Sent: Tuesday, October 28, 2025 11:12 AM
To: Fitzgerald, Renee <reneef@mun.ca>; President, The <munpres@mun.ca>
Cc: Browne, Lisa <lisa.browne@mun.ca>; Power, Brian <powerb@mun.ca>
Subject: UK potential meeting list

Hi Renee,

Please find attached the list of potential meetings for the president in the UK (along with their contact email). There are also 3 names noted where our office could reach out as we have a good relationship with the alum (please advise if you'd like us to do so and we would copy you in as a part of that).

I will send along the password separately.

Thaks
Jennifer

Jennifer O'Neill MBA, CFRE
She/Her
EXECUTIVE DIRECTOR (INTERIM)
Office of Development and Alumni Engagement
Memorial University

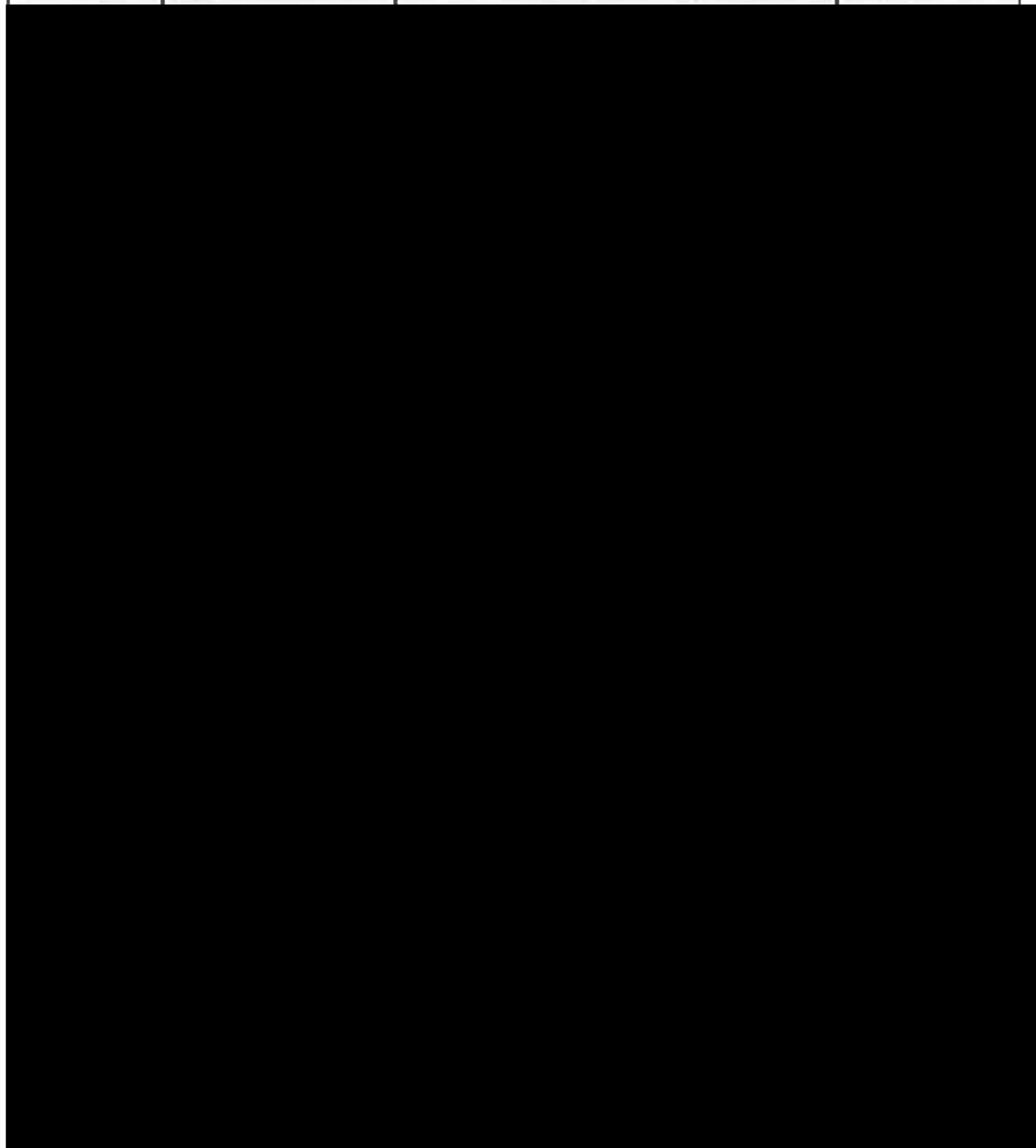
T +1 709 864 3084 M + [REDACTED] s. 40 (1)



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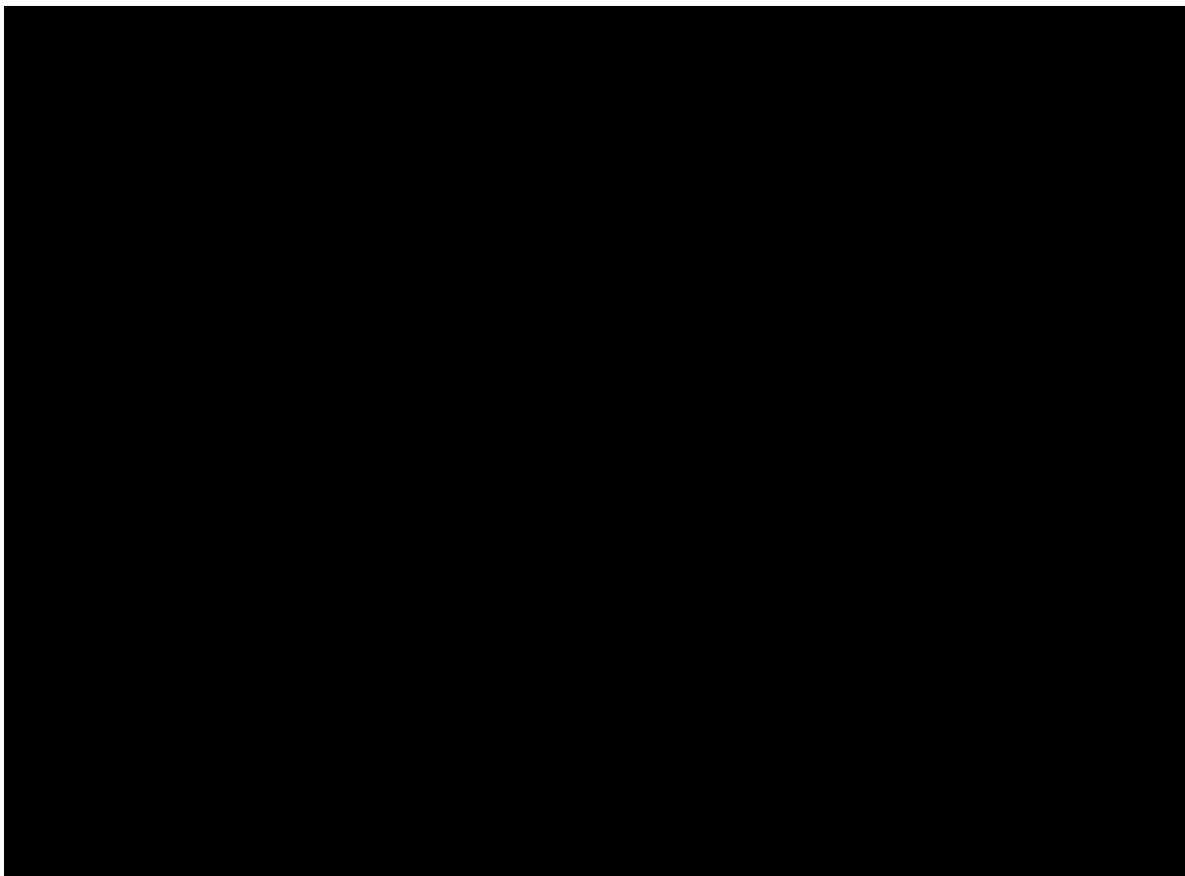
Constituent #	Name	Title, Employer	Lifetime Giving to MUN
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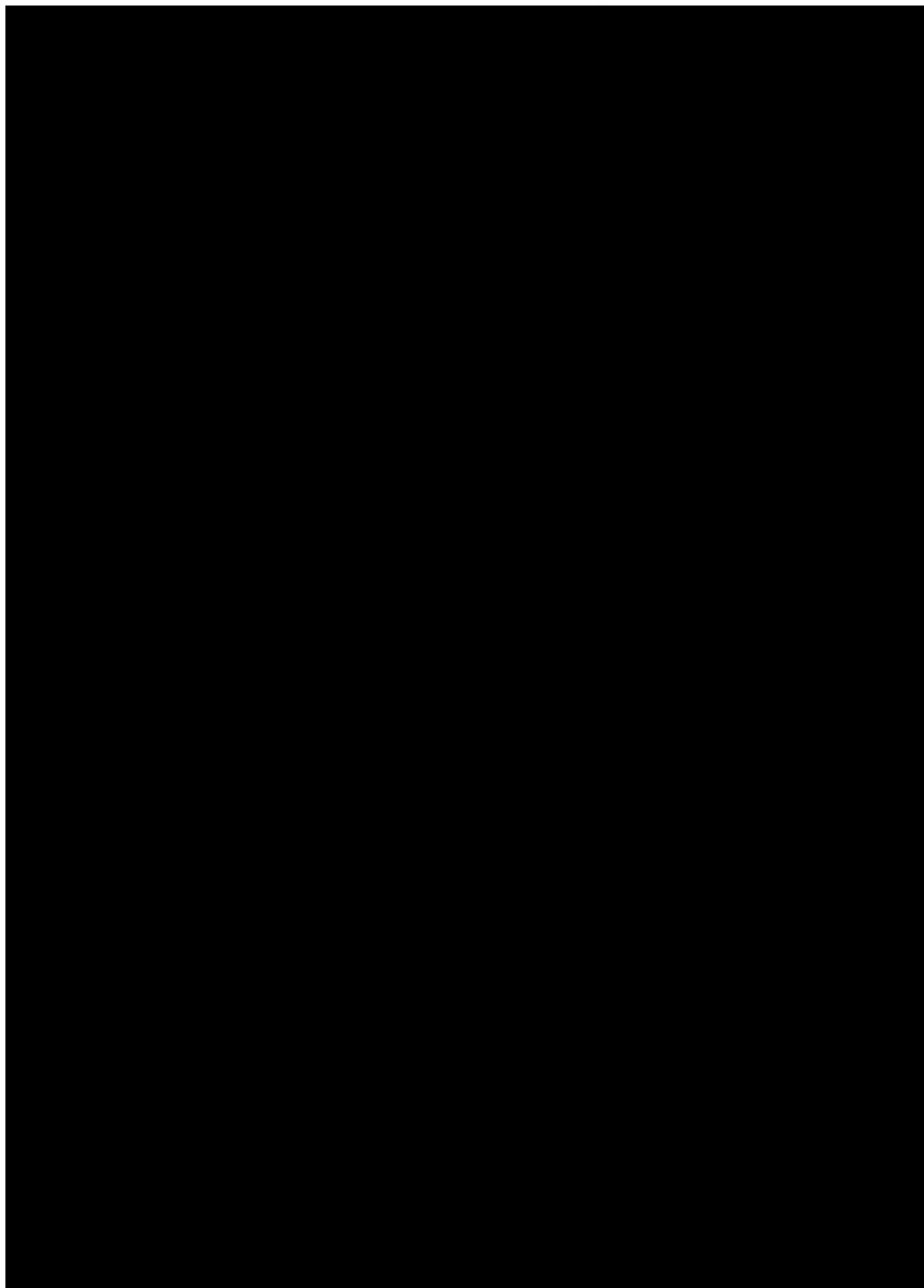
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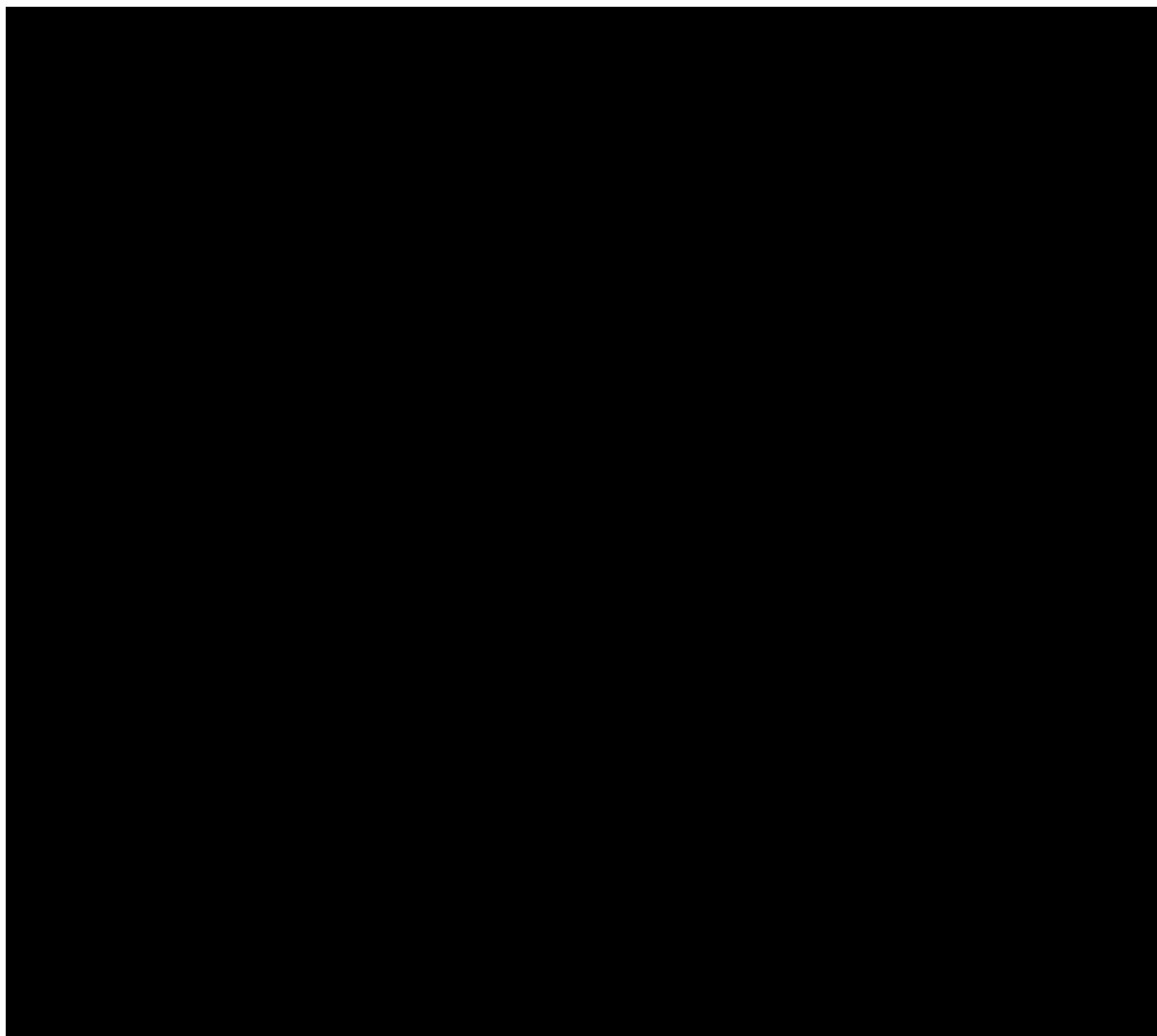
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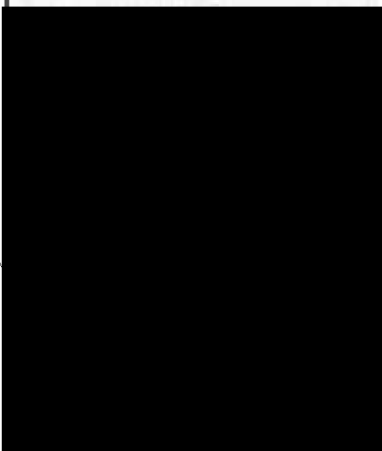
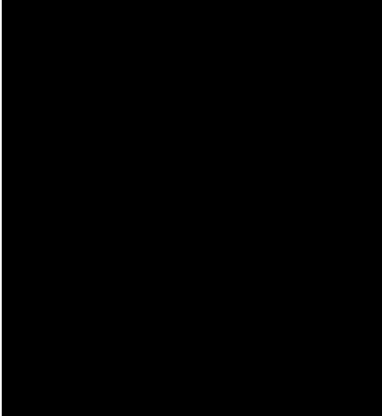
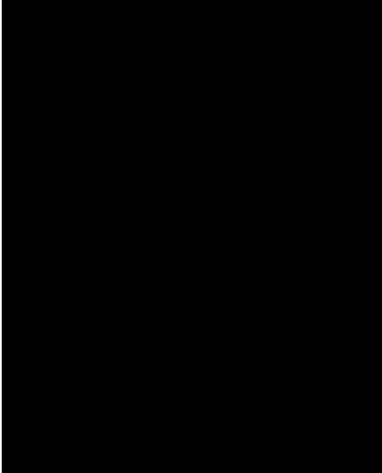
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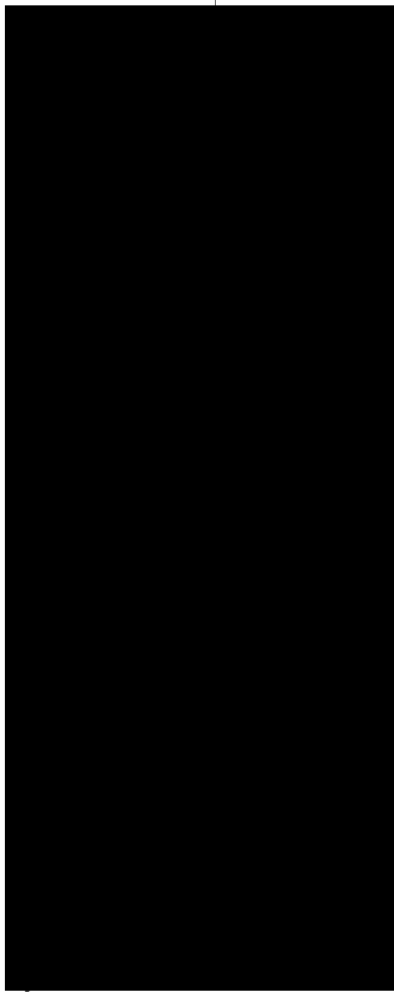
s. 40 (1)

Contact Coordinates	Point of Contact
	President's Office or Lisa Browne
	President's Office
	President's Office

s. 40 (1)

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s. 40 (1)



ODAE team (Lynn Squires) has close conenction and can reach out for meeting if requested.

President's Office

s. 40 (1)

President's Office

ODAE team (Lynn Squires) has close conention and can reach out for meeting if requested.

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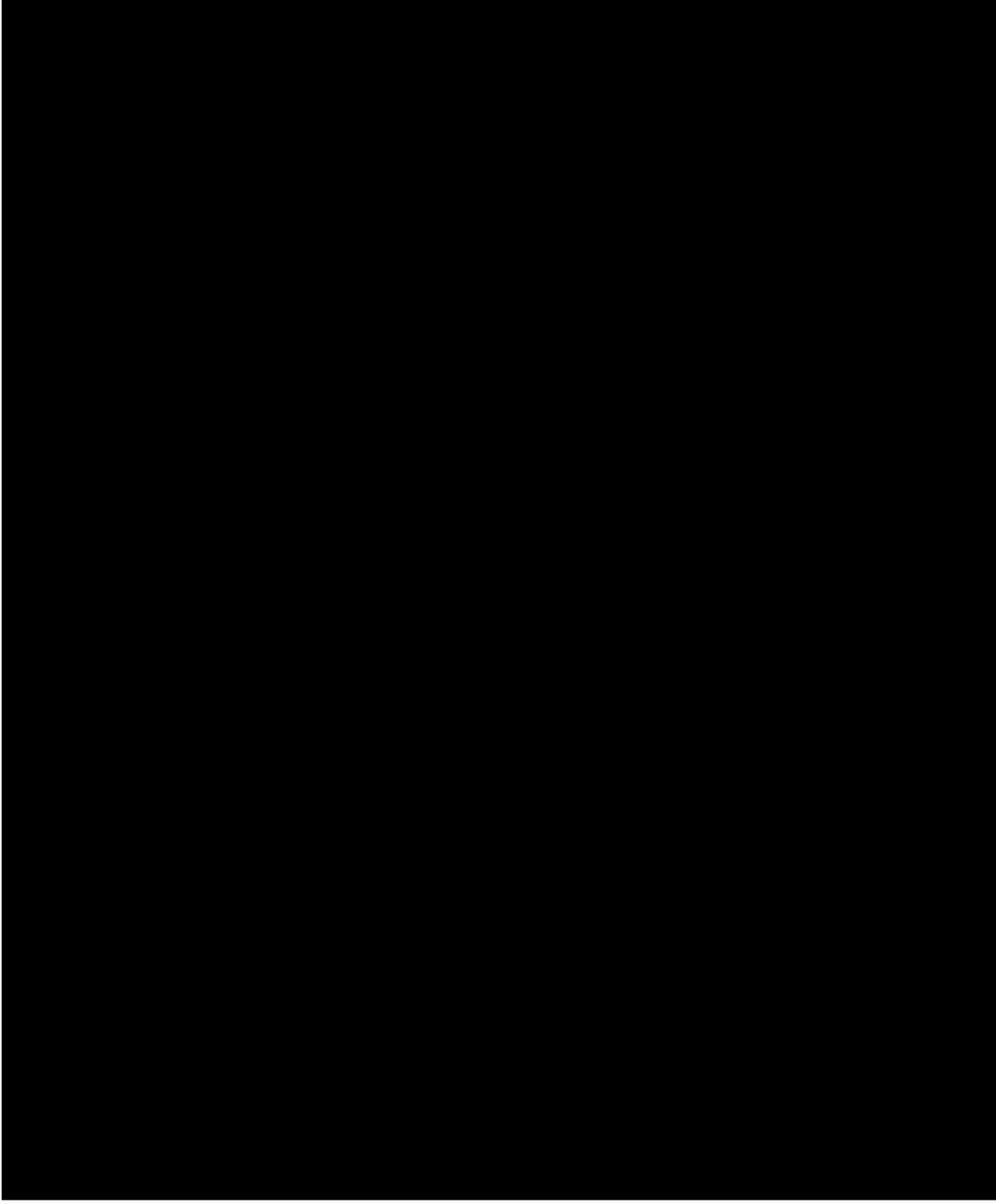
s. 40 (1)



President's Office
President's Office
President's Office

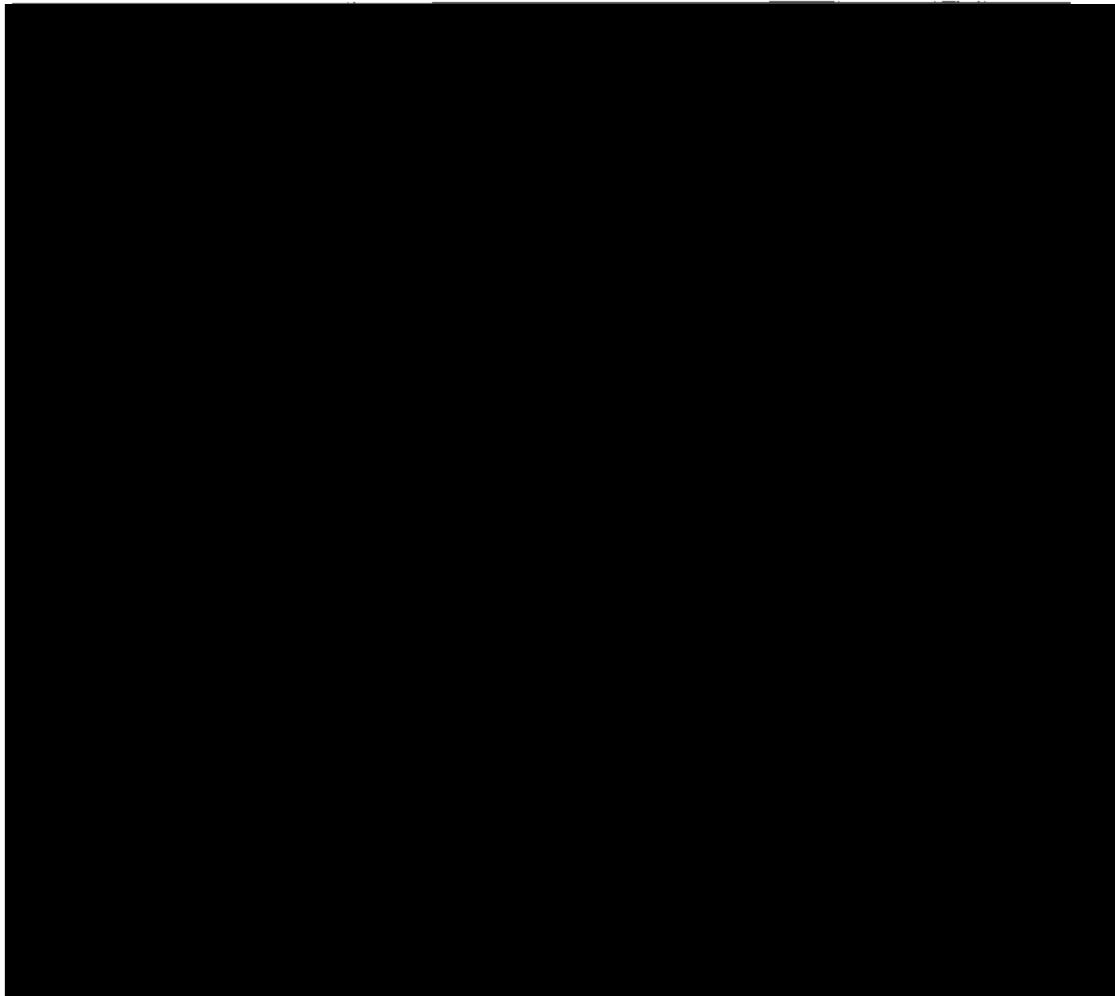
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Notes and Background



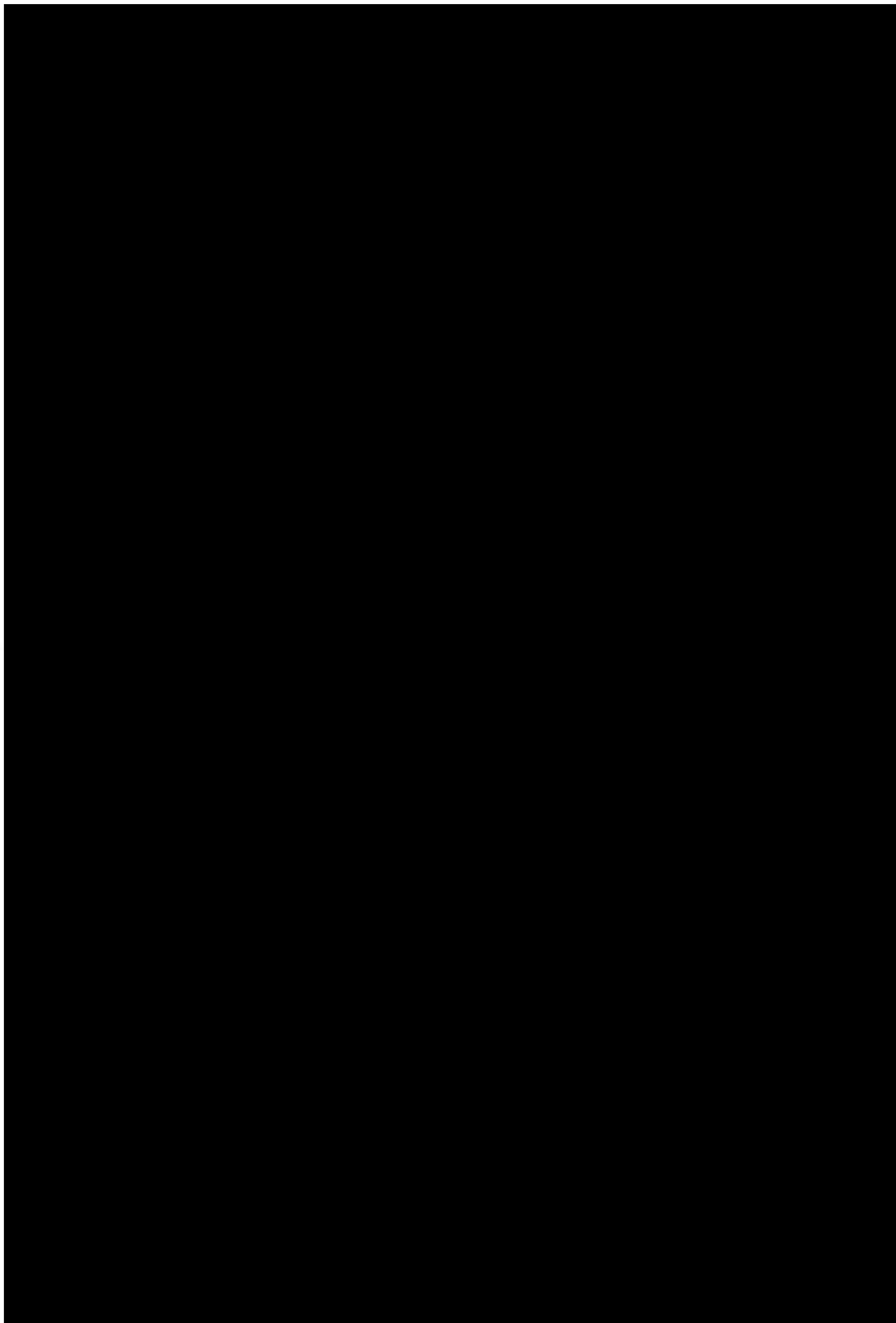
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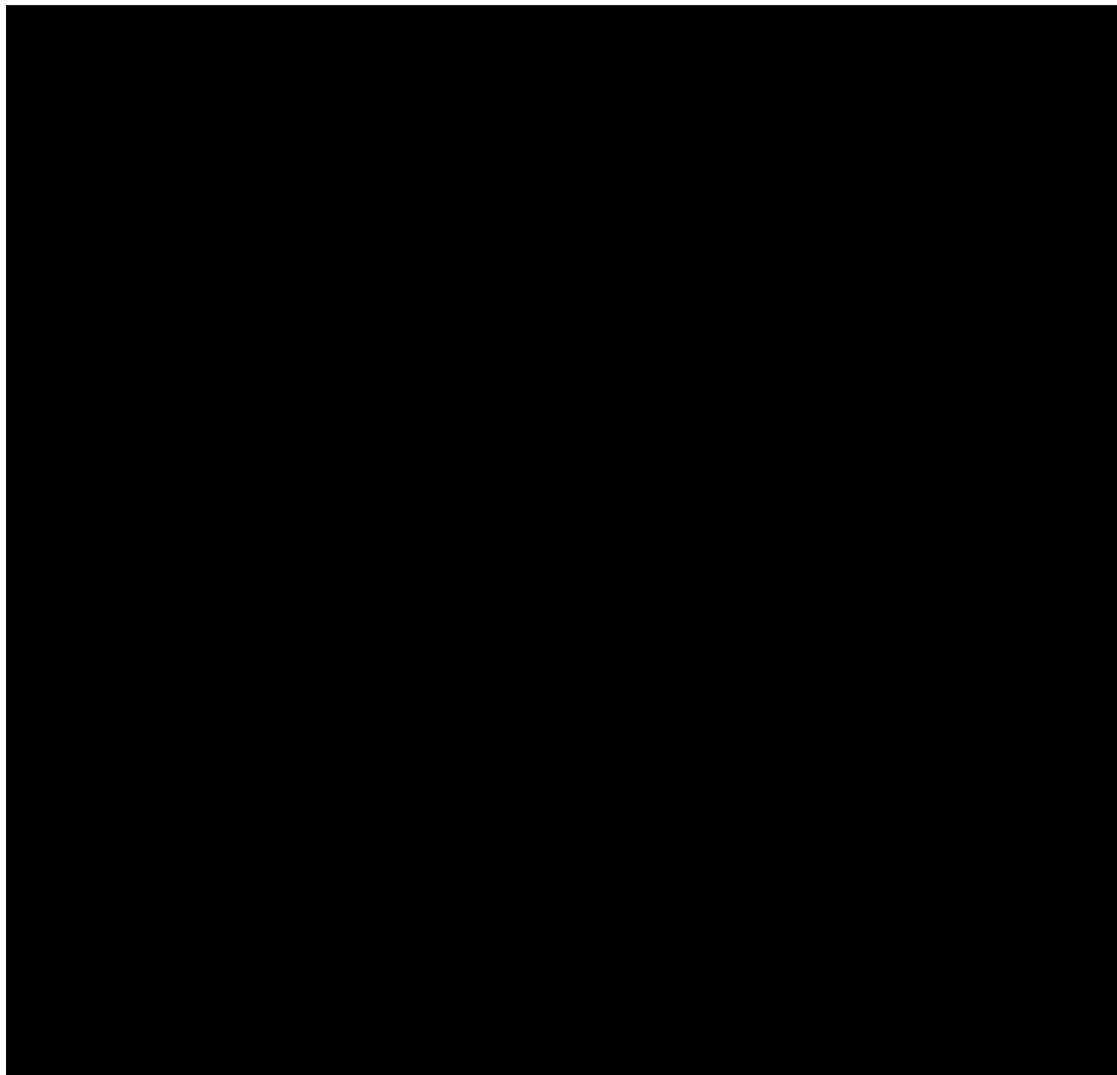
s. 40 (1)

DRAFT COPY



s. 40 (1)

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s. 40 (1)

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, October 28, 2025 4:21 PM
To: Fitzgerald, Renee
Subject: Re: UK potential meeting list

Thanks — no worries! [REDACTED] s. 40 (1)

[REDACTED]

s. 29 (1)(a)

Happy to take counsel.

Thx,
JM

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From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Tuesday, October 28, 2025 10:48:42 AM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: RE: UK potential meeting list

s. 40 (1)

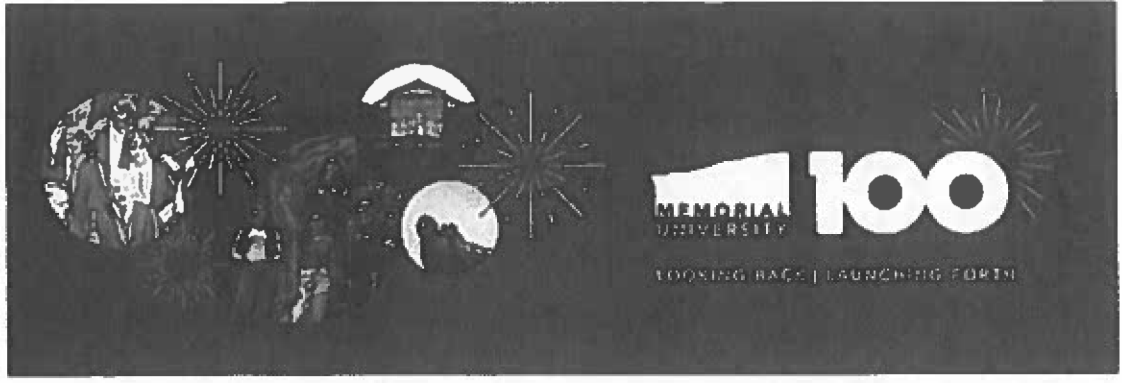
Oops [REDACTED] This is for
you. Jennifer O'Neil sent it.

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: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, October 28, 2025 12:10 PM
To: Fitzgerald, Renee <reneef@mun.ca>
Subject: Re: UK potential meeting list

Sorry — is this for me or for Jennifer?

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From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Tuesday, October 28, 2025 9:47:45 AM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: FW: UK potential meeting list

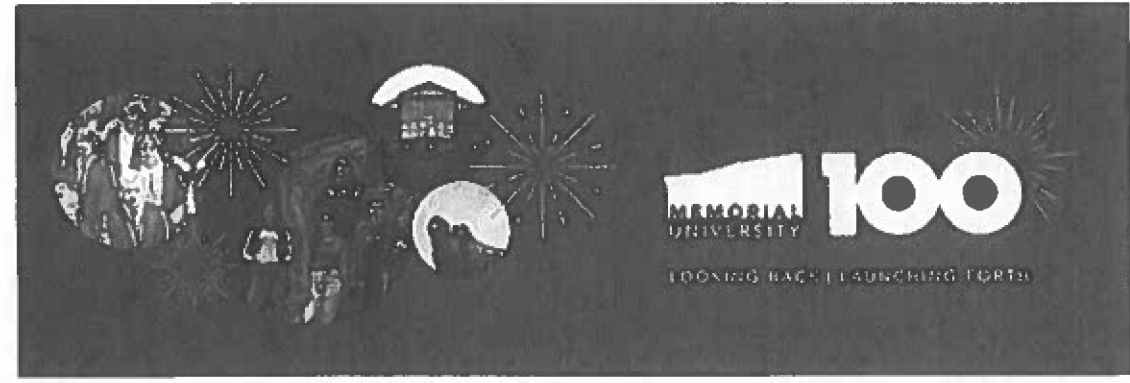
Hi Jennifer. Attached is list of people that Alumni put together that I could reach out to for meetings with you while in London. Is there anyone on this list you have preference to meet with over others?

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



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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.

IAP office

Fitzgerald, Renee

From: Fuhr, Phoebe <pfuhr@mun.ca>
Sent: Friday, October 31, 2025 11:43 AM s. 40 (1)
To: Garrett Doyle; [REDACTED] Morrison, Janet
Subject: Harlow Scholarship Trust Meeting
Attachments: Harlow Campus Scholarship Trust Meeting Minutes .pdf; Harlow Scholarship Trust Meeting Agenda 3.11.25.pdf

Good afternoon all,

Please find attached a copy of the agenda for Mondays' trust meeting along with the minutes from our previous one held in August.

If you have any issues viewing these documents or would like any printed in preparation for Monday, please don't hesitate to contact me.

Best regards,
Phoebe



Agenda for Meeting of Harlow Campus Scholarship Trust Meeting – 3 November 2025

To Trustees:

Ms Jayne Platt (Chairman)
Dr David Wright
Mr Gary Salisbury
Dr Robin Swain
Dr Lisa Browne (MUN)

MUN UK Ltd:

Miss Phoebe Fuhr

Auditor:

ABVK LTD Chartered Certified Accountants and Business Advisors on behalf of her company and EY

Location: Lord Taylor Room, Harlow Campus Boardroom and online

1. Welcome and Opening Remarks

- Apologies for Absence
- Chairperson's welcome
- Review and Approval of the previous meeting's minutes.
- Matters arising and Update
- The President's visit to Harlow Campus (13 November)

2. Financial Update

- Auditor's requirements from the Trust Board
- Charity Commission submission
- Discussion on current funding and expenditures
- Future budgeting plans

3. Harlow Campus update

4. Scholarship Applications – review and award: Miss Fuhr to lead re current awards
5. Any Other Business (AOB)

6. Date for the next meeting

Memorial University of Newfoundland, Harlow Campus

Scholarship Trust Meeting

Friday 29th August 2025

Lord Taylor Room, Harlow Campus

Minutes

Attendees

Jayne Platt (Chair)

Davis Wright

Gary Sailsbury

Robin Swain

Lisa Browne

Jingjing Xu

Phoebe Fuhr (Minutes)

Meeting started 14:00

Chairman welcomed all the Trustees and Prof Xu and Miss Fuhr

Review of minutes from the previous meeting

The minutes that have been provided to the attendees from 3 February which the Trustees proposed approved and agreed.

Harlow Campus Update

Overall improvements have been identified to date.

Development of internal policies and regulations which have been submitted to the Provost office. JJ currently awaiting feedback.

Staffing

- Development of the campus staff handbook. Updated version has been distributed to the Provost office and made available to all Campus staff through the HR portal.
- Reduction from 14 staff members down to 7.
- Temp position to be hired to undertake business development this facilitator to engage with stakeholders. This is a current temp position. 25hours per week.
- Digital marketing intern was taken on P/T. All accounts are now live.
- Staff training provided for mental health.

Health & Safety Procedures

- Compliant with Health & Safety –implemented contract with Bright HR. These supply both H&S, HR and legal assistance. Total cost of £161 a month for all services.
- Legionella control measures have been passed to WCS. This has relieved a high amount of responsibility and workload.
- Annual risk assessment of Harlow Campus was undertaken by members of the team throughout the summer period. Risks identified have been recorded and rectified by staff. A continuing review will take place 6 months from the original assessment date.
- Campus insurance has been re-issued from April. Reduction of £4000 for this current year.

Campus improvements

- Completed conversion of our large student kitchen to improve campus facilities.
- Vast improvement with housekeeping operations
- Development of 2 new apartments within St Johns House. Predicted to generate around £10k per year.

Student experience

- Presentations offered to student groups prior to arrival to show Harlow and answer questions. Followed by an in-person induction then carried out for health and safety information.
- Tesco Clubcard QR voucher provided to students to allow discounted items.
- Feedback collected from all students after departure.

Financial improvement

- Major cost reduction from staffing cuts.
- Reduction of costs with more efficient cleaning contracts in place.
- Transition to a paperless campus, reducing overall printing costs.

Budgets

- Confirmation of the £1.5 million deficit has now been cleared.
- Budget for 25/26 has been agreed. The planned budget for next year falls within the received budget. Final target has been achieved within the first year out of a 3-year target.

All Trustee members of the board have received the report from JJ, and all members shared their thanks to JX for her efforts with Harlow Campus.




New President Update

- New president now in place and will be invited to join the next scheduled Trust meeting.
- The main priority bases around student experience and the connection between the Trust and the academic success of learners.
- Financial sustainability is also a priority.

Financial Update

- JP provided the commission annual return 2024 document to all attendees.
- Going forward, JP will submit the accounts through Vicky at Accountants.EY have requested the minutes from MUN UK LTD board of directors and the Trust beyond end of March 2025. JX confirmed her continued work on this.

Current Account Figures

- **Scottish Widows –**
 s. 29 (1)(a)
 Options to re-invest into SW.
- **Hargreaves Lansdown –**
 (reports provided every 6 months. Last report received May 2025)
 Meeting to be held after access is granted to the account to discuss the future with the account.
- We have a Barclays Current Account, Business Account and Savings Account and the current details of these were shared with Trustees. Overall reasonable amount of interest paid into all accounts.
- **LEI –**  s. 29 (1)(a)
 This is our membership of the London Stock Exchange LEI Ltd to enable investments to be conducted for the Trust.

- Once the LEI number has been gained. JP will then pass this onto Hargreaves Lansdown.
- Collective attitude to risks for investments

- Investment committee to investigate the above and provide investigation to JP.

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

Scholarship Applications

Student awards

JX emailed all attendees with the list of applicants for the scholarship awards. JX and DW met to discuss the applicants and sculpted 2 criteria.

Students who have been introduced to other financial aids and have a GPA of 3 or higher.

Applicants 5, 13, 15 & 16 were selected as scholarship winners.

Scholarship Criteria

- Students who have reached out for financial aid will receive priority.
- Scholarships were reviewed based on the chosen criteria and selected by the board of trustees. All trustees were in agreement for the criteria chosen.
- 8 potential candidates were selected by the Board of Trustees.
- 5 scholarships for £500 to be awarded to the selected winners.

- Funds are available for the award winners [Redacted] s. 31 (1)(l)

- [Redacted]

- The subcommittee will meet to discuss Hargreaves

AOB

- DW and JP shared their condolences for the passing of [Redacted] s. 40 (1)

- A £20million Government grant made by government to Harlow. This will be awarded over 10 years of £2million a year. Registered charities can make applications to receive the grant.

Date of next meeting: Monday 3rd November 2025.

Fitzgerald, Renee

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Monday, November 3, 2025 11:55 AM
To: Morrison, Janet; Lokash, Jennifer; Pound-Curtis, Trudy; Browne, Lisa
Cc: Brown, Margot
Subject: FW: Follow up to Harlow Conversation Session

Hi all,

s. 40 (1)

Sharing my exchange below with [REDACTED] regarding ownership of Harlow properties in case this question should come up again in this evening's session.

All the best,
Roxanne

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

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

T 709 864 8246

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

From: [REDACTED] s. 40 (1)
Sent: Tuesday, October 28, 2025 3:10 PM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: Re: Follow up to Harlow Conversation Session

Thank you, Roxanne.

Much appreciated for the clarification.

[REDACTED] s. 40 (1)

Sent from my Bell Samsung device over Canada's largest network.

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Tuesday, October 28, 2025 2:27:54 PM

To: [REDACTED] s. 40 (1)
 Subject: Follow up to Harlow Conversation Session

Hi [REDACTED] s. 40 (1)

Following last week's Harlow Conversation session, I've been asked by the President and the Provost to follow up with you to provide additional context and clarification regarding MUN-UK Ltd., particularly in relation to the ownership of the Harlow campus buildings.

Governance Structure

To begin with some historical context:

In its early years, Harlow was governed by a Committee of Trustees. However, in the 2000s, the governance structure evolved into its current form, which consists of:

1. MUN-UK Ltd. – A company limited by guarantee, with five directors and Memorial's President serving as Chair.
2. The Harlow Scholar Scholarship Trust – A separate entity with a focused mandate to manage scholarships.

Ownership Clarification

[REDACTED] s. 30 (1)(a)

Additionally, the Charities Registry confirms that the Harlow Scholar Scholarship Trust does not own or lease property. You can view the registration details here:

https://register-of-charities.charitycommission.gov.uk/en/charity-search/-/charity-details/283561/governance?uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet_organisationNumber=283561

Memorial University is also listed in the UK Companies House foreign entities registry as the sole member of MUN-UK Ltd.

Companies House - MUN Registration

Summary

In short, Memorial University retains sole ownership of MUN-UK Ltd., and by extension, the Harlow campus buildings. The Trust is a separate entity with no property holdings, and the MUN-UK Board does not have ownership unless a formal transfer of membership is made.

I hope this helps clarify the current governance and ownership structure of the Harlow Campus.

All the best,
 Roxanne

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

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

T 709 864 8246

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

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Monday, November 3, 2025 12:28 PM
To: Millan, Roxanne; Browne, Lisa; Brown, Margot; Lokash, Jennifer; Pound-Curtis, Trudy
Subject: Fw: Thank You - Janet

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

JM.

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From: Garrett Doyle [REDACTED] s. 40 (1)
Sent: Monday, November 3, 2025 12:13 PM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: Sara Leslie Ann Inkpen [REDACTED]; Garrett Doyle [REDACTED]
Subject: Thank You - Janet

Hello Janet,

Thank you again for your time today. It was a pleasure to meet you, and I look forward to meeting in person soon. I fully appreciate the difficult circumstances surrounding MUN at the moment, and I'm very sympathetic to the challenges you are facing as you step into your role.

I completely understand the strategic objectives that have been outlined. At the same time, I firmly believe that Harlow is a special place that has provided—and can continue to provide—meaningful benefit to Newfoundland as a whole, as well as to Memorial. I also recognise that significant steps need to be taken to reduce Harlow's impact, both financially and administratively, and I am committed to working collaboratively to achieve that.

I am very open to hearing ideas and would like to work constructively together to navigate the best path forward for both Harlow and Memorial—an institution for which I have a great deal of affection and respect.

If possible, it would be extremely helpful to have 15 minutes at the upcoming board meeting to present some ideas I believe could support our shared objectives. I'm confident that, within the governance structures of the Harlow Board, we can work together to make the best out of what is undeniably a challenging situation.

Thank you again for your openness and the positive spirit of our conversation. Candor is a super power.

Regards
Garrett

--



Garrett Doyle
CO-CEO THE VIRTUAL FORGE



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US: +1 (267) 880-2100



www.thevirtualforge.com

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Fitzgerald, Renee

From: Pelley, Chad <chad.pelley@mun.ca>
Sent: Tuesday, November 4, 2025 1:16 PM
To: Morrison, Janet; President, The; Fitzgerald, Renee
Subject: CBC and VOCCM seeking response on plans for Harlow

Importance: High

Hi Janet,

CBC is asking some specific questions about Harlow, and other properties, and seeking either a response or an interview.

Meaghan and Lisa and I agree it's a chance to share with the public what's been shared in these consultations, to seed the ground for any future decisions, own the narrative, etc, now that media is asking. But entirely up to you.

They'd be looking to interview you today or tomorrow, whatever time works for you. More details if you have capacity. And here's a link to the enquiry, with 2 brief strategic considerations and their suggested response if we don't interview:

 [Harlow Campus consultations – CBC, VOCCM – Nov.4.docx](#)

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

Have a story you want to share with media? Use our [news pitch form](#).

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

From: Pelley, Chad <chad.pelley@mun.ca>
Date: Tuesday, November 4, 2025 at 11:18 AM
To: Browne, Lisa <lisa.browne@mun.ca>, Dyke, Paula <pdyke@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, Batten, Jennifer <jbatten@mun.ca>
Subject: CBC and VOCCM seeking response on plans for Harlow

Hi Lisa,
 and CC'ing Jenn since Harlow is Provost Office purview.

CBC is asking some specific questions about Harlow, and other properties, and seeking either a response or an interview.

I've put together this document for your review and decision on whether we approach Janet to interview, or, go with a statement, as well as 2 strategic considerations.

 [Harlow Campus consultations – CBC, VOCCM – Nov.4.docx](#)

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

Have a story you want to share with media? Use our [news pitch form](#).

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

Fitzgerald, Renee

From: Pelley, Chad <chad.pelley@mun.ca>
Sent: Tuesday, November 4, 2025 2:27 PM
To: Morrison, Janet
Cc: President, The; Fitzgerald, Renee; Whelan, Meaghan
Subject: Re: CBC and VOCCM seeking response on plans for Harlow

Renee, is there a time free in janet's schedule for this tomorrow? 15 minutes?

Let me know and I will follow up with more details (like in person, versus phone call, etc)

Thanks, Janet.

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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

From: Morrison, Janet <jmorrison@mun.ca>
Date: Tuesday, November 4, 2025 at 2:20 PM
To: Pelley, Chad <chad.pelley@mun.ca>
Cc: President, The <munpres@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>
Subject: Re: CBC and VOCCM seeking response on plans for Harlow

Happy to do this. Thx Chad.

JM

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From: Morrison, Janet <jmorrison@mun.ca>
Date: Tuesday, November 4, 2025 at 1:18 PM
To: Pelley, Chad <chad.pelley@mun.ca>, President, The <munpres@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>
Subject: Re: CBC and VOCCM seeking response on plans for Harlow

On a call — will circle back asap. Thx.

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From: Pelley, Chad <chad.pelley@mun.ca>
Sent: Tuesday, November 4, 2025 1:16:01 PM
To: Morrison, Janet <jmorrison@mun.ca>; President, The <munpres@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>
Subject: CBC and VOCCM seeking response on plans for Harlow

1

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: Millan, Roxanne <rmillan@mun.ca>
Sent: Wednesday, November 5, 2025 2:35 PM
To: Lokash,Jennifer; Morrison, Janet; Pound-Curtis, Trudy
Cc: Brown, Margot
Subject: Harlow BN
Attachments: Appendices to Harlow BN for BoR.pdf; Revisiting Sustainability of Harlow Campus Draft_Dec 2025.docx

Hi everyone,

Let's try this again. Apologies for the technical issues with the files that were shsred from Teams yesterday. Reverting to Outlook – see attached BN and Appendix!

I recognize that the document is likely longer than necessary. The section from "Review Initiated" to "Recent Developments" could probably be condensed. I included it primarily to remind the Board of the sequence of events that led to the current reconsideration, but it may be more effective if streamlined.

Comments/Feedback welcomed.

All the best,
Roxanne

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

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T 709 864 8246

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

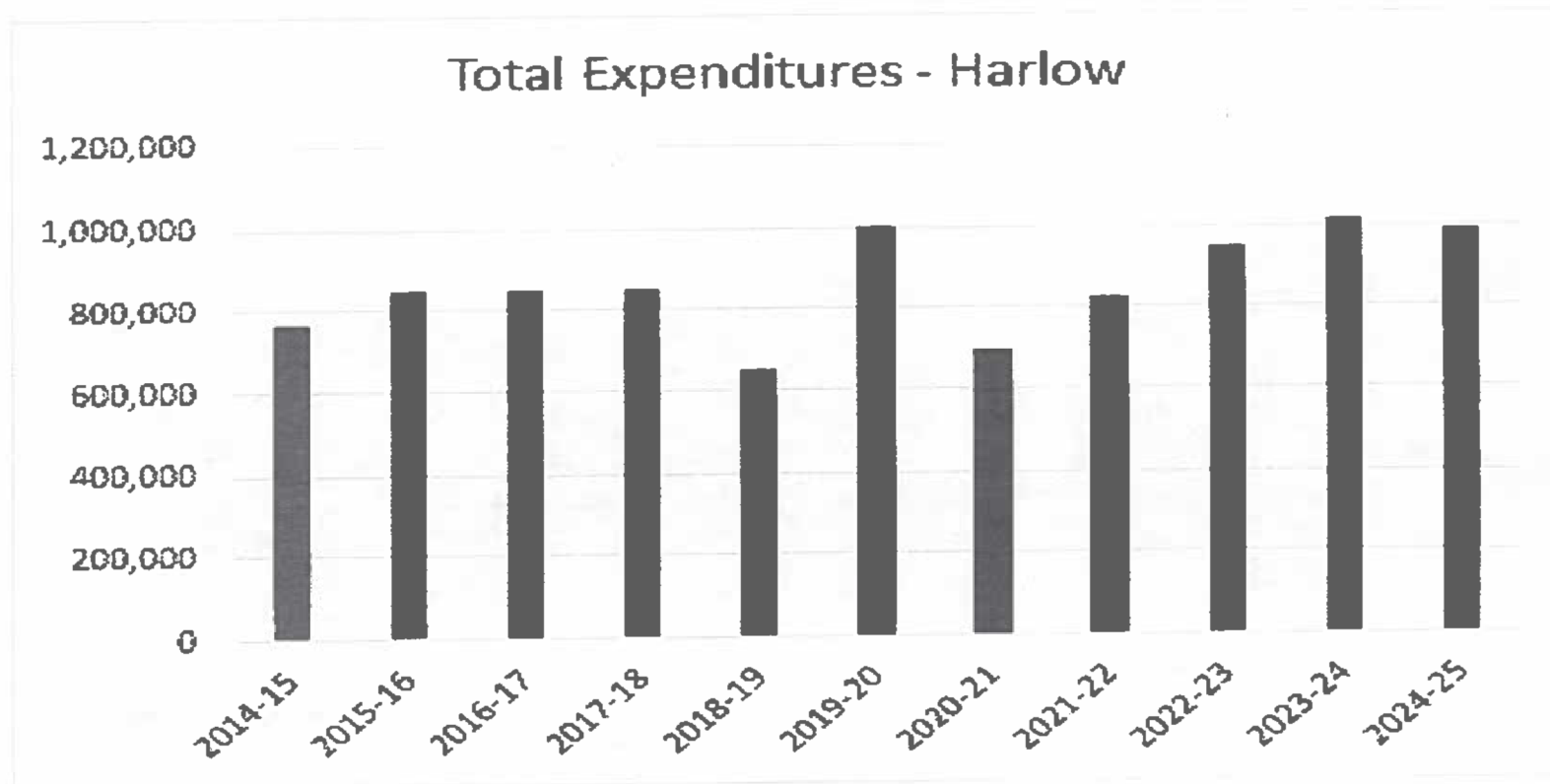
AGENDA
 Annual General Meeting
 of the MUN (UK) Ltd.
 Thursday, November 12, 2025
 3:30 pm (Harlow Time)
 12:00 noon (Newfoundland Time)

LAND ACKNOWLEDGEMENT				
<p>We acknowledge that the lands on which Memorial University's Canadian 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 Newfoundland and Labrador.</p>				
Item	Subject	Lead	Action/Info	Attach.
1	Welcome, Land Acknowledgement And Introductions	J. Morrison		No
<p>Call the meeting to Order Welcome everyone</p> <p>LAND ACKNOWLEDGEMENT</p> <p>We acknowledge that the lands on which Memorial University's Canadian 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 Newfoundland and Labrador.</p> <p>You may want to make a statement that this meeting is the Annual General Meeting of the Member. Last year, in 2024 we noted to the Board that In recent years there has been a conflation of the AGM as being a meeting of the Board of Directors.</p> <div style="background-color: black; width: 100%; height: 150px; margin-top: 10px;"></div>				
<p>The Board of Directors meetings will be conducted as normal.</p> <p>Scott will both be in attendance and available to speak to this if needed.</p>				
2	Confidentiality and Conflict of Interest	J. Morrison		No

s. 30 (1)(a)

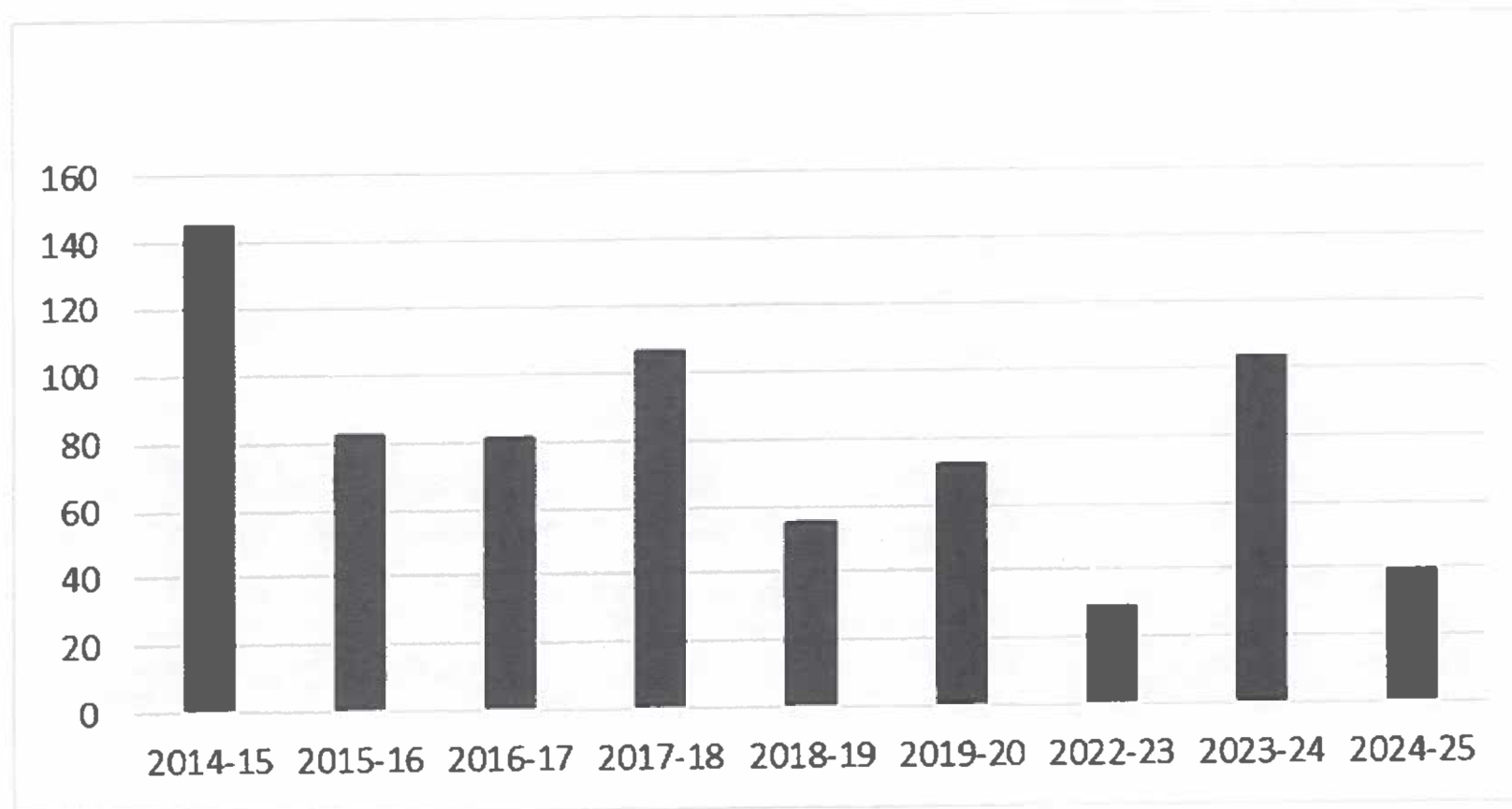
APPENDIX A

10-YEAR OPERATIONAL COSTS HARLOW CAMPUS

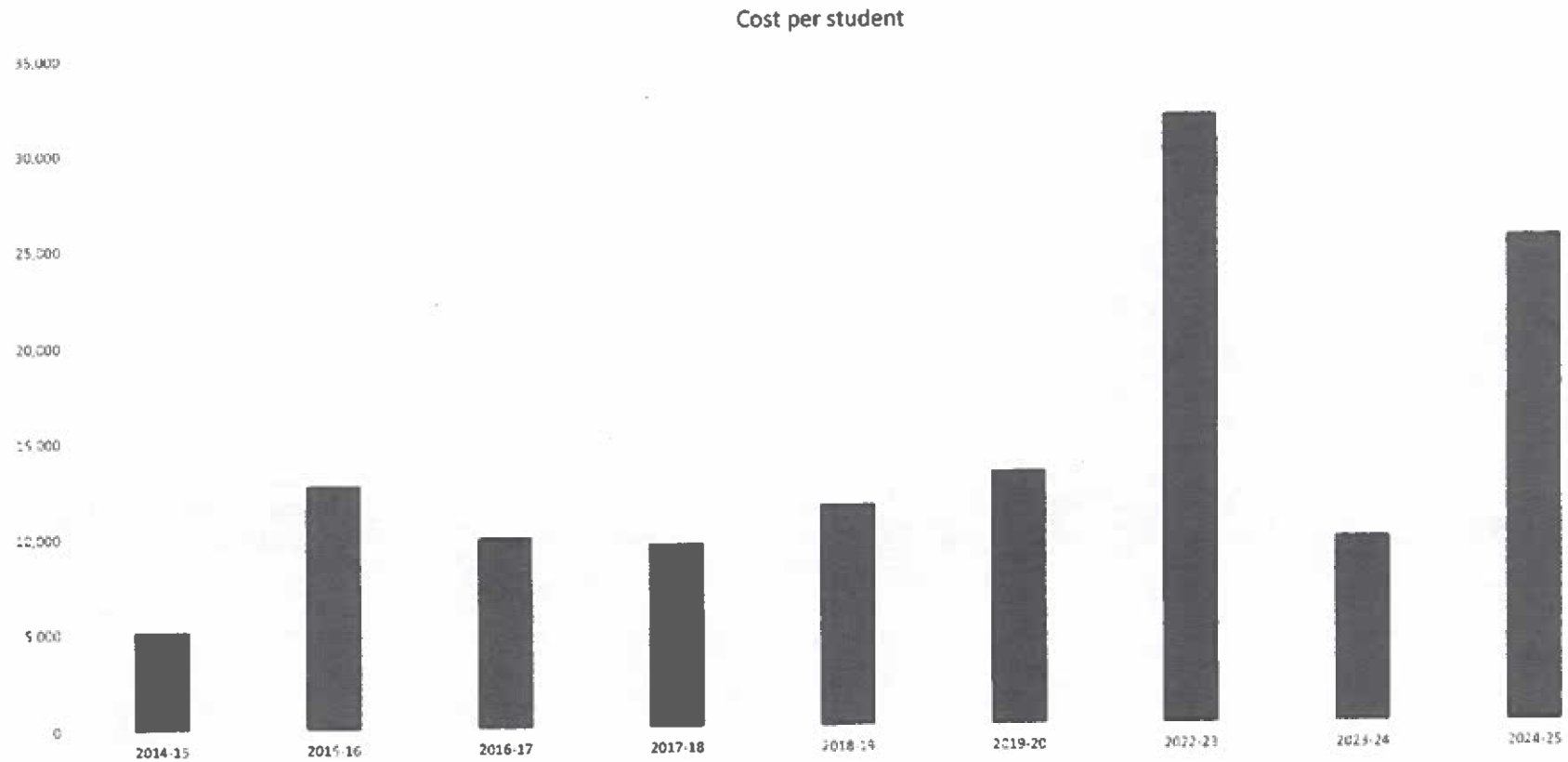


Excludes costs to instructional units for backfill teaching and costs to students

10-YEAR ENROLMENTS HARLOW CAMPUS



MEMORIAL'S 10-YEAR COST PER STUDENT - HARLOW CAMPUS



Meeting of the Board of Regents: December 4, 2025

For Action

For Information

Title: Revisiting the sustainability of the Harlow Campus

Purpose:

Given recent developments at the Harlow Campus over the past several months, it is necessary to revisit the sustainability of the Campus since the last update to the Board of Regents on December 5th, 2025. In light of the ongoing challenges, it is difficult to sustain the campus in alignment with Memorial's academic mission and closure of the Harlow Campus must be considered.

Recommendation: For discussion only in December 2025 with an intention to revisit in 2026 as a "for action" item.

Background and Analyses:

Memorial's Harlow Campus in the UK is one of several international experiences Memorial offers to students. While recent challenges have made it difficult to sustain programming at the Harlow campus that aligns with Memorial's academic mission, Memorial remains committed to international student mobility as a strategy for preparing learners to be engaged, global citizens.

Review Initiated

At its meeting held on December 7, 2023, the Board of Regents approved the commencement of a review of the operations of the Harlow Campus (MUN-UK Limited) following a recommendation by the Ad Hoc Action Committee – Auditor General Report.

The review of Harlow Campus was prompted by declining enrolment and rising operational costs, necessitating a new financial model. Despite a capacity of 153 students annually, enrolment has consistently fallen short over the past decade.

Multiple initiatives to revitalize interest, including positioning Harlow as a "Gateway to Europe," developing executive training programs, leveraging distance education, and launching the Harlow Incentive Program (HIP), have yielded limited success.

Efforts to require mandatory residency at Harlow through new programming were also unsuccessful. Additionally, stricter UK immigration laws have restricted Memorial instructors from teaching full semesters at Harlow, resulting in students splitting time between St. John's and the UK.

Low enrolment directly impacts Harlow’s financial viability, as the campus relies on accommodation revenue. With fixed overhead costs approaching \$1M in the last two fiscal years, the cost per student (based on the fixed operational costs of \$1M) rose to \$31,893 and \$50,733 per 13-week equivalent in 2022-23. Refer to Appendix A for student enrollment and cost per student.

The campus receives a base budget grant of approximately \$508,600 from the Provost’s Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000). Refer to Appendix A for 10-year operational costs.

Costs incurred by academic units are not reflected in Appendix A. These costs vary from unit to unit but include any instructional costs to backfill teaching that is required and travel and accommodations.

Given the unsustainable financial model and persistently low enrolment, action was required to address the campus’s future.

Review Updates and Final Report

The Board received an interim Operational Review Report on May 15, 2024 and at its October 3, 2024, meeting the Harlow Campus Operational Review Final Report was submitted. At that meeting, the Board also accepted a recommendation within the report to proceed with an option to continue the operation of Harlow Campus (described as Option 1) with the following provisos:

- 1. Three years for a plan to create a sustainable Campus
- 2. At the end of three years to operate within a budget wherein the grant from Memorial University does not exceed \$550,000 CAD
- 3. Expense reduction and new revenue streams to balance the budget
- 4. Annual development/monitoring of benchmarks and key performance indicators

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

Business Plan Developed

At its meeting on December 5, 2024, Dr. Xu, the Associate Vice-President (Harlow Campus and Global Partnerships) presented an interim business plan for information to the Board of Regents. A subsequent presentation was delivered to the Board for information on March 6, 2025 entitled “Evolving Business Plan”. It was understood that the Board could consider a shorter term to evaluate the sustainability of the Harlow Campus.

[Redacted] s. 29 (1)(a), s. 35 (1)(d)

[Redacted]

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



Recent Developments

Leadership Change:

Since the development of the business plan, Dr. Jingjing Xu has resigned from her role as Associate Vice-President (Harlow Campus and Global Partnerships), effective September 15, 2025.

s. 29 (1)(a)



Enrolment Trends:

Student enrolments have continued to decline since last reported to the Board in December 2023. (Refer to Appendix A)

Financial Sustainability:

While expenditures have been reduced through staff attrition (from 13 to 5 positions) and operational efficiencies have been implemented, new revenue streams have not materialized. Accommodation revenue has remained flat over the previous year.

In addition to the annual grant provided by Memorial, Harlow has a small endowment managed by the Harlow Scholarship Trust that provides modest travel bursaries to students attending Harlow programs. However, the Trust provides limited financial benefit.



s. 35 (1)(c)

Infrastructure Risks:

The campus buildings, some dating back to the 19th century, require significant investment. Deferred maintenance totals \$1.986M CAD,



s. 29 (1)(a)

IT Risks:

Several IT security risks have been identified for the Campus that include:

- *Wireless Outage:* A faulty Uninterrupted Power Supply (UPS) disrupted wireless service recently; [REDACTED]

s. 31 (1)(l)

During the Fall 2025 semester, consultations were held with various stakeholder groups (Deans, Directors of the MUN-UK Ltd., Trustees of the Harlow Scholarship Trust and faculty, staff, students and Alumni). From these conversations, no compelling arguments were presented to warrant continuation of the Harlow Campus a core academic operation.

Given the departure of the Associate Vice-President (Harlow Campus and Global Partnerships), [REDACTED]

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

Considerations:

Framework and Strategic Considerations:

Academic Impact – While participation in Harlow Campus programs is voluntary for students at the St. John's campus, the School of Fine Arts at Grenfell Campus includes a mandatory residency component at Harlow as part of its curriculum. To formalize this change, a proposal to Senate will be necessary to approve the associated curriculum change.

Student Impact – During recent consultations, several alumni of the Harlow Programs spoke passionately about the transformative impact of their experiences. Discontinuing Harlow programming may be perceived as the loss of a valuable experiential learning opportunity. To support affected students, academic advising should be provided to ensure program continuity or to explore alternative arrangements. Additionally, clear communication regarding other study abroad opportunities available through Memorial's programs should be considered.

Staff Impact – Given the distinct employment legislative requirements in the United Kingdom, coordination with Human Resources and legal teams will be essential to ensure full compliance with UK employment law. In addition, career transition support for affected staff should be considered, including resources such as résumé workshops and job placement

assistance.

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 29 (1)(a)

[Redacted]

Communication:

Communication of the decision of the Board of Regents to be issued to the President and Vice-Chancellor.

Dr. Janet Morrison
President and Vice-Chancellor

December 4, 2025

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Wednesday, November 5, 2025 6:23 PM
To: [REDACTED]
Subject: Re: Thank you for a conversation on Harlow

s. 40 (1)

Thank you for your thoughtful note below [REDACTED]

Warmly,
Janet

From: [REDACTED] s. 40 (1)
Sent: Tuesday, November 4, 2025 8:03 AM
To: President, The <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 [REDACTED] Harlow Campus.

s. 40 (1)

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 [REDACTED] 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)

Fitzgerald, Renee

From: Brown, Margot <mbrown@mun.ca>
Sent: Wednesday, November 5, 2025 3:26 PM
To: Morrison, Janet; tpoundcurtis@mun.ca; Lokash, Jennifer; Millan, Roxanne; Browne, Lisa
Subject: FW: Harlow BN
Attachments: Memorandum- V Timmons - January5 2023.pdf; Memorandum - N Bose re powers of directors and AGM - September 17, 2024.docx

Folks,

Attached are a couple of briefing notes which have been prepared by General Counsel in the past clarifying a number of matters which have arisen over the past few years.

Note that in the Memo to Neil Bose there is reference to the AGM and a requirement of 21 days notice of the meeting. It also notes the purposes for which an AGM shall be called. s. 30 (1)(a)

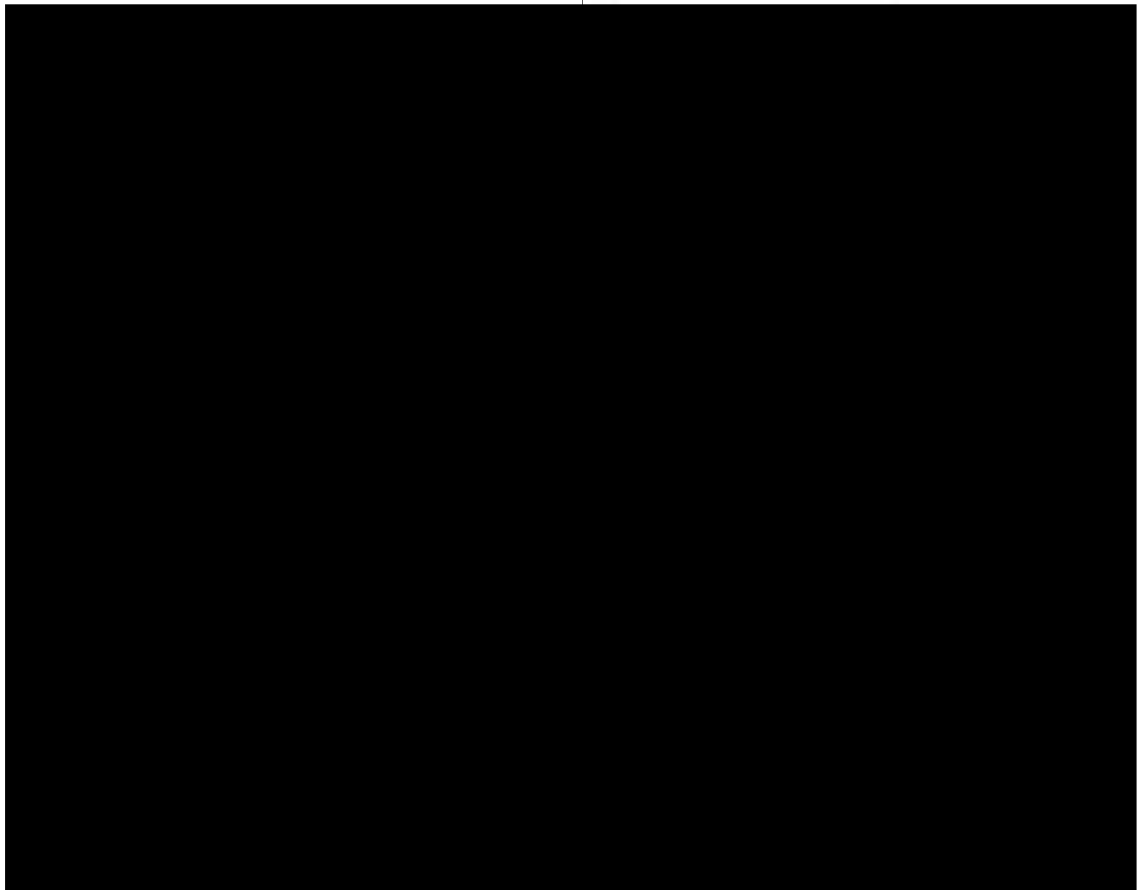
Margot

**MEMORANDUM**

TO: Vianne Timmons
FROM: Scott Worsfold
DATE: January 5, 2023
RE: Harlow Campus

SOLICITOR-CLIENT PRIVILEGED AND CONFIDENTIAL

s. 30 (1)(a)





MEMORANDUM

FROM: Matthew Raske and Scott Worsfold

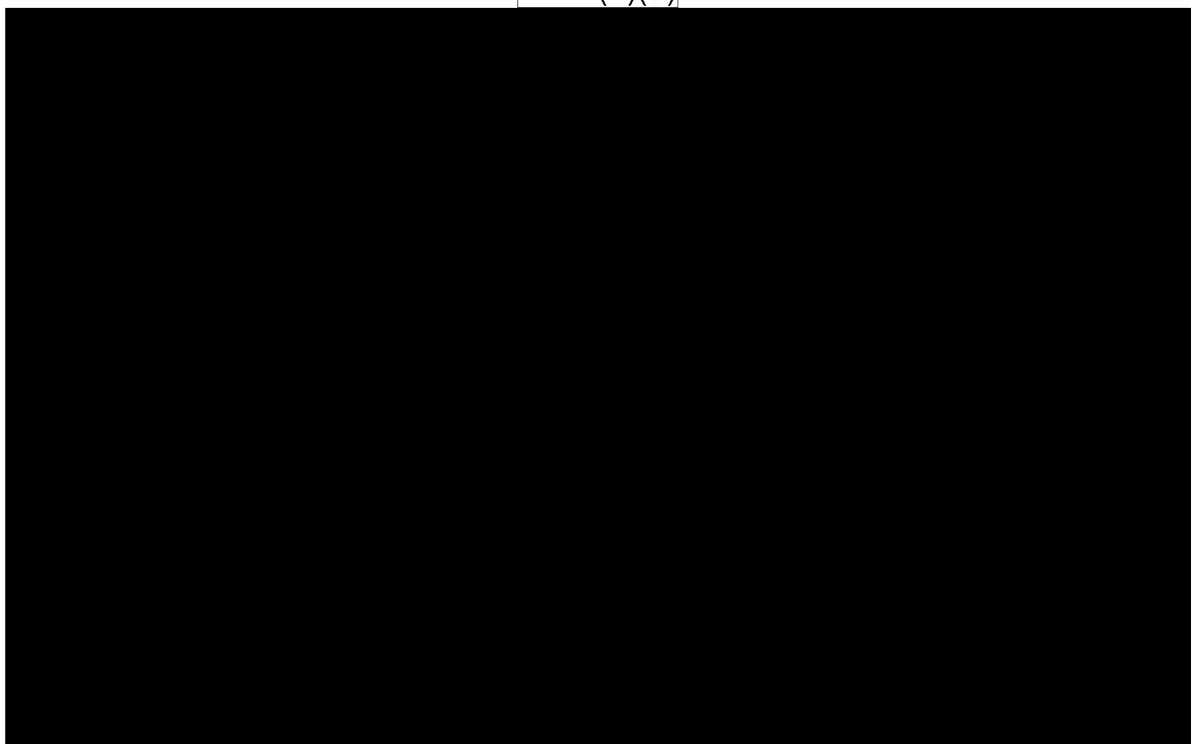
TO: Neil Bose

DATE: September 17, 2024

RE: MUN (UK) Issues

SOLICITOR-CLIENT PRIVILEGED OPINION

s. 30 (1)(a)



Fitzgerald, Renee

From: Whelan, Meaghan <mcwhelan@mun.ca>
Sent: Thursday, November 6, 2025 4:14 PM
To: President, The; Browne, Lisa; Millan, Roxanne
Cc: Brown, Margot; Vice-President (Academic); Morrison, Janet
Subject: RE: Harlow Campus proposal

Hi folks,

Here is a potential reply, with two options based on if you want to meet with her or not:

Dear [REDACTED] s. 40 (1)

Thank you for reaching out. First let me clarify that no decision has been made about the future of Harlow Campus.

As you may know, the financial pressures facing Memorial are significant. We are spending more than we are bringing in and this requires us to carefully review every investment through the lens of academic quality, student experience and financial sustainability. This also includes consideration of equity and accessibility to ensure the largest number of students can benefit from opportunities.

s. 29 (1)(a)

I will be at Harlow Campus next week [REDACTED]

Warm regards,
Janet

From: President, The <munpres@mun.ca>
Sent: Wednesday, November 5, 2025 3:24 PM
To: Browne, Lisa <lisa.browne@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Morrison, Janet <jmorrison@mun.ca>
Subject: FW: Harlow Campus proposal

Hi, please see below.
Lisa/Meaghan – could you prepare a response?

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



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

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: Russell, Lisa <lisar@mun.ca>
Sent: Friday, November 7, 2025 9:12 AM
To: Morrison, Janet
Cc: Brown, Margot
Subject: RE: Harlow Campus

Will do!

L

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Friday, November 7, 2025 9:11 AM
To: Russell, Lisa <lisar@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Campus

Thank you. Please ask Roxanne for context about the employee to provide context re the ask.

JM

Get Outlook for iOS

From: Russell, Lisa <lisar@mun.ca>
Sent: Friday, November 7, 2025 8:58:19 AM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>
Subject: FW: Harlow Campus

Hello Janet,

For your awareness, see below message that as requested, is planned to be shared with the Board of Regents. No response to the sender outside of an acknowledgement of receipt is planned. Any concerns please let me know.

Thanks,

Lisa

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.

Fitzgerald, Renee

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: Friday, November 7, 2025 12:58 PM
To: Brown, Margot; Millan, Roxanne; Morrison, Janet; Lokash, Jennifer; tpoundcurtis@mun.ca
Cc: Fitzgerald, Renee
Subject: RE: Upcoming MUN (UK) Ltd. Board meeting

Margot

If we have clearance can we add the appointment of new auditors?

Trudy

From: Brown, Margot <mbrown@mun.ca>
Sent: Friday, November 7, 2025 12:05 PM
To: Pound-Curtis, Trudy <h3tpc@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; tpoundcurtis@mun.ca
Cc: Fitzgerald, Renee <reneef@mun.ca>
Subject: Re: Upcoming MUN (UK) Ltd. Board meeting

i Will double check

Get [Outlook for iOS](#)

From: Pound-Curtis, Trudy <h3tpc@mun.ca>
Sent: Friday, November 7, 2025 11:54:30 AM
To: Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; tpoundcurtis@mun.ca <tpoundcurtis@mun.ca>
Cc: Fitzgerald, Renee <reneef@mun.ca>
Subject: RE: Upcoming MUN (UK) Ltd. Board meeting

Margot

We only have the 2023-24 audited at this time. The 2024-25 have not even been started.

AS Janet met with the auditors for the closing meeting is it still necessary for them to attend?

Trudy

From: Brown, Margot <mbrown@mun.ca>
Sent: Friday, November 7, 2025 9:18 AM
To: Millan, Roxanne <rmillan@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; tpoundcurtis@mun.ca
Cc: Fitzgerald, Renee <reneef@mun.ca>
Subject: Re: Upcoming MUN (UK) Ltd. Board meeting

Folks - the auditors normally attend to present the audited financial statements. Who would confirm their availability and again wish to confirm that they will be for 2023-24 and 2024-25, correct?

Get Outlook for iOS

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Thursday, November 6, 2025 10:19:04 AM
To: Brown, Margot <mbrown@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; tpoundcurtis@mun.ca <tpoundcurtis@mun.ca>
Cc: Fitzgerald, Renee <reneef@mun.ca>
Subject: RE: Upcoming MUN (UK) Ltd. Board meeting

Hi Margot,

One suggested addition – 2025-26 Financial Statements (added to agenda item No. 5)

Many thanks,
Roxanne

From: Brown, Margot <mbrown@mun.ca>
Sent: Wednesday, November 5, 2025 4:11 PM
To: Morrison, Janet <jmorrison@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; tpoundcurtis@mun.ca
Cc: Fitzgerald, Renee <reneef@mun.ca>
Subject: Upcoming MUN (UK) Ltd. Board meeting

Hi folks,

Am circulating the draft agenda for the MUN UK BOD meeting on November 13th. I've indicated where there are attachments to be provided [REDACTED] s. 29 (1)(a)

Included here FYI also are:
Minutes from the July 16th meeting;
Summary of Harlow Board Membership;

Hoping we can distribute this to Board members on Friday. Please let me know if you are able to provide attachments by then.

Happy to received feedback.

Tks, Margot

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)

s. 40 (1)

(mobile)

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: Friday, November 7, 2025 5:08 PM
To: Brown, Margot
Subject: Re: Anik

Thanks! Justin connected with Anik yesterday; I'm scheduled to chat with him this weekend. I'll circle back afterwards.

JM

Get Outlook for Mac

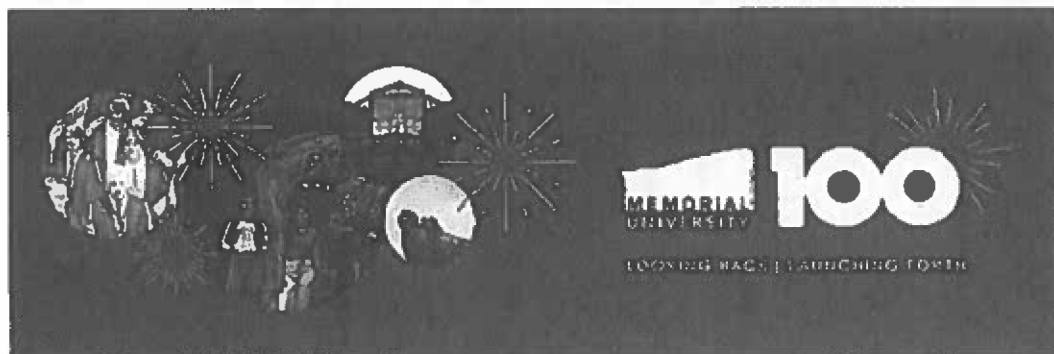
From: Brown, Margot <mbrown@mun.ca>
Date: Friday, November 7, 2025 at 4:38 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: Anik

At a meeting earlier this week re Harlow you noted that you would ask Justin to speak with Anik in advance of the MUN UK Board on Thursday. This is a reminder – just in case!

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: Friday, November 7, 2025 5:11 PM
To: m.anik@mun.ca
Subject: Hoping to connect ...

Anik: I hope you and your family are well.

Further to your discussion with Justin earlier this week, I'm hoping you and I can schedule a time to talk about Harlow in advance of my trip to the UK next Wednesday. Can you advise of your availability over the weekend or, if it's preferred, on Monday?

Thank you,
Janet

Get [Outlook for Mac](#)

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Saturday, November 8, 2025 4:45 PM
To: Brown, Margot; Russell, Lisa
Subject: CONFIDENTIAL
Attachments: Note re Harlow Campus Draft_Dec 2025_JM.docx

CONFIDENTIAL POLICY ADVICE

Margot, Lisa: I don't have feedback from Justin yet on Harlow, JGC and/or Inkstand but I did review the Harlow note today and am attaching my comments. I expect more changes will come from Justin's review. I'm talking to Anik tomorrow afternoon and, per Justin's ask, shared the Harlow draft with him (no comments) so he has it for context.

Margot: could you please review my comments with Roxanne? A lot of my edits were simply for enhanced cogency; it's important that all the notes 'sound' similar. I also asked questions that belie my newness to this file. If you'd prefer, I can send them to her directly.

Trudy has Justin's comments on the SHC note and is working to make edits. Thanks to both of you for your help.

Warmly,
Janet

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Meeting of the Board of Regents: December 4, 2025

_____ For Action For Information

Title: Revisiting the sustainability of the Harlow Campus

Purpose: In the face of serious fiscal challenges, Memorial University must reduce operational costs in non-core operations. Having determined that it is not central to our academic mission, it is proposed that Memorial University close and divest the Harlow Campus.

Recommendation: For discussion only in December 2025 with an intention to revisit in 2026 as a "for action" item.

Background and Analyses:

Harlow Campus in the UK is one of many international experiences Memorial offers to students across 180 partnerships in 50 countries. The university remains committed to international student mobility as a strategy for preparing learners to be engaged, global citizens.

On December 7, 2023, the Board of Regents directed a review of the operations of Harlow Campus (MUN-UK Limited) following a recommendation by the Ad Hoc Action Committee – Auditor General Report.

This was prompted by declining enrolment and rising operational costs; despite a capacity of 153 students annually, enrolment has consistently fallen short of that target over the past decade. Multiple initiatives to revitalize interest, including positioning Harlow as a "Gateway to Europe," developing executive training programs, leveraging distance education, and launching the Harlow Incentive Program (HIP), have yielded limited success

Efforts to require mandatory residency at Harlow through new programming were also unsuccessful. Additionally, changes to UK immigration laws have restricted Canadian faculty from teaching full semesters at Harlow so students are splitting time between St John's and the UK and/or taking courses on-line at Harlow (with faculty based out of NL).

Low enrolment directly impacts Harlow's financial viability, as the campus relies on accommodation revenue. With fixed overhead costs approaching \$1M annually since 2022, the cost per student (based on the fixed operational costs of \$1M) rose to \$31,893 and \$50,733 per 13-week equivalent in 2022-23.

The campus receives a base budget grant of approximately \$508,600 from the Provost's Budget Envelope, plus fluctuating one-time funding (\$150,000-\$500,000). All costs are detailed across three slides in Appendix A.



s. 29 (1)(a)



Costs incurred by academic units are not reflected in Appendix A. These costs vary from unit to unit but include required instructional costs to backfill teaching, as well as travel and accommodation costs for faculty and staff

The Board received an Interim Operational Review Report on May 15, 2024 and the Harlow Campus Operational Review Final Report on October 23, 2024. At that time, the Board also accepted a recommendation to continue the operation of Harlow Campus (described as Option 1) with the following provisos:

1. Three years for a plan to create a sustainable Campus
2. At the end of three years to operate within a budget wherein the grant from Memorial University does not exceed \$550,000 CAD
3. Expense reduction and new revenue streams to balance the budget
4. Annual development/monitoring of benchmarks and key performance indicators

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

At its meeting on December 5, 2024, Dr. Xu, the Associate Vice-President (Harlow Campus and Global Partnerships) presented an interim business plan for information to the Board of Regents. A subsequent presentation was delivered to the Board for information on March 6, 2025 entitled "Evolving Business Plan". It was understood that the Board could consider a shorter term to evaluate the sustainability of the Harlow Campus.

[Redacted] s. 29 (1)(a), s. 35 (1)(d)

Leadership Change:

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

s. 40 (1)

Enrolment Trends:

Student enrolments have continued to decline since last reported to the Board in December 2023. (See Appendix A)

Financial Sustainability:

While expenditures have been reduced through staff attrition (from 13 to 5 positions) and operational efficiencies have been implemented, new revenue streams have not materialized. Accommodation revenue has remained flat over the previous year.

In addition to the annual grant provided by Memorial, Harlow has a small endowment managed by the Harlow Scholarship Trust that provides modest travel bursaries to students attending Harlow programs.

[Redacted]

s. 35 (1)(c)

Infrastructure Risks:

The campus buildings, some dating back to the 19th century, require significant investment with deferred maintenance valued at \$1.986M CAD.

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 31 (1)(l)

In Fall 2025, consultations were held with various stakeholder groups (Deans, Directors of the MUN-UK Ltd, Trustees of the Harlow Scholarship Trust and faculty, staff, students and Alumni). It was clear from these discussions that the Harlow learning experience has been transformative for most alumni. Most attendees, however, had no idea how much has changed at the campus and/or about the financial sustainability challenges. Particularly in the face of Memorial's serious financial circumstances,

[Redacted]

s. 29 (1)(a)

[Redacted]

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

[Redacted]

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

Considerations:

Academic Impact – While participation in Harlow Campus programs is voluntary for students at the St. John's campus, the School of Fine Arts at Grenfell Campus includes a mandatory residency component at Harlow as part of its curriculum.

[Redacted]

s. 29 (1)(a)

Student Impact – During recent consultations, alumni of the Harlow Programs spoke passionately about the transformative impact of their experiences.

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 29 (1)(a)

[Redacted]

s. 29 (1)(a)

[Redacted]

[Redacted]

s. 29 (1)(a)

s. 30 (1)(a)



s. 29 (1)(a)



Dr. Janet Morrison
President and Vice-Chancellor

December 4, 2025