

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

IAP Office

## Fitzgerald, Renee

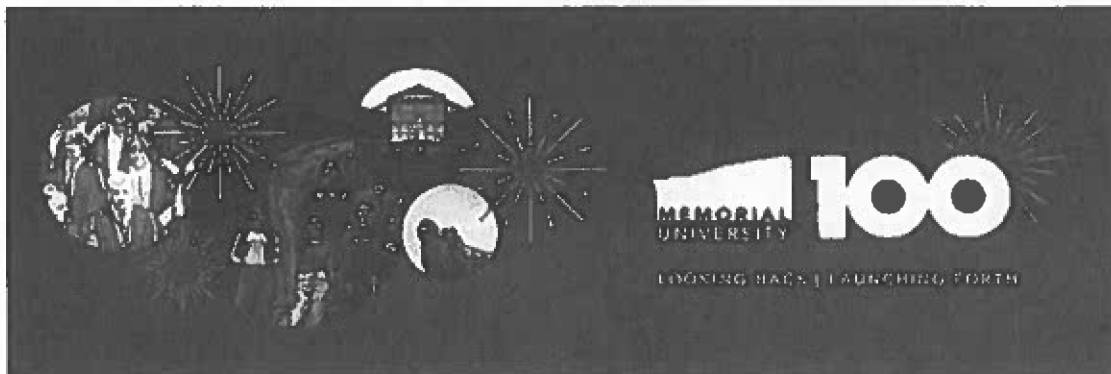
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**From:** Fitzgerald, Renee <reneef@mun.ca>  
**Sent:** Wednesday, November 12, 2025 3:41 PM  
**To:** Morrison, Janet  
**Subject:** AGM material and Speaking notes  
**Attachments:** MUN UK AGM Speaking notes - 1112.pdf; MUN-UK AGM min DRAFT 1202.docx

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



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



**DRAFT Minutes**  
 Annual General Meeting  
 of the MUN (UK) Ltd.  
 Wednesday, November 20, 2024  
 9:00 am – 11:00.am (NL time)  
 12:30 pm – 2:30 pm (Harlow time)

This Annual General Meeting of the MUN (UK) Ltd was held on November 20, 2024 at 9:00 am NL, (12:30 UK) via Teams.

**Present:**

Dr. Neil Bose, Chair, President and Vice-Chancellor, Memorial University

**Present by invitation from the MUN (UK) Ltd. Board of Directors:**

Sara Inkpen  
 Garrett Doyle

**Present by Invitation:**

Margot Brown, Executive Director, President's Office  
 Dr. Jingjing Xu, Associate Vice-President (Harlow Campus and Global Partnerships)  
 Renee Fitzgerald, Executive Assistant (Scheduling), President's Office  
 Roxanne Millan, Director, Resource Allocation and Planning  
 Debbie Collis, Chief Financial Officer, MUN  
 Matthew Raske, Associate Counsel, Office of General Counsel  
 Scott Worsfold, General Counsel, Office of General Counsel  
 Jemma Inker, Partner, Partner, Ernest and Young (Agenda item #4)

**Apologies:**

Dr. Jennifer Lokash, Provost and Vice-President (Academic) *pro tempore*

1. Welcome and Land Acknowledgement

The meeting was called to order at 9:00 am (NL time), 12:30 pm (UK time) by Chair, Dr. Neil Bose. Dr. Bose commenced the meeting with the land acknowledgment.

Dr. Bose gave an overview of changes with regard to the Harlow AGM as follows:

- The AGM is a meeting of the members of the Company.
- The only member of the Company is Memorial. Therefore, only Memorial can vote at the business transacted at this meeting.
- Memorial votes through its authorized representative, which is me – the President of Memorial.
- Directors are not members. They have a right to attend the AGM and contribute to discussions. But they are not authorized to vote.

To the extent that practices differed in the past, they were founded on an incorrect interpretation of the Articles

2. Confidentiality and Conflict of Interest

- None declared.

- 3. Minutes of the Annual General Meeting of MUN (UK) Ltd. Held on December 13, 2023.

This item was presented for action by the Member.

Minutes of the meeting of MUN (UK) Ld. Annual General Meeting held on December 13, 2023, were presented and approved by Dr. Neil Bose.

- 4. Annual Financial Statements for MUN (UK) Ltd. for the fiscal year ending March 31, 2024.

This item was presented for information to the Member.

Jemma Inker with Ernest and Young (EY) joined the meeting. She noted that:

- The accounts are in draft stages
- ABVK are reviewing revenues and expenditures and there may be some impacts
- If impacts are material they would be reflected in current statements and impacts on past statements would be summarized.
- It was noted that EY are on track to file the financial statements for December 31, 2024

- 5. Directors' report on the activities since for the period January 2024-November 2024.

The report was presented for information.

Roxanne Millan presented a report of activities from January to June 2024 (attached). Prof. Jingjing Xu presented on activities from June 2024 to October 2024 (attached).

- 6. Election / re-election of persons to be Directors (Director Decision note)

This item was presented for action.

Dr. Payne and Dr. Farquharson's terms are expiring on November 22, 2024 [REDACTED]

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

Following this Annual General Meeting the Board of Directors will be constituted as follows:

DIRECTOR	APPOINTMENT DATE	TERM ENDING
Mr. Garrett Doyle	01/04/2020	01/04/2026
Ms. Sara Inkpen	23/11/2024	22/11/2027
Mr. Anik Rahman*	20/11/2024	31/08/2026
Dr. Neil Bose	06/04/2023	Officio-President

Dr. Jennifer Lokash	01/05/2023	Officio Provost and Vice-President (Academic)
<p>*Mr. Rahman, is a member of the Board of Regents. The period of his current appointment as a Regent ends on August 31, 2026.</p>		

Dr. Bose thanked those who were retiring/resigning as directors of Harlow Campus.

Mr. Doyle requested [REDACTED]  
[REDACTED] s. 29 (1)(a)

Garrett Doyle requested that a paper be created by the next meeting to outline the roles of directors of Harlow.

Scott Worsfold responded was that there was no real change to the function of directors. The powers of the directors and the powers of the Member are clearly laid out in the Articles of Association, and those powers have been exercised properly. The only variation from proper form that has been happening over the last few years is that the AGM was being treated like a Board of Directors meeting, with board members voting on matters that were reserved for the Member. The AGM is a meeting of the Members – in this case there is only one- and so the agenda items for the AGM are for Members only to vote on (in this case only Memorial through its authorized representative). Board of Directors' meetings will proceed as they always have with the directors making decisions appropriate to the Board.

#### 7. Appointment of Auditors

This item was presented for action, however following discussion, it was determined that further discussion will need to take place after the filing of the March 31, 2024 Financial Statements by EY.

Debbie Collis and Roxanne Millan have a further discussion and report back

#### 8. Date of next AGM – To be confirmed

#### 9. Adjourn

Dr. Bose thanked those attending/involved in the Alumni event taking place tomorrow evening. As well as those involved in the Lieutenant Governor's visit to Harlow campus.

The Annual General Meeting adjourned at 10:50 am (NL time), 1:20 pm (UK time).

**President, The**

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**From:** Browne, Lisa  
**Sent:** Wednesday, November 12, 2025 4:46 PM  
**To:** Whelan, Meaghan; President, The; VP AER  
**Subject:** RE: In Support of Preserving Memorial University's Harlow Campus

Thanks Meaghan. I think the co-ordination is important, as you say.

Linda, could you connect with the board office on ensuring that responses are provided? Previously, there has been a master list kept of such complaints which indicate name, date of complaint and date of response so that we know a response has been sent regardless of which office they were sent to.

Here is the response that Meaghan drafted for the board office:

"Thank you for taking the time to share your perspectives on Memorial's Harlow Campus and its impact.

Consultation sessions have been held with faculty, staff, students, retirees, and Harlow Campus alumni. Your feedback will be considered alongside others as part of this process.

No decision has been made about the future of Harlow Campus. Memorial recognizes the transformative impact of global learning experiences, and the university remains committed to protecting and championing these experiences for all students.

At the same time, Memorial is currently spending beyond its means, a reality that cannot continue. As the university makes decisions about how to allocate its limited resources, we must safeguard what matters most: academic quality, the student experience and financial sustainability. Unfortunately, but unavoidably, the reality of our current fiscal situation demands that we make difficult decisions.

In reference to the visual arts and theatre programs in particular, the experience of exposure to international arts and culture is both foundational and profoundly enriching. This experience will remain a vital component of those programs. In a consultation session held at Grenfell Campus that included students, staff and faculty, the significant value of this experience was affirmed, and ideas were put forward about how this element could evolve to better meet student needs. This work is ongoing, and any changes to the delivery of programs will be overseen by Senate governance processes.

Thank you again for your feedback."

-----Original Message-----

**From:** Whelan, Meaghan <mcwhelan@mun.ca>  
**Sent:** Wednesday, November 12, 2025 10:24 AM  
**To:** Browne, Lisa <lisa.browne@mun.ca>; President, The <munpres@mun.ca>  
**Cc:** VP AER <vpaer@mun.ca>  
**Subject:** RE: In Support of Preserving Memorial University's Harlow Campus

The response I drafted is going from the BoR, so I don't think it makes sense to send the same response from President's Office as well. I wonder if there is a way to coordinate with the Board

Office to make sure everyone who has emailed receives a response, but not a duplicate? Perhaps the BoR office copies the email that was on the original (munpres or president)?

-----Original Message-----

From: Browne, Lisa <lisa.browne@mun.ca>  
 Sent: Wednesday, November 12, 2025 10:19 AM  
 To: President, The <munpres@mun.ca>  
 Cc: Whelan, Meaghan <mcwhelan@mun.ca>; VP AER <vpaer@mun.ca>  
 Subject: RE: In Support of Preserving Memorial University's Harlow Campus

Thanks Rose. Is the response Meaghan drafted going back in response to these? Meaghan do you want to be copied on these? Rose, could you send these to vpaer@mun.ca rather than lisa.browne@mun.ca please.

Lisa

-----Original Message-----

From: President, The <munpres@mun.ca>  
 Sent: Wednesday, November 12, 2025 10:12 AM  
 To: Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>  
 Subject: FW: In Support of Preserving Memorial University's Harlow Campus

Please see below.

Best regards,  
 Rose

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

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

-----Original Message-----

From: [REDACTED] s. 40 (1)  
 Sent: Tuesday, November 11, 2025 9:38 PM  
 To: President, The <munpres@mun.ca>; Russell, Lisa <lisar@mun.ca>; Scott, Tina (Regents) <tinas@mun.ca>  
 Subject: In Support of Preserving Memorial University's Harlow Campus

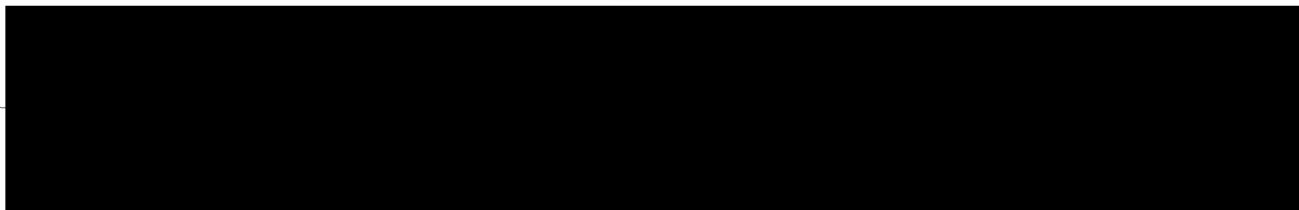
Dear Dr. Bose and Members of the Board of Regents,

s. 40 (1)

[REDACTED] I am writing to express my deep concern regarding the potential sale of Memorial University's Harlow Campus. I

respectfully urge you to reconsider this decision and recognize the immense academic, cultural, and personal value that Harlow continues to bring to students and to the legacy of Memorial University.

s. 40 (1)



The Harlow Campus has long been a symbol of accessibility and aspiration proving that students from even the most modest backgrounds can reach beyond our province and engage with the world.

s. 40 (1)

To lose Harlow would not only diminish Memorial's international presence, but it would also close a door that has allowed generations of Newfoundland and Labrador students to see their place in a broader world.

Theatre, Visual Arts, Education, and other programs at Grenfell have relied on Harlow as a bridge between local learning and global application. It is a space that enriches Memorial's academic portfolio, strengthens its reputation, and embodies the university's commitment to experiential, inclusive education. Selling it for short-term financial relief would be a loss far greater than any immediate gain.

I respectfully ask that the administration and the Board of Regents take a long-term view and preserve Harlow as part of Memorial's enduring heritage. It stands not just as a campus, but as a living expression of Memorial's mission to serve, inspire, and empower the people of Newfoundland and Labrador through education and experience.

Thank you for your time and consideration.

s. 40 (1)



**President, The**

---

**From:** [REDACTED] s. 40 (1)  
**Sent:** Wednesday, November 12, 2025 10:07 PM  
**To:** President, The  
**Subject:** MUN Professor Launches Letter Campaign to Halt President's Attempt to Sell Harlow Campus

<https://mattbarter.ca/2025/11/12/mun-professor-launches-letter-campaign-to-halt-presidents-attempt-to-sell-harlow-campus/>

**Fitzgerald, Renee**

---

**From:** garrett doyle <[REDACTED]> s. 40 (1)  
**Sent:** Thursday, November 13, 2025 3:01 AM  
**To:** Morrison, Janet; Brown, Margot  
**Cc:** Sara Leslie Ann Inkpen  
**Subject:** Fwd: Harlow Future - Presentation

Hello

I just noticed that my email yesterday was returned due to size. I have removed the pdf. Hopefully that works

Regards  
Garrett

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

**From:** Garrett Doyle <[REDACTED]> s. 40 (1)  
**Date:** Wed, Nov 12, 2025 at 21:35  
**Subject:** Fwd: Harlow Future - Presentation  
**To:** Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>  
**CC:** Sara Leslie Ann Inkpen <[REDACTED]>, Garrett Doyle <[REDACTED]>

s. 40 (1)

Hello Janet and Margot,

Please find attached the presentation that Sarah and I have prepared for discussion during tomorrow's board meeting.

s. 40 (1)

[REDACTED]  
[REDACTED] The attached deck reflects our view, and that of many others who have reached out to us, on the current state of affairs. It would be disingenuous not to address these points openly as a board, just as we began to do during our last call.

That said, we want to come into the meeting with a spirit of collective problem solving. Our focus will be on how we move forward together. We recognize that there are significant challenges and that change is necessary, but we believe there are options that allow us to preserve what's valuable rather than discard it.

s. 40 (1)

[REDACTED]  
[REDACTED] I plan to come to Harlow to participate in person. If delayed, I'll join virtually from home.

Looking forward to a constructive and candid discussion tomorrow — whether in person or online — about Harlow's situation and Memorial's future in the UK.

Best regards,

Garrett

(on behalf of Sara)

Please see attached for a PowerPoint and PDF version of the presentation.



Harlow Future Deck.pptx

Also here is the link if you want to present it though Canva with the animations. s. 31 (1)(l)

**Fitzgerald, Renee**

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**From:** Millan, Roxanne <rmillan@mun.ca>  
**Sent:** Thursday, November 13, 2025 8:29 AM  
**To:** Morrison, Janet  
**Subject:** Re: Welcome to Harlow!

Garrett has arrived. I was not expecting him in person!

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:** Thursday, November 13, 2025 11:32:16 AM  
**To:** Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Re: Welcome to Harlow!

s. 40 (1)

Pulling into Harlow now. [REDACTED] Do you want to meet at 12:30? Thx.

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**From:** Millan, Roxanne <rmillan@mun.ca>  
**Sent:** Thursday, November 13, 2025 10:56:22 AM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Subject:** Welcome to Harlow!

Morning Janet,

Hope you had a good flight!

When might we expect you on Campus? 😊

I am meeting with our Accountant, Vicky Kong, and Matthew, our new GM.

David Wright just arrived.

See you soon.

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:** Wednesday, November 12, 2025 6:11:52 PM  
**To:** Fitzgerald, Renee <reneef@mun.ca>  
**Cc:** Fuhr, Phoebe <pfuhr@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Re: Interview with The Muse while in Harlow

Thank you. 🙏

Get [Outlook for iOS](#)

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**From:** Fitzgerald, Renee <reneef@mun.ca>  
**Sent:** Wednesday, November 12, 2025 12:43:20 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>  
**Cc:** Fuhr, Phoebe <pfuhr@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Interview with The Muse while in Harlow

s. 40 (1)

Hi Janet. [REDACTED] of The Muse, will be doing an interview with you while AT Harlow on Friday at 8:45 am until 9:00 am at the Lord Taylor Room at Harlow Campus (Chad had sent you an email on this). Chad will send you information via email on what to expect from this interview. I'm copying Phoebe (in Harlow) and Roxanne Millan on this email.

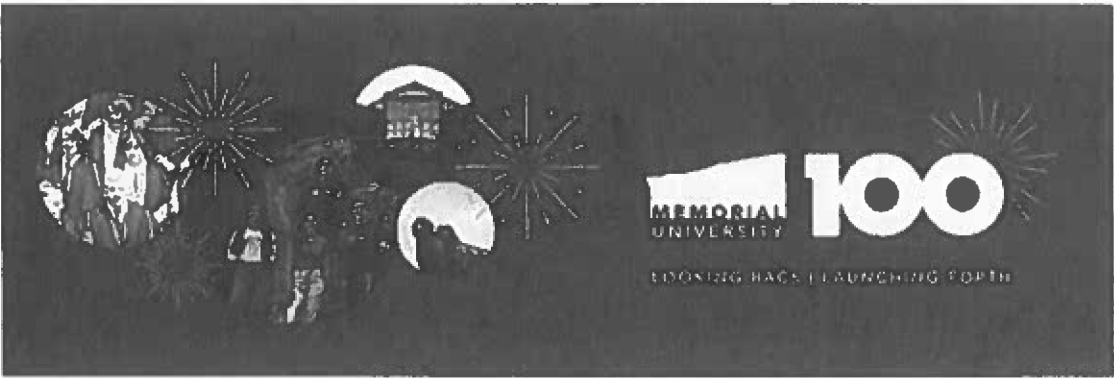
I also have it in your Calendar.

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](mailto:reneef@mun.ca)



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**Fitzgerald, Renee**

**From:** Fitzgerald, Renee <reneef@mun.ca>  
**Sent:** Thursday, November 13, 2025 9:19 AM  
**To:** Morrison, Janet  
**Subject:** FW: Further Update - Board of Directors Meeting Material  
**Attachments:** Item 9 - BN-Harlow Compensation Review 2025.pdf

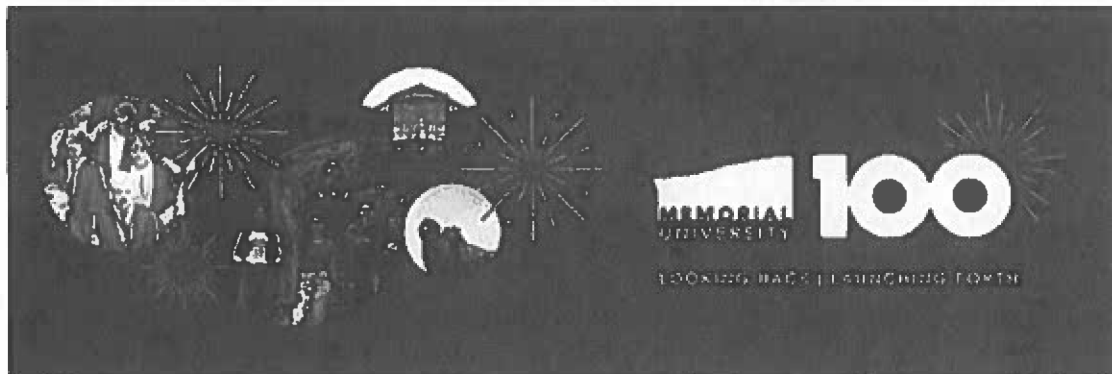
Hi Janet. Another item for this morning's Harlow board meeting (or this afternoon where you are too 😊)

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](mailto:reneef@mun.ca)



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



**From:** President, The <munpres@mun.ca>  
**Sent:** Thursday, November 13, 2025 9:18 AM  
**To:** Lokash, Jennifer <jlokash@mun.ca>; Garrett Doyle <[REDACTED]>; Sara Leslie Ann Inkpen <[REDACTED]>; mra200@mun.ca  
**Cc:** Trudy Pound-Curtis (tpoundcurtis@mun.ca) <tpoundcurtis@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Worsfold, Scott <dsworsfold@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>  
**Subject:** Further Update - Board of Directors Meeting Material

s. 40 (1)

Good morning everyone,  
 An additional item is attached for the Board meeting this a.m.:  
 - Item #9 Briefing Note

Thanks and best regards,  
 Rose  
 Rose M. Frew, Executive Assistant to the President (Correspondence)

President's Office, Room A-2028  
Arts and Administration Building | 230 Elizabeth Avenue  
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7  
t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



*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:** President, The  
**Sent:** Wednesday, November 12, 2025 11:12 AM s. 40 (1)  
**To:** Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Garrett Doyle <[REDACTED]>; Sara Leslie Ann Inkpen <[REDACTED]>; mra200@mun.ca' <[mra200@mun.ca](mailto:mra200@mun.ca)>  
**Cc:** Trudy Pound-Curtis ([tpoundcurtis@mun.ca](mailto:tpoundcurtis@mun.ca)) <[tpoundcurtis@mun.ca](mailto:tpoundcurtis@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; [rmillan@mun.ca](mailto:rmillan@mun.ca); Worsfold, Scott <[dsworsfold@mun.ca](mailto:dsworsfold@mun.ca)>; Fitzgerald, Renee <[reneeef@mun.ca](mailto:reneeef@mun.ca)>  
**Subject:** Update - Board of Directors Meeting Material

Hello everyone,

Apologies for the delay forwarding the attached documents for tomorrow's Board meeting.  
Updated Agenda is attached in addition to the following:

**Agenda Item No. 5 (Two files attached)**

- MUN UK 2025-26 Financial Statements (includes a revised budget forecast and cash flow statement)
- MUN UK 2025-26 Budget – Additional One-Time Funding
  - Briefing Note – Rationale for One-Time Funding
  - Appendices A, B and C

**New Agenda Item No. 9 (One File attached)**

- MUN UK Compensation Review 2025

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



*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:** President, The  
**Sent:** Monday, November 10, 2025 4:32 PM s. 40 (1)  
**To:** Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Garrett Doyle <[REDACTED]>; Sara Leslie Ann Inkpen <[REDACTED]>; mra200@mun.ca  
**Cc:** Trudy Pound-Curtis ([tpoundcurtis@mun.ca](mailto:tpoundcurtis@mun.ca)) <[tpoundcurtis@mun.ca](mailto:tpoundcurtis@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Millan,

Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>; Worsfold, Scott <[dsworsfold@mun.ca](mailto:dsworsfold@mun.ca)>

**Subject:** Board of Directors Meeting Material

Dear members of the Board of MUN (UK) Ltd.

Attached please find the following materials for the meeting of the Board of Directors on November 13<sup>th</sup>:

1. Agenda;
2. Minutes of a meeting of the MUN (UK) Board of Directors meeting held on July 16, 2025
3. Financial Statements FY 2023-2024;
4. MUN – UK Board membership

There is one further attachment (Item 5 on the agenda) which will be distributed as soon as possible.

Best regards,

Rose

Rose M. Frew, Executive Assistant to the President (Correspondence)

President's Office, Room A-2028

Arts and Administration Building | 230 Elizabeth Avenue

Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7

t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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

Meeting of the MUN-UK Ltd. Board: November 13, 2025

For Action

For Information

Title: Harlow Compensation Review 2025

**Purpose:**

[Redacted]

s. 29 (1)(a)

**Recommendation:**

It is recommended

[Redacted]

**Background:**

This Compensation Review Working Group was conducted by Noreen O'Prey and was an updated review from a more comprehensive review conducted in June 2024. That review

[Redacted]

s. 29 (1)(a)

[Redacted]

**Analysis**

As with the previous review, this review focused on a benchmarking exercise comparing salaries against three key sectors 1) University vacancies 2) Public Sector vacancies and 3) Private sector, to gain a fuller picture of the labour market.

**Minimum Wage:**

The UK has a National Minimum Wage (NMW) of £12.21 per hour, which must be offered to all employees at the start of their roles.

**Living Wage:**

It is widely accepted that although the NMW provides the standard for recruitment, it is not necessarily an appropriate living wage (i.e., sufficient wages to live comfortably). Therefore, a suggested 'Living Wage' is provided, based on the cost of living within the UK (household goods and services). The National Living Wage is £13.25. Within London, the Living Wage suggested is £14.80 per hour.

Refer to the attached for the detailed analysis.

**Fitzgerald, Renee**

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**From:** Pound-Curtis, Trudy <h3tpc@mun.ca>  
**Sent:** Thursday, November 13, 2025 11:39 AM  
**To:** Morrison, Janet; Lokash, Jennifer  
**Subject:** Fw: Harlow deferred maintenance report  
**Attachments:** Harlow Campus Buildings Assessment - FM Notes and Recommendations - October 2025.pdf

This may be of interest as it is a report prepared by the staff who went over to Harlow.

It is really an executive summary.

Trudy  
Get [Outlook for iOS](#)

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**From:** Luther, Rayna Jenevieve <rluther@mun.ca>  
**Sent:** Thursday, November 13, 2025 9:38 AM  
**To:** Pound-Curtis, Trudy <h3tpc@mun.ca>  
**Subject:** FW: Harlow deferred maintenance report

Trudy,

Another detailed report attached from the recent 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](mailto:rluther@mun.ca)

**Fitzgerald, Renee**

---

**From:** Whelan, Meaghan <mcwhelan@mun.ca>  
**Sent:** Thursday, November 13, 2025 12:11 PM  
**To:** Browne, Lisa; VP AER; Morrison, Janet  
**Cc:** President, The; Brown, Margot; Millan, Roxanne  
**Subject:** RE: Harlow campus: opportunities for lifelong learners

Hi folks,

Here is a draft reply to [REDACTED] s. 40 (1)

Thanks,  
Meaghan

Dear [REDACTED] s. 40 (1)

I agree that lifelong learners represent an important demographic for Memorial, particularly in light of the provincial demographic projections. I appreciate your proactive thinking about innovative ways to address our enrolment challenges.

While no decision has been made about the future of Harlow Campus, it is important to be transparent about Memorial's significant financial challenges. We are spending beyond our means and this reality will require us to make difficult choices. Our priority is to protect and strengthen academic quality and the student experience as we navigate these constraints.

We have held consultation sessions with faculty, staff, students, retirees and Harlow Campus alumni and the passion our community has for global learning experiences is evident. Your feedback below will be considered with all of the feedback we've received on this topic; thank you for sharing it. If you have ideas for how elements of your program could transition or adapt outside of Harlow, I would welcome your thoughts.

Thank you again for reaching out and your commitment to our university.

Warm regards,  
Janet

**From:** Browne, Lisa <lisa.browne@mun.ca>  
**Sent:** Wednesday, November 12, 2025 5:01 PM  
**To:** VP AER <vpaer@mun.ca>  
**Cc:** Whelan, Meaghan <mcwhelan@mun.ca>  
**Subject:** Re: Harlow campus: opportunities for lifelong learners

Copying Meaghan to draft a response from president.

Lisa

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**From:** VP AER <[vpaer@mun.ca](mailto:vpaer@mun.ca)>  
**Sent:** Wednesday, November 12, 2025 4:40 PM  
**To:** Browne, Lisa <[lisa.browne@mun.ca](mailto:lisa.browne@mun.ca)>  
**Subject:** FW: Harlow campus: opportunities for lifelong learners

Hi Lisa,

This one is sent to the President (not board).

Will we also send to Meaghan?

Linda

**From:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Sent:** Wednesday, November 12, 2025 12:41 PM  
**To:** Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>; VP AER <[vpaer@mun.ca](mailto:vpaer@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** FW: Harlow campus: opportunities for lifelong learners

Please see below.

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



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

**From:** [REDACTED] s. 40 (1)  
**Sent:** Wednesday, November 12, 2025 12:25 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Harlow campus: opportunities for lifelong learners

Hello Janet

Its [REDACTED] s. 40 (1)

[REDACTED]

This is a demographic which Memorial needs to target and which programs at Harlow campus are uniquely situated to serve. Even before the Spring 2025 program had finished, Harlow campus staff were receiving emails from lifelong learners about attending a future iteration of our Harlow program. In the face of decreasing enrolments, lifelong learners can be an important component of Memorial's rejuvenation, and a

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

IAP Office

**President, The**

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**From:** Morrison, Janet  
**Sent:** Friday, November 14, 2025 7:06 AM  
**To:** Whelan, Meaghan; Browne, Lisa; VP AER  
**Cc:** President, The; Brown, Margot; Millan, Roxanne  
**Subject:** Re: Harlow campus: opportunities for lifelong learners

This is excellent -- thank you.

JM

**Get Outlook for iOS**

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**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Friday, November 14, 2025 10:34:53 AM  
**To:** Whelan, Meaghan <mcwhelan@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; VP AER <vpaer@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Re: Harlow campus: opportunities for lifelong learners

This is excellent. Thank you.

JM

**Get Outlook for iOS**

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**From:** Whelan, Meaghan <mcwhelan@mun.ca>  
**Sent:** Thursday, November 13, 2025 3:40:58 PM  
**To:** Browne, Lisa <lisa.browne@mun.ca>; VP AER <vpaer@mun.ca>; Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** RE: Harlow campus: opportunities for lifelong learners

Hi folks,

Here is a draft reply to [REDACTED] s. 40 (1)

Thanks,  
 Meaghan

Dear [REDACTED] s. 40 (1)

I agree that lifelong learners represent an important demographic for Memorial, particularly in light of the provincial demographic projections. I appreciate your proactive thinking about innovative ways to address our enrolment challenges.

While no decision has been made about the future of Harlow Campus, it is important to be transparent about Memorial's significant financial challenges. We are spending beyond our means and this reality will require us to make difficult choices. Our priority is to protect and strengthen academic quality and the student experience as we navigate these constraints.

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

IAP Office

## President, The

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**From:** President, The  
**Sent:** Friday, November 14, 2025 9:02 AM  
**To:** Morrison, Janet; Brown, Margot; VP AER; Vice-President (Academic); Millan, Roxanne  
**Subject:** FW: Harlow Campus Business Consulting Course

Please see below.  
 I don't have a record of forwarding yesterday. My apologies.

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



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

**From:** Jewer, Jennifer <[jenniferj@mun.ca](mailto:jenniferj@mun.ca)>  
**Sent:** Thursday, November 13, 2025 2:38 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Harlow Campus - Business Consulting Course

Hello Dr. Morrison,

I hope you are doing well. This winter, I will be leading an undergraduate business consulting course for students from the Memorial University of Newfoundland Faculty of Business studying at the Harlow Campus. This course offers a transformational experience for our students: senior undergraduates collaborate with a business or organization—at no cost to the client—to apply classroom theory to a real-world challenge. The benefits are threefold: client organizations can gain actionable insights, our students gain practical, high-impact experience ahead of graduation, and the Harlow Campus strengthens its connection with external organizations, thereby enhancing its profile and value.

We are currently seeking consulting projects that would begin in January, and I wondering if given the current situation with the Harlow campus if there may be some interest in my students working on a project for the Harlow Campus?

Here's how the process works:

- Organizations submit a brief project idea – just a few sentences is sufficient – focusing on opportunities such as exploring a new market, improving a business/process, or other strategic questions (rather than mission-critical operations).
- The student teams select from approved projects, meet with the project lead to develop a detailed proposal (which I review and approve) by the end of January.
- Through the course term, students devote significant effort—equivalent to a full course—meeting weekly with you (or your designated representative) and myself to track progress.

- At the end of March or early April, the team presents their findings and recommendations in a professional deliverable: a slide deck and client presentation.

**Key details:**

- The students are among our highest-performing undergraduates, working in teams of three to five.
- Success relies on a client's commitment of time, typically at least one hour per week (some weeks may require more).
- We request project descriptions by noon on Monday, January 5th, as classes begin Tuesday, January 6th. Ideally, we identify projects within the next two weeks.

**Recent past projects have included:**

- A health-care social enterprise: market analysis, grant research, internal process development.
- A retail SME: strategic growth and stakeholder-engagement roadmap.
- A not-for-profit arts organization: revenue strategy, funding-opportunity mapping.
- A hotel: targeted segment market analysis with data-driven recommendations.
- A post-secondary institution: market analysis and new programme development.
- A tech SME: competitor analysis and social-media strategy.

**Client feedback has been strongly positive:**

- "We had a very positive experience working with the students... we got some excellent takeaways that we plan to implement going forward."
- "The students grew in confidence... it really was a pleasure and privilege to work with them."
- "They approached the project with great dedication... the project they produced is highly valuable."

In sum: this course not only elevates the student learning experience, it also strengthens the Harlow Campus' external engagement and creates value for partner organisations. If there is something connected with the Harlow Campus where our students could make a meaningful contribution, I would welcome the opportunity to discuss it further. [REDACTED]

s. 40 (1)

Thank you for your time and consideration.

Warm regards,  
Jennifer

Jennifer Jewer, Ph.D. PMP  
Associate Professor of Information Systems  
Faculty of Business Administration  
Cross-appointed, Discipline of Emergency Medicine, Faculty of Medicine  
Memorial University of Newfoundland  
T 709 864 3094  
E [jennifer@mun.ca](mailto:jennifer@mun.ca)

**President, The**

---

**From:** President, The  
**Sent:** Friday, November 14, 2025 9:03 AM  
**To:** Jewer, Jennifer  
**Subject:** RE: Harlow Campus - Business Consulting Course

Acknowledging receipt. Thank you.  
 Your email has been forwarded directly to Dr. Morrison.

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



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

**From:** Jewer, Jennifer <[jenniferj@mun.ca](mailto:jenniferj@mun.ca)>  
**Sent:** Thursday, November 13, 2025 2:38 PM  
**To:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>  
**Subject:** Harlow Campus - Business Consulting Course

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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

**President, The**

**From:** noreply@mun.ca  
**Sent:** Friday, November 14, 2025 3:08 PM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

s. 40 (1)

Good day,

I am writing to you regarding the issue of the Executive Structure Review.

write this on my phone, retaining formatting and editing was challenging!

First and foremost I wish to applaud this effort to consider in depth the institution's organizational design and executive leadership structure. Memorial grew at an unsustainable pace during a period of provincial wealth. There are redundancies and ineffective structures embedded in Memorial University. These are in part driven by a desire to maintain separation and 'autonomy' between the campuses. This is something that needs to be assessed critically and responded to with appropriate changes.

There is value in marketing the Marine Institute differently from Memorial University. It offers programs that are outside the 'standard' academic wheelhouse, with uptake by a student demographic that are not seeking a traditional degree. However this does not mean that the MI campus could not and should not have more of its operational structures aligned efficiently with Memorial. It only serves approximately 1000 students. This forces the following questions:

- Would an AVP or other be more appropriate than a VP of the Fisheries and Marine Institute?
- Is an AVP Academic and Student Affairs redundant and/or excessive considering the number of students at MI and campus proximity to Memorial SJC?
- Is an AVP Research and strategic partnerships necessary?
- Is an AVP finance excessive? Grenfell operates with a director of finance.

Comments: This may read like I have beef with Grenfell, I don't.

s. 40 (1)

However, the Grenfell campus is a source of excessive administrative and operational redundancies. The effort to silo the campus and bring it 'out from under' the SJC is detrimental to its operation, and one can only assume where time is wasted money is also wasted. To provide an example, the insistence that Grenfell operates autonomously and distinct from the St. John's Campus has been a source of logistical headaches from an IT perspective when working on pan-Institution projects. In reviewing MI's executive structure versus Grenfell, with consideration of their similar student numbers, then the extent of executive excess is evident. Should Grenfell be better aligned in the creation of a more cohesive Memorial University then there are executive leadership positions that could be reduced by bringing them under other portfolios.

- Grenfell does not need to have a Vice-President, nor does it need to have deans. Similar to MI, Grenfell successfully operated without deans, but rather 'division heads' until quite recently (post 2010). These heads, if necessary, could come under the existing Deans of HSS, Science, and Libraries.
- Grenfell has approximately 1200 total students, if you account for the ~300 nursing students, this means there are 3 deans for ~900 students. This is entirely unnecessary.
- Considering these student numbers this calls to question the need for an AVP Research and Graduate Studies. This role is redundant considering the VP Research and AVP Indigenous. The MI and Grenfell AVP research positions should be considered in relation to the VP Research and AVP Indigenous Research to see if there are any significant gaps and at most 1 additional position formed to supplement or support them, whether at the AVP or director level.

Unfortunately, I do think the Harlow Campus likely needs to be dropped. While a beloved space that opens

doors for students without a lot of opportunity for travel, it is my understanding its upkeep is costly. Unless, however, the campus is able to find a way to generate supplementary income, perhaps through further partnership. The Labrador Campus on the other hand, presents great potential for growth, and to further Memorial's commitment to the people of Newfoundland AND Labrador, and to Indigenous Peoples. Additionally, in the face of climate change and the real changing landscape of the Arctic, to limit their operations would be a misstep.

To look at the St. John's Campus presents some challenges. Regrettably, this matter was brought to my attention last minute and I am unable to perform the deep dive I believe much of the executive structure would benefit from. The organizational structure chart provides an inadequate breakdown - for example, in thinking what exactly is an AVP People and Culture (oh! That is HR) I looked the position up - an associate VP has 2 executive assistants. That seems excessive.

Relevant to my above concern of excess is my concern for the future of the Vice-President Indigenous. At first glance this VP has the smallest number executive leadership positions associated with it. It looks like low hanging fruit, an easy place to make a cut by transitioning the role down to that of AVP, and appeasing the Board of Regents. But if you give the nature of this role due consideration it is evident that this would be a massive misstep for Memorial.

- This leadership position is expected to do simultaneously very specific and diverse work that is extremely political across the institution, and with Indigenous communities. And it happens with the least amount of 'excess'. The VPI has a single executive assistant and no AVPs. Neither director has an administrative assistant. The fiscal savings in reducing this position would be negligible, but the negative impact upon the "institution wide commitments to academic quality, research intensity, student experience, Truth and Reconciliation, EDI-AR, financial sustainability and employee engagement" would be extensive. This position creates accountability across all of these commitment with respects to Indigenous peoples and to the collective benefit of this province and the institution.

- The VPI recently brought in 5 million dollars, with essentially a skeleton staff. The VPI and Indigenous Affairs are punching above their weight class and will continue to do so.

- Per the Executive Structure Review: this is 'responsible action' - it would be irresponsible to remove the VPI position. It would be a backwards step with respects to Truth and Reconciliation and EDI-AR. It would violate an agreement that was made in consultation with the Indigenous communities of this province. The development of the Strategic Framework for Indigenization pre-dates the appointment of former president Dr. Timmons.

- Memorial is a national leader regarding the creation of the VPI position. There are very few similar roles across the country, but we are slowly seeing an increase in executive positions for Indigenous leadership in academia. The VP level is going to become the norm. At this time we are ahead of the curve and removing the position would set us back. It would be an embarrassment to our reputation.

- We could no longer be viewed as competent leaders in Indigenization and Reconciliation - the grounds for the recent award of 5 million dollars. To remove this position would say Memorial is not serious about this priority, and that would limit future funding opportunities. We could lose future millions to save what, \$40 000 or \$50 000 dollars a year by reducing the VPI position to AVP? Frankly, that would be shockingly short sighted.

- To alter the VPI position would be to create a structural change that eliminates accountability to Indigenous peoples and communities. It would force reliance upon the good will of actors higher in the executive structure. That is not guaranteed. How does the saying go? Nothing about us without us.

- If the VPI is eliminated the message to Indigenous faculty, students, staff, research partners, communities etc., would be offensive. It would be a step backwards, it would say 'To Memorial University we do not matter, we do not deserve a seat at the table, we do not deserve representation, a voice, or a mechanism for accountability.'

Finally, for similar reasons as listed above regarding the VPI position, I must stress that it would be a misstep to remove the AVP Research (Indigenous). This is the way of the future, and necessary for good

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**working relationships with Indigenous communities. Consider looking at the First Light Research Policy Framework to understand the way Indigenous research is changing.**

**Thank you for your time and consideration.**

**President, The**

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**From:** Morrison, Janet  
**Sent:** Friday, November 14, 2025 3:36 PM  
**To:** Whelan, Meaghan; Browne, Lisa; Brown, Margot; Dyke, Paula; President, The  
**Subject:** Re: Whelan, Meaghan shared "Gazette- Harlow Nov14" with you

Thanks all. My edits are in.

JM

**Get Outlook for Mac**

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**From:** Whelan, Meaghan <mcwhelan@mun.ca>  
**Date:** Friday, November 14, 2025 at 12:44 PM  
**To:** Browne, Lisa <lisa.browne@mun.ca>, Brown, Margot <mbrown@mun.ca>, Dyke, Paula <pdyke@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, President, The <munpres@mun.ca>  
**Subject:** Whelan, Meaghan shared "Gazette- Harlow Nov14" with you

**Whelan, Meaghan invited you to edit a file**

Hi folks,

Sharing a draft reflection from Dr. Morrison on Harlow Campus consultations. Lisa has reviewed. The intention is to publish in the Gazette to ensure that our internal audience has the same information and messages that were shared in the consultation sessions/with media.

Thanks,  
Meaghan



Gazette- Harlow Nov14

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

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**This email is generated through Memorial University's use of Microsoft 365 and may contain content that is controlled by Memorial University.**

**Fitzgerald, Renee**

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**From:** Pound-Curtis, Trudy <h3tpc@mun.ca>  
**Sent:** Friday, November 14, 2025 4:22 PM  
**To:** Morrison, Janet; Lokash, Jennifer  
**Subject:** Re: Harlow deferred maintenance report

Janet

I will have the pictures removed and we can have the schedule ready on Monday.

Trudy

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**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Friday, November 14, 2025 3:48:26 PM  
**To:** Pound-Curtis, Trudy <h3tpc@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>  
**Subject:** Re: Harlow deferred maintenance report

Thanks Trudy — I think this is great, although I wonder if we can/should pull out the photos? It just makes it long and increases the size of the file transfer.

Is it feasible to send the Board both the operating expenses schedule and this summary sometime before the end of next week? I had good meetings with Garrett and Sara today — they appreciated the frankness of yesterday's discussion; to keep them on-side, I'd like to remain as transparent as possible.

Thank you both,  
Janet

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**From:** Pound-Curtis, Trudy <h3tpc@mun.ca>  
**Date:** Thursday, November 13, 2025 at 3:09 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>  
**Subject:** Fw: Harlow deferred maintenance report

This may be of interest as it is a report prepared by the staff who went over to Harlow.

It is really an executive summary.

Trudy

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**From:** Luther, Rayna Jenevieve <rluther@mun.ca>  
**Sent:** Thursday, November 13, 2025 9:38 AM

**To:** Pound Curtis, Trudy <h3tpc@mun.ca>  
**Subject:** FW: Harlow deferred maintenance report

Trudy,

Another detailed report attached from the recent 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](mailto:rluther@mun.ca)

**President, The**

---

**From:** noreply@mun.ca  
**Sent:** Friday, November 14, 2025 4:35 PM  
**To:** President, The  
**Subject:** Form Submission: Executive structure review 2025

Thank you for providing the opportunity to offer suggestions/feedback on the review of the executive structure at Memorial.

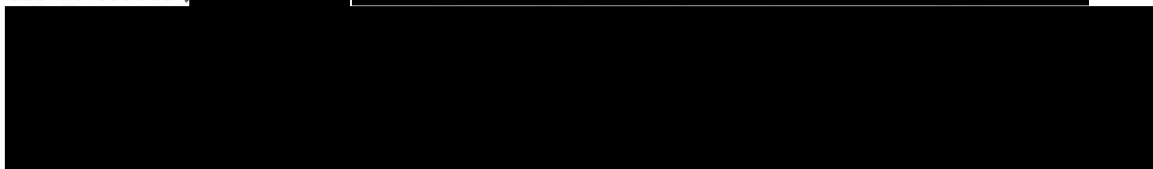
I'll start with a few important considerations for any institution or any individual claiming to be deeply invested in truth and reconciliation:

It must be understood that when you open up feedback on anything, in this case the executive structure, and one of the entities in that bucket is related to Indigenous Peoples (in this case, the VPI), there will undoubtedly be a large number of people who are of the opinion that this position should not exist. This is a result of colonialism and in this province, it is worse than in other provinces. There will be people with great arguments, too, that might sound appropriate on the surface. People with anti-Indigenous bias are really really good at providing justifications that absolve them from having to look inside to see why they feel how they feel.

So, it is the job of those collecting the feedback to take great care in how they assemble it, how they communicate it, and how they assess it. Indigenous Peoples, Indigenous Affairs, Indigenous "anything" is going to get a lot of criticism, especially in this province. And that is one of the important reasons why the Vice-President Indigenous must remain as part of the executive team, as a VP. Because it is that much harder in this province, to combat the anti-Indigenous sentiment cloaked as "good business" or cloaked as "contraction" or cloaked as anything other than what it really is.

s. 40 (1)

Comments: It must also be understood that the number of Indigenous people working inside the university is such a small number [redacted] At first I had only seen communications offering the email address to submit feedback, [redacted]



I say all that to preface my feedback because I don't really trust that I will be taken seriously, and that is really sad. I have comments here regarding Harlow, regarding Grenfell, and regarding the VP structure.

First, Harlow. I've read the report that was done a year or so ago, by Kim Schipp. In it, she details all the various arguments, or attempts at saving the campus. Some things have been tried multiple times. It's fair to say Memorial has given its best shot at it, and it just isn't working. I think the reason Memorial has continued to try is because the property was given as a gift by (I think) a former president, so there is a sentimental attachment to it, and probably some noble desire to make good on keeping it going. But it's 2025, the provincial government has been gutting the university since 2016 (in the most recent cycle), and it isn't a thing that should still be a conversation. It's not a sustainable situation, and on top of that, the whole thing lacks any sort of relationship-building. I mean, a partnership with a separate institution, in the UK, would make so much more sense in terms of giving the exchange experience while also cultivating relationships with other institutions. Instead, in the Harlow context, students and faculty travel to the UK

and just hang out together, like a little "Grenfell Junior" campus, and then take trains to be tourists in other places. They get to drink at pubs, visit landmarks, and so on. But it's not a relationship with any other Institution. Create an MOU with another institutions, rent out one of the residence halls, partner faculty members together and create new opportunities—then Memorial might actually benefit, and would not be footing the bill for catered lunches that students don't show up for, or crumbing buildings and HR issues.

The argument that it's good for international recruitment is a joke. It's the UK. That's not where international students are coming from anyway. Time to let it go. Be kind about it, create a committee to set up a new type of term abroad for theatre and visual arts, and then let that germinate. Sell off the Harlow property.

About Grenfell. Way too top-heavy and should not be a VP at the top. Grenfell has only had a VP since 2011. There have only been 3 official VPs at Grenfell—Mary Bluehardt, Jeff Keshen, and Ian Sutherland. There've been interim and pro tempore VPs, but only three who were the product of a search.

s. 40 (1)

[REDACTED] This is part of the problem. Just one part, but a significant concern in terms of Grenfell morale. [REDACTED]

My point is that the VP Grenfell, as a job, is super desirable to stone-steppers, and that is not what Grenfell needs. It used to have a campus principal, and that person was always someone who was deeply committed to GRENFELL, not to their own CV. Not that people shouldn't or can't change their minds and move, but the structure as it is currently is just invited interlopers. It's not healthy for Grenfell.

The other issue with having a VP of the campus is that it adds to the tension between Grenfell and St. John's, implying some sort of autonomy that is neither possible nor appropriate. The VPs should be roles that have pan-university mandates. And when a VP shows up at Grenfell—just using the example of the VP Research—they should be the highest ranking person in the room (unless the president is there). They shouldn't have to awkwardly navigate the whole VP to VP thing, if the issue is Research. Same for the VP Indigenous. When they show up at Grenfell they should be viewed as the leader, for Indigenous Affairs. Not a sibling to the campus leader.

s. 40 (1)

Another issue—the presence of a VP of the campus then leads to the presence of AVPs— [REDACTED] there were at least 3 (maybe 4?) AVPs. With 1400 students!!!! And now there are even fewer students. There was an AVP Finance/Admin, an AVP Academic, and an AVP Research. Maybe it was only 3, not 4. But the point is, it was overkill. Then there were directors below them—again—1400 students!! And that was including WRSON which has its own leadership and leadership structure.

After the first big budget gutting in 2016, two of the AVP positions were eliminated—but not without a fight. The remaining AVP should not be a role at Grenfell any longer either. Why at such a small campus is there an AVP Research AND a Director of Research? The campus is way too small for that.

Here is what happened—When Danny Williams was premier, he started throwing money hand over fist to the university. And Grenfell lobbied to move from "Sir Wilfred Grenfell College" to become Grenfell Campus. At the time, it planned on huge growth after getting the new Arts extension and the new student residences. But the tension between Grenfell and St. John's prevented that growth—the stupid notion that there is only so much pie (potential students) and if one campus gets more pie, the other will get less. It is

NOTE TO APPLICANT: The remainder of this thread has been removed as it is not responsive to the wording of the request.

IAP Office

**Fitzgerald, Renee**

**From:** Garrett Doyle <[REDACTED]> s. 40 (1)  
**Sent:** Saturday, November 15, 2025 5:27 AM  
**To:** Morrison, Janet; Sara Leslie Ann Inkpen; Anik, Masfiqur Rahman; Brown, Margot; Millan, Roxanne; Jayne Platt; [REDACTED]; Lokash, Jennifer  
**Subject:** MUN UK Ltd

Hello Janet,

I wanted to thank you again for your recent trip to the UK. It was genuinely appreciated, and it was very good to spend time speaking with you.

s. 40 (1)

On reflection and as discussed, [REDACTED]

I truly appreciate the challenges you, the administration, and Memorial as a whole face. [REDACTED]

s. 40 (1)

Following our discussion, I would like to reiterate several recommendations:

First, I recommend [REDACTED]

s. 29 (1)(a)

Second, I recommend [REDACTED]

s. 29 (1)(a)

Third, I recommend [REDACTED]

s. 29 (1)(a)

Fourth, I would encourage [REDACTED]

s. 29 (1)(a)

Finally,

[Redacted]

s. 29 (1)(a)

I will keep all information confidential,

[Redacted]

Keeping Harlow open is challenging, but keep in mind that closing it is equally complex.

If there is something specifically I can assist with, I am open to being asked.

Best regards

Garrett

..



**Garrett Doyle**  
CO-CEO THE VIRTUAL FORGE



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US: +1 (267) 880-2100



[www.thevirtualforge.com](http://www.thevirtualforge.com)

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**President, The**

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**From:** [REDACTED] s. 40 (1)  
**Sent:** Monday, November 17, 2025 12:31 PM  
**To:** President, The  
**Subject:** Re: Harlow Program Feedback - [REDACTED] s. 40 (1)

Good Afternoon,

I would like to follow up on my previous email regarding the status of the Harlow Campus program offerings. If possible, I would love the opportunity to meet with Dr. Morrison to discuss the opportunities for the campus further.

Thank you,

[REDACTED] s. 40 (1)

On Mon, Nov 10, 2025 at 8:58 AM President, The <[munpres@mun.ca](mailto:munpres@mun.ca)> wrote:

Acknowledging receipt on behalf of the President's Office. Thank you.

Your email has been forwarded directly to the President.

Best regards,

Rose

Rose M. Frew, Executive Assistant to the President (Correspondence)

President's Office, Room A-2028

Arts and Administration Building | 230 Elizabeth Avenue

Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7

t: 709.864.8212 | f: 709.864.2059 | email: [president@mun.ca](mailto:president@mun.ca)



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

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:** Pound-Curtis, Trudy <h3tpc@mun.ca>  
**Sent:** Monday, November 17, 2025 4:10 PM  
**To:** Morrison, Janet; Brown, Margot  
**Subject:** FW: Harlow Buildings Assessment and 10 Year Operational Costs  
**Attachments:** Harlow Campus Buildings Assessment - FM Notes and Recommendations - October 2025.pdf; 10 year operational costs Harlow.pdf

Janet and Margo

These are the additional information that was requested at the MUN (UK) meeting last week.

It includes the additional costs in addition to the grant transfers and the executive summary of the facilities report excluding all the pictures.

Trudy



**FACILITIES  
MANAGEMENT**

**HARLOW CAMPUS BUILDINGS ASSESSMENT**

**OCTOBER 13-16, 2025**

**NOTES AND RECOMMENDATIONS**

(PHOTOS REMOVED)

**Chad Ballah, Manager, Major Capital Projects**

**Mike Foley, Manager, Minor Capital Projects**

# General Notes

Wednesday, October 15, 2025 9:11 AM

## Staffing

- One main maintenance person on staff – Allan. Lisa does housekeeping but also helps out with maintenance.
- They have plumbing and electrical contractor (PK Electrical) that they use, as required.
- Phoebe Fuhr is the EA but acting as interim General Manager
- A new General Manager is in the final processes of being hired and will be starting in the coming weeks

## Testing and Inspections

- There has been Legionnaires testing and fire inspection complete recently for all buildings. Phoebe will look for inspections report.
- Weekly water flushing occurs and monthly temperatures are checked as preventive maintenance against Legionaries.
- The electrical contractor completes an electrical inspection every 5 years. The last inspection was completed in fall 2025 so the next is planned for fall 2026.
- There is a general site inspection completed before a new cohort of students arrives. The most recent inspection has been completed by Phoebe.

## Other Notes

- Spoke to Mark Downey (local contractor) - he was not involved in the remediation of the car accident damage, or any other work on Campus to date. He indicated that the insurance company would either take care of it or allow the owner to get quotes. Allan said someone from the insurance company was on site last week to measure. But the repair must be vetted through the city heritage dept, before work can commence.

# The Maltings

Wednesday, October 15, 2025 9:28 AM

- Admin. offices, meeting room, student housing, kitchens
- No sprinkler system
- No elevator
- No active room leaks within the building
- Shower heads are currently removed for descaling. These buildings are located in a hard water area
- Windows were replaced in December 2011 and are in good condition. No reported leaks.
- Systems Admin. office had paint scaling off which likely means moisture in the wall.
- There is an accessible lift to access the one accessible room (Room #1) but there is not accessible access for the kitchen. The room also does not have a door operator. The lift was confirmed operational.
- Gas ovens and cookers in main kitchen, which was operated by a chef, were at end of life and removed. New residential grade electrical ovens have been installed and this is no longer used as a commercial kitchen. The kitchen is now used by the visiting faculty and students.
- There is an electrical closet in the Housekeeping office that had cleaning supplies stored in it. Phoebe committed to getting these items stored elsewhere.
- The Commons Room exit sign is not illuminated. Sign should be re-energized and replaced with running man type.
- The Quiet Room had a recent roof leak but a portion of the slate roof above has recently been replaced.
- Boiler room roof was also replaced a couple years ago
- New fire escape was installed a few years ago
- The beam between Rooms 14 and 18 was repaired recently.
- Room 20 has access to one of the conversion boiler and is not usually rented.
- Hot water tanks and conversion boilers are situated throughout the building.

## VFA Currently Critical Items - Comments

1. **Branch Wiring Renewal**: Electrical panels have been upgraded circa. 2010 and the ground wiring in the main kitchen was replaced in 2021, however the branch wiring is ~55 years old and was last inspected and tested by the electrical contractor (PK Electrical) in 2021. Testing involved ground fault and impedance, which would show any degradation in the electrical system. The noted deficiencies were corrected at that time and the system is considered to be in a serviceable condition. As noted in Stantec's 2011 report, and is still considered the current case, the installation is in working order but due to the age of the wiring, it would be considered at end of life and should be replaced to current day standards. It should remain as a Priority 1 until the system is replaced. We would also recommend that the electrical inspection frequency be shorten (currently 5 years) to ensure any potential issues are flagged as early as possible.
2. **Electrical Service & Distribution Renewal**: Based on a report provided by the maintenance staff and conversation/review with the electrical contractor (PK Electrical), the electrical system was last inspected and tested in 2021, by the electrical contractor (PK Electrical). Testing involved ground fault and impedance, which would show any degradation in the electrical system. The noted deficiencies were corrected at that time and the system is considered to be in a serviceable condition. As noted in Stantec's 2011 report, and is the current case, some of the main distribution components and the grounding would be considered at the end of its functional/expected life. Also, some of the obsolete equipment is still present but not in service. It should remain as a Priority 1 until the main distribution components are replaced. We would also recommend that a) the electrical inspection frequency be shorten (currently 5 years) and b) that any obsolete electrical equipment be removed.

3. **Sanitary Waste Renewal:** The majority of this system was replaced in 2002. The expected remaining life for this system can be updated in VFA, which will remove it as a Priority 1.

#### **Recommended Short Term Items to be Addressed**

1. Exit signs are photo-luminescent decals. Clarification/confirmation should be sought with the local Authority Having Jurisdiction regarding if these are permitted. In Canada, for accommodation areas, non-illuminate signs are not permitted. Example below.
2. Exit sign is required:
  - a. Lower ground floor, on the door between the corridor and stairwell, adjacent to Room 4.
  - b. Ground floor, on the exterior door in the portals.
  - c. First floor, on the top of stairs to indicate exit down.
  - d. First floor, from the stairwell into the corridor, adjacent to Kitchen 1.
  - e. Second floor, at the bottom of the landing, adjacent to Room 13.
  - f. 2.5 floor, the exterior exit from the common room, onto the fire escape, has a illuminated exit sign but it is not working.
  - g. 2.5 floor, from the landing to the common room.
  - h. Third floor, stairwell landing install a down direction exit sign.
3. Exit sign to be removed:
  - a. 2.5 floor, from the landing into the resource room there is an existing exit sign that should be removed, as that door is locked.
4. In the portals, remove the blind from the exterior exit door. If required, recommend adding frosting to the glass for security purposes. This door is currently locked from the inside. Replace door hardware with suitable exiting hardware.
5. The exit door from the kitchen to the back parking lot does not have an exit sign and is not equipped with an push exit device. Lockset to be removed and replaced with appropriate exit device.
6. There is an electrical closet in the Housekeeping office on the Ground Floor that has cleaning supplies stored in it. Recommend getting these items stored elsewhere.

# St. John's House

Wednesday, October 15, 2025 9:29 AM



- Lecture hall, faculty housing with no kitchen (conservatory)
- No sprinkler system
- The fire exits (doors) in the main space have blinds over them, which is against code. Phoebe commented to having these kept up. There is also more exits then required for that space (5 total). So exit signage could be removed from some of these doors
- The projector in the main space doesn't have a remote and requires a ladder to turn it on.
- Some combination boilers were added in recent years. Piping was not replaced.
- Radiators in both the house and cottage are fed from the older boiler at the back of the cottage and needs replacement.
- The house/hall is partially fed from the new combination boiler in the archive storage area former bathroom.
- Lights in St. John's House are replaced.
- Lights in St. John's Cottage are partially replaced.
- Mix of new vinyl and existing wood windows.

## VFA Currently Critical Items - Comments

1. Branch Wiring Renewal: Electrical panels have been upgraded circa. 2010, however the branch wiring is ~55 years old and and was last inspected and tested by the electrical contractor (PK Electrical) in 2021. Testing involved ground fault and impedance, which would show any degradation in the electrical system. As noted in Stantec's 2011 report, and is still considered the current case, the installation is in working order [REDACTED] s. 29 (1)(a)
2. Conservatory Windows Replacement: Windows are vinyl and look to have been replaced within the last 10-15 years. The expected remaining life for this system can be updated in VFA, which will remove it as a Priority 1.
3. Domestic Hot Water (DHW) System Renewal: The DHW tank and header tank has recently been replaced. The expected remaining life for this system can be updated in VFA, which will remove it as a Priority 1.
4. Domestic Water Distribution Renewal: The current DHW distribution piping (copper) appears to be in fair condition, with no reported leaks. This piping is monitored by the maintenance staff. [REDACTED] s. 29 (1)(a)
5. Electrical Service and Distribution Renewal: Based on a report provided by the maintenance staff and conversation/review with the electrical contractor (PK Electrical), the electrical system was last inspected and tested in 2021, by the electrical contractor (PK Electrical). Testing involved ground fault and impedance, which would show any degradation in the electrical system. The noted deficiencies were corrected at that time and the system is considered to be in a serviceable condition. As noted in Stantec's 2011 report, and is the current case, some of the main distribution components and the grounding would be considered at the end of its functional/expected life. Also, some of the obsolete equipment is still present but not in service. [REDACTED] s. 29 (1)(a)



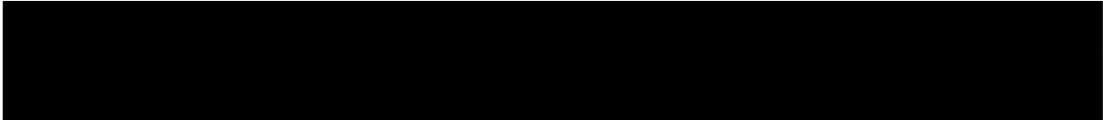
s. 29 (1)(a)

- 6. Hot Water Baseboard Renewal: There is no signs of leaks and they are in serviceable condition. They do appear to be at or near end of life and   s. 29 (1)(a)
- 7. Lighting Renewal: Lighting has been upgraded to LED in the St. John's House Lecture Hall. For the remaining fixtures, the bulbs should be replaced with LED. The system has reached the expected service life, but is still serviceable and not consider a safety concern.
- 8. Painted Wall Finishes Renewal: Wall finishes are generally in good condition and were last painted 5-6 years ago. The expected remaining life for this system to be updated in VFA, which will remove it as a Priority 1.
- 9. Sanitary Waste Renewal: The majority of the plumbing system has reached the expected service life, but is still serviceable with no reported issues. The expected remaining life for this system can be updated in VFA, which will remove it as a Priority 1.
- 10. Wood Framed Exterior Windows Renewal: The next windows to be replaced are the upper windows in the Lecture Hall, which show signs of rot. There are no signs of water infiltration in any windows. Remaining windows are maintained (scrapped and painted) as required. The expected remaining service life for this system can be updated in VFA, which will remove it as a Priority 1. This building is not considered a heritage building and wood framed windows can be replaced with vinyl.

**Recommended Short Term Items to be Addressed**

**St. John's House**

- 1. Exit signs are photo-luminescent decals. Clarification/confirmation should be sought with the local Authority Having Jurisdiction regarding if these are permitted. In Canada, for accommodation areas, non-illuminate signs are not permitted.
- 2. Exit sign is required:
  - a. On the door from the Lecture Hall to the Entrance Hall.
- 3. There is currently three exterior doors to the garden noted as emergency exits. Two of the three doors are not required to be emergency exits and signage can be removed. The designated emergency exit should have the blinds that cover the door removed. And the existing deadbolt hardware removed and replaced with acceptable exiting hardware.



s. 29 (1)(a)

**St. John's Cottage**

- 1. Smoke detectors to be installed in the two bedrooms.
- 2. Exit signs are required:
  - a. At the top of the stairs.
  - b. A right directional arrow at the bottom of the stairs.

## St. John's Cottage

Wednesday, October 15, 2025 9:31 AM

- Faculty housing with kitchen
- No sprinkler system
- No smoke detectors in bedrooms or anywhere upstairs. There is a smoke detector on the first floor, at the base of the stairs. And a heat detector in the kitchen.
- One of the bedroom roofs was repaired recently.

**See St. John's House Notes for comments on VFA Currently Critical Items and Recommended Short Term Items to be Addressed.**

## Cabot House

Wednesday, October 15, 2025 9:28 AM

- Student housing with kitchen
- Heritage property
- No sprinkler system
- There appears to be a loose/'bouncy' area in the bedroom above the area of the car crash.

### VFA Currently Critical Items - Comments

1. **Branch Wiring Renewal:** Based on an interview with maintenance staff and the electrical contractor (PK Electrical), the branch wiring was replaced in 2021. A Domestic Electrical Installation Certificate was provided at the time by the electrical contractor. The expected remaining service life for this system can be updated in VFA, which will remove it as a Priority 1.
2. **Lighting Renewal:** Lighting has been partially replaced recently (in the kitchen). Bedrooms need to be completed, however no current issues reported. For the remaining fixtures, the bulbs should be replaced with LED. The system has reached the expected service life, but is still serviceable and not consider a safety concern.

### Recommended Short Term Items to be Addressed

1. Car accident that resulted in damage to the building, leaving a large void in the exterior wall, occurred on Easter Sunday (April 19). The void in the exterior wall has been temporarily boarded up and sealed but not yet repaired. The space within the building affected is the student lounge area, which they have currently closed to students. Temporary jack posts have been installed and they are not permitting occupancy to the residence room directly above. Phoebe stated it was reviewed by a structural engineer and they stated the room above could be used with the jack posts in place. However, they do not yet have documentation of this direction from the engineer.

The staff here are waiting on direction from the local heritage society and the insurance company in order to get the repair completed. Our understanding is that Memorial is not financially liable for the repair. We are told this is a slow process and someone was recently here to take measurements. The latest correspondence we were provided was sent on Sept. 18, from the insurance company, and was as follows :

*Hi Jingjing,*

*I hope you're well.*

*I've just spoken with the loss adjuster. The surveyor has submitted their findings to the council/English Heritage department and is awaiting approval on the designs. Once approval is received, a contractor will be appointed to prepare the Scope of Works.*

*Shaun (LA) is on site visits and will send a full update and advice on the BI claim shortly.*

*We will keep you updated.*

The damage is not impacting students occupying the rest of the building, aside from Room 22. With Jingjing now gone, we assume it will be the new General Manager tasked with driving this to ensure the repair gets completed ASAP.

2. In the student common area on the Ground Floor (adjacent student lounge), an exterior door requires a key to be opened from the inside, and even with the key, was unable to be opened (door was jamming). This door needs to be repaired and the hardware needs to be changed to allow exiting without a key. Note that this area is currently closed for student access due to the car accident.
3. When exiting Room 26, the current emergency path of egress directs occupants through the adjacent laundry room. Access into the laundry room requires breaking glass to activate the exiting device. The exterior door in the laundry room has multiple latching devices that are required to be opened to operate the door. The recommendation is to review the following with the local AHJ:
  - a. If the breaking of the glass to exit is permitted.
  - b. If hardware changes are required such that the exterior door can be opened without special knowledge or a key.

If exiting through this laundry room is deemed acceptable, a clear path must be maintained at all times.

4. There is exposed electrical wiring (which are insulated) located at the top of the stairs, outside Room 22. Recommendation is to install a protective cover/box.
5. Exit signs are required:
  - a. Level one, on the door from the computer area to the dining room.
  - b. Level one, on the door from the dining room to the entrance hall.
  - c. Level one, on the door from the lounge to the entrance hall.
  - d. At the top of the stairs, a directional exit sign to indicate to Room 23, 24 and 25 the direction of exit.
6. Exit signs are photo-luminescent decals. Clarification/confirmation should be sought with the local Authority Having Jurisdiction regarding if these are permitted. In Canada, for accommodation areas, non-illuminate signs are not permitted.
7. The door between the computer area and the dining room and the door between the dining room and the entrance hall both have the proper hardware installed but both doors don't self-latch when closed. These are noted as fire doors, which are to remain closed at all times. Recommend adjusting existing hardware to ensure doors self-latch.

# 44 Market Street

Wednesday, October 15, 2025 9:31 AM

- Residential property for faculty housing, with kitchen (ground level)
- Heritage property
- No sprinkler system
- No smoke detectors in bedrooms
- Smoke detectors were tested and confirmed working

## VFA Currently Critical Items - Comments

1. **Hot Water Baseboard Renewal:** The baseboards were updated from cast iron about 10 years ago. No leaks or current issues with this system. The expected remaining life for this system to be updated in VFA, which will remove it as a Priority 1.
2. **Painted Wall Finishes Renewal:** Wall finishes are generally in good condition and were last painted 5-6 years ago. The expected remaining life for this system to be updated in VFA, which will remove it as a Priority 1.
3. **Wood Framed Exterior Windows Renewal:** Kitchen windows was replaced in 2018. Remaining windows are maintained (scrapped and painted) as required. There are no signs of rotting or water infiltration. The expected remaining life for this system can be updated in VFA, which will remove it as a Priority 1. Note that wood framed windows would be required to be installed when replaced, as the building is listed as a heritage property.

## Recommended Short Term Items to be Addressed

1. Smoke detectors to be installed in the two bedrooms.
2. When exiting the bedrooms there is no visible exit sign at the end of the hallway. Recommend adding an exit sign.
3. Exit signs are photo-luminescent decals. Clarification/confirmation should be sought with the local Authority Having Jurisdiction regarding if these are permitted. In Canada, for accommodation areas, non-illuminate signs are not permitted.

# 46 Market Street

Wednesday, October 15, 2025 9:32 AM

- Residential property for faculty housing, with kitchen (upper level)
- Heritage property
- No sprinkler system
- No smoke detectors in bedrooms
- Smoke detectors were tested and confirmed working.

## VFA Currently Critical Items - Comments

1. Hot Water Baseboard Renewal: The baseboards were updated from cast iron about 10 years ago. No leaks or current issues with this system. The expected remaining service life for this system to be updated in VFA, which will remove it as a Priority 1.
2. Wood Framed Exterior Windows Renewal: The next windows to be replaced is the back bedroom and kitchen windows. There are no signs of rotting or water infiltration. Remaining windows are maintained (scrapped and painted) as required. The expected remaining service life for this system can be updated in VFA, which will remove it as a Priority 1. Note that wood framed windows would be required to be installed when replaced, as the building is listed as a heritage property.

## Recommended Short Term Items to be Addressed

1. Smoke detectors to be installed in the two bedrooms.
2. There is no exit sign above the exterior door. Recommend installing an exit sign.
3. Exit signs are photo-luminescent decals. Clarification/confirmation should be sought with the local Authority Having Jurisdiction regarding if these are permitted. In Canada, for accommodation areas, non-illuminate signs are not permitted.

# 10-YEAR OPERATIONAL COSTS HARLOW CAMPUS

Grant + Expenses	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Grant Transferred	623,873	726,662	599,461	804,941	498,118	640,841	680,186	810,514	872,517	958,979	928,052
Consultants/Professional Fees	78,239	25,879	7,838	14,835	26,981	126,317	11,653	0	6,105	0	44,332
Travel (SJC to Harlow)	27,285	16,317	40,674	42,176	26,188	59,901	0	0	11,529	21,080	16,426
HIP (Provost's Budget Envelope)	0	78,798	155,942	149,442	81,879	114,708	0	0	34,605	20,538	0
Renovations (Grant from FM)	0	191,209	0	0	0	0	0	0	0	0	0
Miscellaneous Expenses	7,355	3,931	169	333	1,518	9,617	175	17,509	140	139	1,341
<b>Total</b>	<b>736,752</b>	<b>1,042,796</b>	<b>804,084</b>	<b>1,011,727</b>	<b>634,684</b>	<b>951,384</b>	<b>692,014</b>	<b>828,023</b>	<b>924,896</b>	<b>1,000,736</b>	<b>990,151</b>

**Fitzgerald, Renee**

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**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Tuesday, November 18, 2025 8:25 AM  
**To:** Pound-Curtis, Trudy  
**Cc:** Brown, Margot  
**Subject:** Re: Harlow Buildings Assessment and 10 Year Operational Costs

This is great Trudy. Thank you!

Margot: can you please loop in Roxanne? Assuming she has no concerns, let's get this to members of the MUN-UK Board today please.

Thanks all,  
Janet

**Get Outlook for Mac**

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**From:** Pound-Curtis, Trudy <h3tpc@mun.ca>  
**Date:** Monday, November 17, 2025 at 4:10 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>, Brown, Margot <mbrown@mun.ca>  
**Subject:** FW: Harlow Buildings Assessment and 10 Year Operational Costs

Janet and Margo

These are the additional information that was requested at the MUN (UK) meeting last week.

It includes the additional costs in addition to the grant transfers and the executive summary of the facilities report excluding all the pictures.

Trudy

**President, The**

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**From:** Morrison, Janet  
**Sent:** Tuesday, November 18, 2025 10:59 AM  
**To:** Dyke, Paula; Brown, Margot; Browne, Lisa  
**Cc:** Fitzgerald, Renee; President, The  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Thank you — looks good.

JM

**Get Outlook for Mac**

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**From:** Dyke, Paula <pdyke@mun.ca>  
**Date:** Tuesday, November 18, 2025 at 10:10 AM  
**To:** Morrison, Janet <jmorrison@mun.ca>, Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>, President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Updated with link to Gazette story published yesterday and ready to be prepped to send.  
 Paula

---

**From:** Dyke, Paula <pdyke@mun.ca>  
**Date:** Friday, November 14, 2025 at 9:37 AM  
**To:** Morrison, Janet <jmorrison@mun.ca>, Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>, President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

I think it is reasonable to hold until Monday to respond. That way we can add a link to the Gazette article – update on Harlow consultations is published – to include that info. I'll add a placeholder line to the draft response for that.

PD

---

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Date:** Friday, November 14, 2025 at 7:03 AM  
**To:** Dyke, Paula <pdyke@mun.ca>, Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>, President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Thanks Paula — this looks good. Assuming nobody else has concerns, please forward to Rose for response.

Thx,  
 JM

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**From:** Dyke, Paula <pdyke@mun.ca>  
**Sent:** Thursday, November 13, 2025 6:21:03 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>; President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Draft response for consideration  
Paula

---

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Date:** Thursday, November 13, 2025 at 2:13 PM  
**To:** Dyke, Paula <pdyke@mun.ca>, Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>, President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Sounds good. Thx.

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**From:** Dyke, Paula <pdyke@mun.ca>  
**Sent:** Thursday, November 13, 2025 5:11:06 PM  
**To:** Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>; President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

s. 29 (1)(a)

I would agree - [REDACTED]

---

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Date:** Thursday, November 13, 2025 at 1:39 PM  
**To:** Brown, Margot <mbrown@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Dyke, Paula <pdyke@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>, President, The <munpres@mun.ca>  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Thank you. Please advise on a response. [REDACTED]

s. 29 (1)(a)

JM

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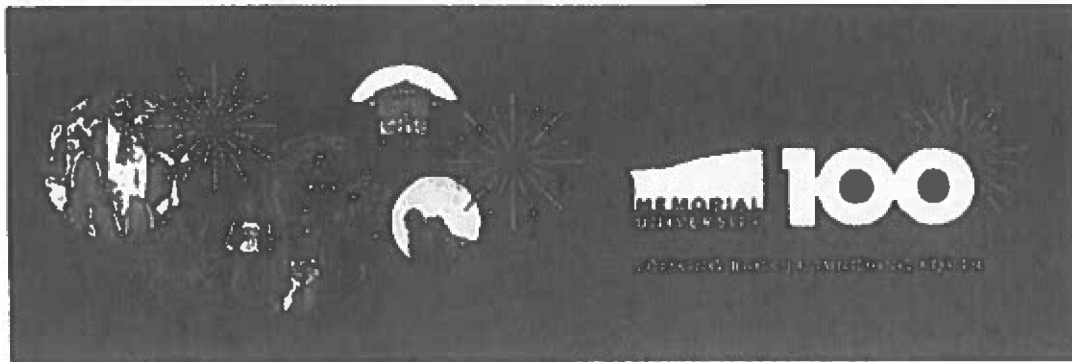
**From:** Brown, Margot <mbrown@mun.ca>  
**Sent:** Thursday, November 13, 2025 4:21:32 PM  
**To:** Browne, Lisa <lisa.browne@mun.ca>; Dyke, Paula <pdyke@mun.ca>; Morrison, Janet <jmorrison@mun.ca>  
**Cc:** Fitzgerald, Renee <reneef@mun.ca>; President, The <munpres@mun.ca>  
**Subject:** FW: Dinn Request for Meeting with MUN President on Harlow Campus

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](mailto: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.*



---

**From:** Curran, Stephanie <StephanieCurran@assembly.nl.ca>  
**Sent:** Thursday, November 13, 2025 12:05 PM  
**To:** President, The <munpres@mun.ca>  
**Cc:** Brown, Margot <mbrown@mun.ca>; Dinn, James <JamesDinn@assembly.nl.ca>; Will, Amanda <AmandaWill@assembly.nl.ca>  
**Subject:** Dinn Request for Meeting with MUN President on Harlow Campus

Good afternoon,

Please see attached correspondence from NL NDP Leader Jim Dinn to Memorial University President Dr. Janet Morrison requesting a meeting to discuss the decision involving the Harlow Campus.

If you have any questions, please feel free to reach out.

Cheers,

**Stephanie Curran (She/They) | Media and Communications Officer**  
NL NDP Caucus Office  
5th Floor, East Block, Confederation Building  
P.O. Box 8700, St. John's NL A1B 4J6  
709.330.0328 (c)  
Email: [stephaniecurran@assembly.nl.ca](mailto:stephaniecurran@assembly.nl.ca)

**"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."**

**Fitzgerald, Renee**

---

**From:** President, The <munpres@mun.ca>  
**Sent:** Tuesday, November 18, 2025 2:54 PM  
**To:** Morrison, Janet  
**Cc:** Brown, Margot  
**Subject:** FW: Study Abroad Recognitions  
**Attachments:** Study Abroad no Harlow.docx

Please see below and attached.

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



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

**From:** McKivor, Lee Ann <lamckivor@mun.ca>  
**Sent:** Tuesday, November 18, 2025 12:59 PM  
**To:** Dyke, Paula <pdyke@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>  
**Cc:** President, The <munpres@mun.ca>  
**Subject:** FW: Study Abroad Recognitions

Hello

We've pulled some financial details that might be helpful when framing that there are more opportunities beyond Harlow.

LA

LEE ANN MCKIVOR, BA, MEd, EdD (she/her)  
 UNIVERSITY REGISTRAR AND SECRETARY OF SENATE

Office of the Registrar, Memorial University  
 St. John's, Newfoundland and Labrador  
 T 709 864 4437  
 M 709 327 5839

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 Twitter ([www.twitter.com/memorialfutureu](https://www.twitter.com/memorialfutureu))

*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:** Wall, Tracey <[traceywall@mun.ca](mailto:traceywall@mun.ca)>  
**Sent:** Tuesday, November 18, 2025 12:15 PM  
**To:** McKivor, Lee Ann <[lamckivor@mun.ca](mailto:lamckivor@mun.ca)>  
**Subject:** Study Abroad Recognitions

Hi Lee Ann,

Attached is list of recognitions that we offer for students that are travelling internationally that are not specifically for Harlow. I did not include recognitions for conference travel, or travel within the province.

There are 24 recognitions that total \$83,600. The majority of which are all endowed funds.

Tracey

**Tracey Wall | Manager**  
Scholarships, Awards and Financial Aid  
Office of the Registrar  
Memorial University of Newfoundland  
Arts and Administration Building, Room A1002  
230 Elizabeth Avenue, P.O. Box 4200, St. John's, NL, A1C 5S7  
T 709 864 7910 [www.mun.ca/scholarships](http://www.mun.ca/scholarships)



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1. Scotiabank Bursaries for International Study (\$15,500/year)
2. Baine Johnston Corporation Scholarship for International study (\$1300/year)
3. Bristol Group for International Study (\$1300/year)
4. Coca-Cola Scholarship for International Studies (\$3900/year)
5. Paddy and Rita Dobbin Scholarship in Business (\$6500/year)
6. Peter and Janet Gardiner Award for International Study (\$4600/year)
7. Brian J Grant Scholarships for International Study (\$1500/year)
8. Elizabeth C Hesson Memorial Scholarship in German (\$1300/year)
9. A.C. Hunter Travel Award in French (\$2500/year)
10. Muriel. H Hunter Award in Spanish (\$2400/year)
11. H.H. Jackson Travel Scholarship in German (\$1700/year)
12. Henry and Royce Meinhardt Memorial Bursary (\$1300/year)
13. Scotiabank International Exchange Student Support Program in the Faculty of Business (\$20,000/year)
14. Dr. Martin E. Mulligan International Travel Award (\$2100/year)
15. Dr. John Aston Travel Award (\$1500/year)
16. Belize travel Award (\$1000/year)
17. Manuel And Shiu Kuen Lam Costa Rica Travel Award (\$1900/year)
18. Wabush Mines Fine Arts Travel Bursary (\$3000/year)
19. Pausanias Award in Classics for Study Abroad (\$1000/year)
20. Gaudine International Clinical Nursing Placement Award (\$2000/year)
21. Global Health Equity Travel Award (\$500/year)
22. O'Dea Patey International Travel Award (\$500/year)
23. Dr. Bruce A. Fraser Award for International Electives (\$5000/year)
24. Dr. Chau Nguyen Bursary in Infectious Diseases (\$1300/year)

Total funds available each year is approximately \$83,600

NOTE TO APPLICANT: The attachments have been removed as they are already found above in the responsive records.

IAP Office

## President, The

**From:** Brown, Margot  
**Sent:** Tuesday, November 18, 2025 4:16 PM  
**To:** Pound-Curtis, Trudy; Lokash, Jennifer; Morrison, Janet  
**Cc:** President, The; Vice-President (Academic); Millan, Roxanne  
**Subject:** RE: Harlow Campus - 2026 confirmed bookings  
**Attachments:** Harlow Campus Buildings Assessment - FM Notes and Recommendations - October 2025.pdf; 10 year operational costs Harlow.pdf; 2026 Booking Figures.xlsx

s. 40 (1)

Folks – [REDACTED] so I want to make sure that the requested actions are followed up – and also to confirm what they are!

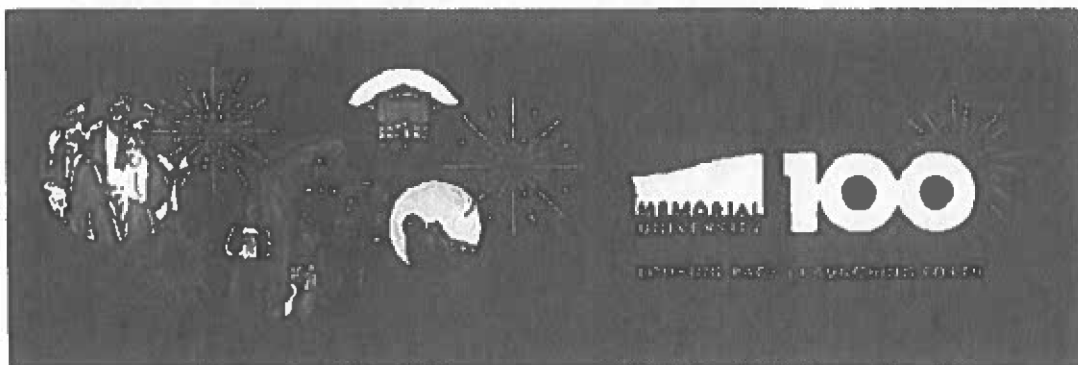
1. Provide the MUN (UK) Board members with the Harlow Campus Buildings Assessment and the 10 year operational costs Harlow to the Board. (Both pdf's as provided by Trudy are attached); CONFIRM THAT ROSE CAN SEND THESE PLEASE
2. The document Roxanne provided 2026 Booking Figures has generated a number of exchanges so it is not clear that this is to be distributed as well. PLEASE ADVISE WHETHER THIS DOCUMENT NEEDS TO BE UPDATED OR CAN IT BE PROVIDED TO THE BOARD WITH THE OTHER 2 DOCUMENTS? ROSE WILL FOLLOW UP ON YOUR DIRECTION

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](mailto:mbrown@mun.ca)  
 709-864-8216 (office)

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



**From:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>  
**Sent:** Tuesday, November 18, 2025 2:19 PM  
**To:** Pound-Curtis, Trudy <[h3tpc@mun.ca](mailto:h3tpc@mun.ca)>; Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Cc:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** RE: Harlow Campus - 2026 confirmed bookings

Hi Trudy,

Yes, absolutely - I addressed that point at the Board meeting, and it may be helpful to ensure it is noted in the minutes as context for this document. We will incur additional costs this Winter to hire extra support staff to service the increase in occupancy.

Even at full capacity, accommodation revenue will not fully cover operating costs; a significant subsidy will still be required.

Increasing student accommodation rates is also not an option. Students already find the overall costs burdensome, particularly for those in GC programs, where a residency at Harlow is mandatory.

Roxanne

**From:** Pound-Curtis, Trudy <[h3tpc@mun.ca](mailto:h3tpc@mun.ca)>  
**Sent:** Tuesday, November 18, 2025 2:04 PM  
**To:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>; Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>  
**Cc:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** RE: Harlow Campus - 2026 confirmed bookings

Folks

These are improved bookings for sure but there will be cost implications here. We will need to increase staffing costs to service these numbers so the additional revenue will only generate a portion towards the administrative and operating costs.

Trudy

**From:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>  
**Sent:** Tuesday, November 18, 2025 1:58 PM  
**To:** Lokash, Jennifer <[jlokash@mun.ca](mailto:jlokash@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>; Pound Curtis, Trudy <[h3tpc@mun.ca](mailto:h3tpc@mun.ca)>  
**Cc:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** RE: Harlow Campus - 2026 confirmed bookings

Hi Jennifer,

It is my understanding that these numbers are confirmed. However, for the some student groups, we typically see a few withdrawals. For example, Jamie Skidmore's group had enrolment projected at 29 but 26 participated in the end.

Roxanne

**From:** Lokash, Jennifer <[ilokash@mun.ca](mailto:ilokash@mun.ca)>  
**Sent:** Tuesday, November 18, 2025 1:23 PM  
**To:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>; Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>; Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>; Pound-Curtis, Trudy <[h3tpc@mun.ca](mailto:h3tpc@mun.ca)>  
**Cc:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>; Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** Re: Harlow Campus - 2026 confirmed bookings

Thanks, Roxanne. Are these numbers aspirational, or confirmed for each group?  
JL

**From:** Millan, Roxanne <[rmillan@mun.ca](mailto:rmillan@mun.ca)>  
**Date:** Tuesday, November 18, 2025 at 12:21 PM  
**To:** Brown, Margot <[mbrown@mun.ca](mailto:mbrown@mun.ca)>, Morrison, Janet <[jmorrison@mun.ca](mailto:jmorrison@mun.ca)>, Pound-Curtis, Trudy <[h3tpc@mun.ca](mailto:h3tpc@mun.ca)>, Lokash, Jennifer <[ilokash@mun.ca](mailto:ilokash@mun.ca)>  
**Cc:** President, The <[munpres@mun.ca](mailto:munpres@mun.ca)>, Vice-President (Academic) <[vpacad@mun.ca](mailto:vpacad@mun.ca)>  
**Subject:** Harlow Campus - 2026 confirmed bookings

Hi everyone,

Sharing the occupancy report for Winter/Spring/Summer semesters at the Harlow Campus, as reported at last week's MUN-UK Ltd. Board meeting. We had committed to providing this document to the Directors.

Perhaps this report can accompany the minutes when ready or be added to the package of materials for buildings/finance reports.

Roxanne

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

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

T 709 864 8246

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

**President, The**

---

**From:** Millan, Roxanne  
**Sent:** Tuesday, November 18, 2025 6:31 PM  
**To:** Morrison, Janet; Brown, Margot; Pound-Curtis, Trudy; Lokash, Jennifer  
**Cc:** President, The; Vice-President (Academic)  
**Subject:** RE: Harlow Campus - 2026 confirmed bookings

Thanks Margot.

Agreed, no need to distribute occupancy information.  
It was shared in some detail during the meeting.

First document (Building Assessment and 10-year costs) looks good by me.

Roxanne

**From:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Tuesday, November 18, 2025 4:21 PM  
**To:** Brown, Margot <mbrown@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** Re: Harlow Campus - 2026 confirmed bookings

First document is approved for distribution. I do not believe we committed to providing the second; Roxanne spoke to it last Thursday.

Thx,  
Janet

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**From:** Brown, Margot <mbrown@mun.ca>  
**Sent:** Tuesday, November 18, 2025 4:16:08 PM  
**To:** Pound-Curtis, Trudy <h3tpc@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Morrison, Janet <jmorrison@mun.ca>  
**Cc:** President, The <munpres@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Millan, Roxanne <rmillan@mun.ca>  
**Subject:** RE: Harlow Campus - 2026 confirmed bookings

Folks – [REDACTED] so I want to make sure that the requested actions are followed up – and also to confirm what they are! s. 40 (1)

1. Provide the MUN (UK) Board members with the Harlow Campus Buildings Assessment and the 10 year operational costs Harlow to the Board. (Both pdf's as provided by Trudy are attached); CONFIRM THAT ROSE CAN SEND THESE PLEASE
2. The document Roxanne provided 2026 Booking Figures has generated a number of exchanges so it is not clear that this is to be distributed as well. PLEASE ADVISE WHETHER THIS DOCUMENT NEEDS TO BE UPDATED OR CAN IT BE PROVIDED TO THE BOARD WITH THE OTHER 2 DOCUMENTS? ROSE WILL FOLLOW UP ON YOUR DIRECTION

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:** Morrison, Janet <jmorrison@mun.ca>  
**Sent:** Tuesday, November 18, 2025 7:16 PM  
**To:** s. 40 (1) [REDACTED]  
**Subject:** FW: Alternate use for Harlow

s. 40 (1)

[REDACTED] thank you for your input/suggestions below; I appreciate your thoughtfulness and obvious commitment to our university. Please be assured that I'll consider it in the context of everything else I've heard over recent months, much of which is captured in this latest update to our community (which was published in the Gazette yesterday).

Thank you again,  
Janet

---

**From:** [REDACTED] s. 40 (1)  
**Sent:** Tuesday, November 4, 2025 12:33 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** Alternate use for Harlow

Dear Dr. Morrison:

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

s. 40 (1)

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

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

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

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

IAP Office

**President, The**

---

**From:** President, The  
**Sent:** Wednesday, November 19, 2025 11:25 AM  
**To:** [REDACTED] s. 40 (1)  
**Subject:** RE: Harlow campus

Acknowledging receipt. Thank you.  
Your email has been issued directly to the President.

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

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.

-----Original Message-----

**From:** [REDACTED] s. 40 (1)  
**Sent:** Monday, November 17, 2025 8:05 PM  
**To:** President, The <munpres@mun.ca>  
**Subject:** Harlow campus

Dear Dr Dr. Morrison,

Let me introduce myself: I am [REDACTED]

s. 40 (1)

I want to express my opinion about the plans to sell Harlow Campus of MUN, based on my [REDACTED]

s. 40 (1)



I think for a number of years Harlow Campus served only one purpose related to the students in English Department, which did not provide much (any?) income to the University. At the same time, the events [redacted] bring money to MUN. If properly advertised, this campus could be used for various other events. By the way, one more International conference "4th International Conference on Mechatronics and Electrical Engineering (MEEE 2025), Harlow, UK" will be held on December 3 - 5, 2025. I believe this could be the future of Campus: a conference venue for the events organized by the many MUN recipients of Canadian Tri-Council grants and other researchers. One just need better information about Harlow campus as an excellent cost-efficient venue in the heart of Europe for international research activities of our faculty.

Speaking about the economical benefits of selling Harlow campus. This is rather a depressive area in UK and I do not think the benefit of selling the campus will overweigh the loss of the property.

There is a political dimension to this. At the time when Canada take steps to strengthen all possible connections with Europe, severing MUN's ties with UK would be a step in the wrong direction.

Thank you very much for your consideration!



s. 40 (1)

**President, The**

---

**From:** President, The  
**Sent:** Wednesday, November 19, 2025 2:24 PM  
**To:** 'jamesdinn@gov.nl.ca'; 'Curran, Stephanie'  
**Cc:** 'AmandaWill@assembly.nl.ca'  
**Subject:** RE: Dinn Request for Meeting with MUN President on Harlow Campus  
**Attachments:** DINN-J1119.pdf

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

The attached is for the attention of NL NDP Leader, Mr. Jim Dinn, in response to email below.

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



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

**From:** Curran, Stephanie <StephanieCurran@assembly.nl.ca>  
**Sent:** Thursday, November 13, 2025 12:05 PM  
**To:** President, The <munpres@mun.ca>  
**Cc:** Brown, Margot <mbrown@mun.ca>; Dinn, James <JamesDinn@assembly.nl.ca>; Will, Amanda <AmandaWill@assembly.nl.ca>  
**Subject:** Dinn Request for Meeting with MUN President on Harlow Campus

Good afternoon,

Please see attached correspondence from NL NDP Leader Jim Dinn to Memorial University President Dr. Janet Morrison requesting a meeting to discuss the decision involving the Harlow Campus.

If you have any questions, please feel free to reach out.

Cheers,

**Stephanie Curran (She/They) | Media and Communications Officer**  
 NL NDP Caucus Office  
 5th Floor, East Block, Confederation Building  
 P.O. Box 8700, St. John's NL A1B 4J6  
 709.330.0328 (c)  
 Email: [stephaniecurran@assembly.nl.ca](mailto:stephaniecurran@assembly.nl.ca)

**MEMORIAL  
UNIVERSITY**  
Office of the President  
St. John's, NL, Canada A1C 5S7  
Tel: 709 864 8212 Fax: 709 864 2059  
president@mun.ca www.mun.ca

November 19, 2025

James Dinn, MHA  
St. John's Centre  
Leader, NL NDP  
NDP Caucus Office  
5th Floor East Block  
Confederation Building

Via Email: [jamesdinn@gov.nl.ca](mailto:jamesdinn@gov.nl.ca)

Dear Mr. Dinn:

Thank you for taking the time to reach out to connect about Memorial University and the opportunities and challenges we face, many of which you have outlined in your letter. We certainly agree that the university is a public good and not only an economic driver but also a major contributor to the social and cultural vibrancy of Newfoundland and Labrador.

I expect we also agree that Memorial needs to be both vibrant and viable to continue the rich tradition of the past century; educating the learners of this province in a sustainable way.


In terms of Harlow Campus, I wanted to make sure you have the information we've shared with other interested individuals.

No decision has been made about the future of Harlow Campus. Memorial recognizes the transformative impact of global learning experiences, and the university remains committed to protecting and championing these experiences for all students. We've taken the time to hold consultation sessions with faculty, staff, students, retirees, and Harlow Campus alumni. I shared an update with the university community yesterday.

At the same time, Memorial is currently spending beyond its means, a reality that cannot continue. As the university makes decisions about how to allocate its limited resources, we must safeguard what matters most: academic quality, the student experience and financial sustainability. Unfortunately, but unavoidably, the reality of our current fiscal situation demands that we consider the options and make difficult decisions.

I would be pleased to meet with you and have asked my team to reach out to work with your office to book a time.

Sincerely,

 s. 40 (1)  
Janet Morrison, PhD  
President and Vice-Chancellor

Ref: O/JM/DINN-J1119 (2025)

**President, The**

---

**From:** Will, Amanda <AmandaWill@assembly.nl.ca>  
**Sent:** Thursday, November 20, 2025 12:03 PM  
**To:** President, The; Dinn, James  
**Subject:** Re: Dinn Request for Meeting with MUN President on Harlow Campus

Dear Rose,  
Thank you for sending the response.  
We appreciate the opportunity for a meeting.  
Sincerely,  
Amanda

---

**From:** President, The <munpres@mun.ca>  
**Sent:** Wednesday, November 19, 2025 2:23:57 PM  
**To:** Dinn, James <JamesDinn@assembly.nl.ca>; Curran, Stephanie <StephanieCurran@assembly.nl.ca>  
**Cc:** Will, Amanda <AmandaWill@assembly.nl.ca>  
**Subject:** RE: Dinn Request for Meeting with MUN President on Harlow Campus

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

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

The attached is for the attention of NL NDP Leader, Mr. Jim Dinn, in response to email below.

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



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

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**From:** Curran, Stephanie <StephanieCurran@assembly.nl.ca>  
**Sent:** Thursday, November 13, 2025 12:05 PM  
**To:** President, The <munpres@mun.ca>  
**Cc:** Brown, Margot <mbrown@mun.ca>; Dinn, James <JamesDinn@assembly.nl.ca>; Will, Amanda

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