



READ THIS VERSION ...

From Morrison, Janet <jmorrison@mun.ca>

Date Thu 12/11/2025 7:40 PM

To Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdye@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

Cc Browne, Lisa <lisa.browne@mun.ca>

NOTE TO APPLICANT: This attachment follows on pages 87-91.

1 attachment (309 KB)

IAP Office

Senate notes Dec2025_FINAL 2.docx;

Colleagues: Lisa B gave some excellent feedback — please see an edited version attached.

Thx,
JM

Get Outlook for Mac

From: Morrison, Janet <jmorrison@mun.ca>

Date: Thursday, December 11, 2025 at 5:22 PM

To: Whelan, Meaghan <mcwhelan@mun.ca>, Dyke, Paula <pdye@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, McKivor, Lee Ann <lamckivor@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>, Brown, Margot <mbrown@mun.ca>, Millan, Roxanne <rmillan@mun.ca>

Subject: Please review -- time sensitive

Colleagues: apologies for the tight turnaround, but I need you to do a final review of the attached before the document is forwarded to all members of Senate tomorrow at 11am.

Thank you!
Janet

s. 29 (1) (a)

Get Outlook for Mac

Senate Notes – December 2025

Janet Morrison

As the fall semester winds down and we look to 2026, I want to thank you for the warm welcome you've extended me over the last few months and the work you do, every day, in service to our students and learning community. I'm genuinely excited about the coming year and Memorial's future.

To that point, we recently launched "[Memorial Evolve](#)" – a new online hub that brings clarity to the challenges we face and the decisions ahead. The purpose of this website is to provide context and data that is being used to inform decision making; it's also where information about decisions will be shared. Evolve is driven by three distinct yet interconnected focus areas:

- Contract with care
- Evolve around students
- Strengthen with purpose

As I've discussed previously at Senate, rising costs and shrinking revenue require us to contract to remain viable. In the interests of transparency, I want to be clear that there are no easy decisions left to make. This requires us to carefully and critically assess every dollar we are spending; looking first in areas that are not as closely aligned with our core mandate. As promised, we're also reviewing our executive structure and where we can cut administrative overhead. This is an important starting point because – in the face of a \$26M shortfall this fiscal year -- every dollar that we can't pull from non-core areas will, by necessity, further impact academic delivery.

At the same time, *evolution* won't come from expenditure reduction. We must, simultaneously, strengthen our university.

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Broadly, we need to review and – in some instances – reimagine what we do and how we do it from the student outward – improving attraction, enrolment, experience and success.

I know this is a lot – particularly at a moment in our history when people are tired – but Memorial’s future depends on it.

In that vein, I also want to hear from Senators about their experiences as employees. The Employee Engagement Survey is open until 11:59pm tonight, and I hope you’ll take the time to share your perspectives. We’ll be using the data and follow-up focus groups to identify priorities and set goals for making progress. People are at the center of what makes Memorial exceptional; we need to better understand your experience and consciously chart a more positive path forward.

Change is never easy. My goal is to enable shared understanding and to create the conditions necessary for success. It is imperative that we work collaboratively and collegially towards increased trust. I know and appreciate that many members of our community have experienced disappointment or hurt in the past. I regret that and am resolved to serving this community through leadership that is open, transparent and accountable. I know trust will be (re)built over time -- through the decisions we make and how we make them, and the momentum that will come from building/rebuilding a vibrant and viable Memorial. I’ll do my part but need your help.

When I talk about increased trust, I’m referring to:

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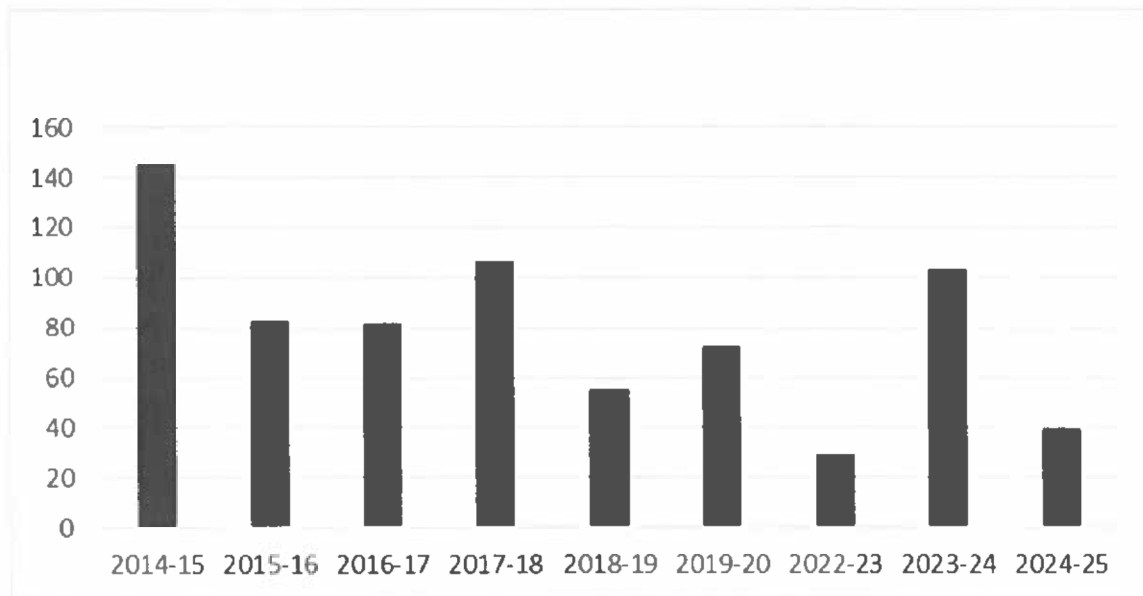
www.mun.ca



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- Max occupant capacity is 51 students per semester or 153 per year. **s. 40 (1)**
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In closing, I want to wish you and yours a restful and joy-filled holiday season.



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Date Thu 12/11/2025 10:20 PM

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IAP Office

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From: McKivor, Lee Ann <lamckivor@mun.ca>

Sent: Thursday, December 11, 2025 08:57 PM

To: Morrison, Janet <jmorrison@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

Cc: Browne, Lisa <lisa.browne@mun.ca>

Subject: Re: READ THIS VERSION ...

Hello

[REDACTED]

s. 29 (1) (a)

Thanks

LA

From: Morrison, Janet <jmorrison@mun.ca>

Sent: Thursday, December 11, 2025 07:39 PM

To: Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdye@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

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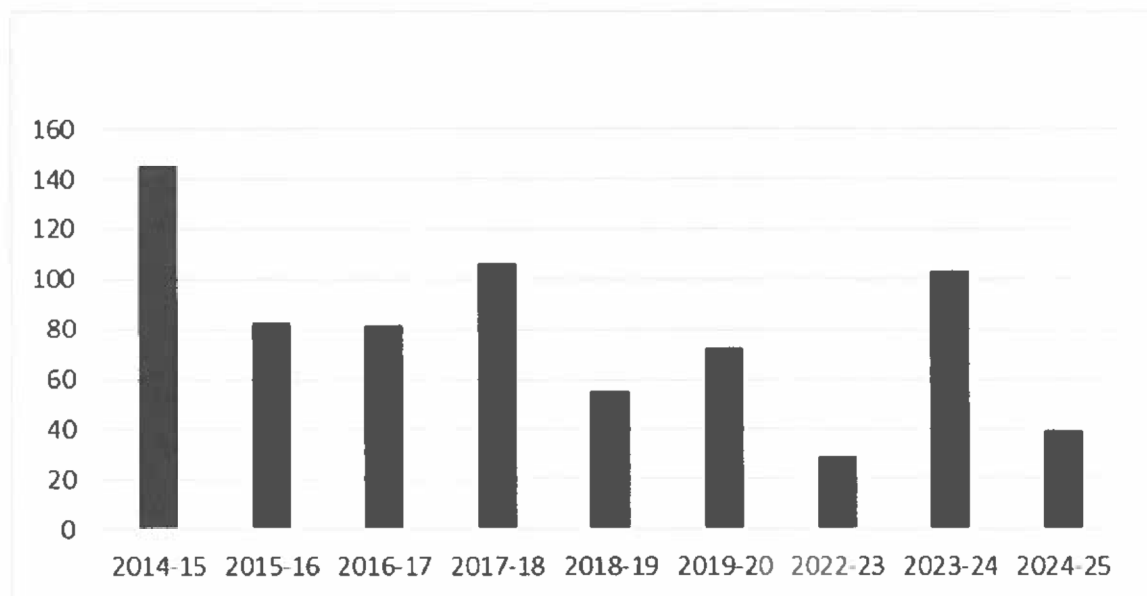


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Date Fri 12/12/2025 12:57 PM

To Lokash,Jennifer <jlokash@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Dyke, Paula <pdyke@mun.ca>; Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

Cc Browne, Lisa <lisa.browne@mun.ca>

1 attachment (153 KB)

Senate notes Dec2025_FINAL 2.pdf;

NOTE TO APPLICANT: This attachment follows on pages 100-104.

IAP Office

Thanks everyone. The final version of my notes, including Lee Ann's edit, is attached.

Thanks,
Janet

Get Outlook for Mac

From: Lokash,Jennifer <jlokash@mun.ca>

Date: Friday, December 12, 2025 at 12:33 PM

To: McKivor, Lee Ann <lamckivor@mun.ca>, Dyke, Paula <pdyke@mun.ca>, Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, Millan, Roxanne <rmillan@mun.ca>

Cc: Browne, Lisa <lisa.browne@mun.ca>

Subject: Re: READ THIS VERSION ...

s. 40 (1)

My report is done, but it's sitting on my laptop [REDACTED] I can go get it at 2 pm and send it to you then [REDACTED]

JL

s. 29 (1) (a)

From: McKivor, Lee Ann <lamckivor@mun.ca>

Date: Friday, December 12, 2025 at 9:59 AM

To: Dyke, Paula <pdyke@mun.ca>, Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, Lokash,Jennifer <jlokash@mun.ca>, Millan, Roxanne <rmillan@mun.ca>

Cc: Browne, Lisa <lisa.browne@mun.ca>

Subject: RE: READ THIS VERSION ...

Paula has confirmed that the alteration is still not coming through. I have copied below my suggested change. [REDACTED]

Suggestion:

s. 29 (1) (a)

[REDACTED]

s. 29 (1) (a)

LA

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Sent: Friday, December 12, 2025 8:26 AM
To: Brown, Margot <mbrown@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
Cc: Browne, Lisa <lisa.browne@mun.ca>
Subject: Re: READ THIS VERSION ...

This version looks good to me – I'm not sure I'm seeing any tracked changes regarding [REDACTED]

Paula

s. 29 (1) (a)

From: Brown, Margot <mbrown@mun.ca>
Date: Thursday, December 11, 2025 at 10:51 PM
To: McKivor, Lee Ann <lamckivor@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
Cc: Browne, Lisa <lisa.browne@mun.ca>
Subject: RE: READ THIS VERSION ...

Thanks folks – I am not seeing any track changes or comments. Will look at on my desktop in the am.

From: McKivor, Lee Ann <lamckivor@mun.ca>
Sent: Thursday, December 11, 2025 10:21 PM
To: Morrison, Janet <jmorrison@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
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Renovations (Grant from FM)			
Miscellaneous Expenses	140	138	1,341
Total	\$924,896	\$1,000,736	\$990,151

- Does not include costs to instructional units for backfill teaching and/or costs incurred by Faculties/Schools (eg: faculty travel, accommodations +/- per diems; replacement teaching costs).
- Average annual operating expenses (excluding replacement teaching) for the three-year period from 2022-2025 were \$972K.

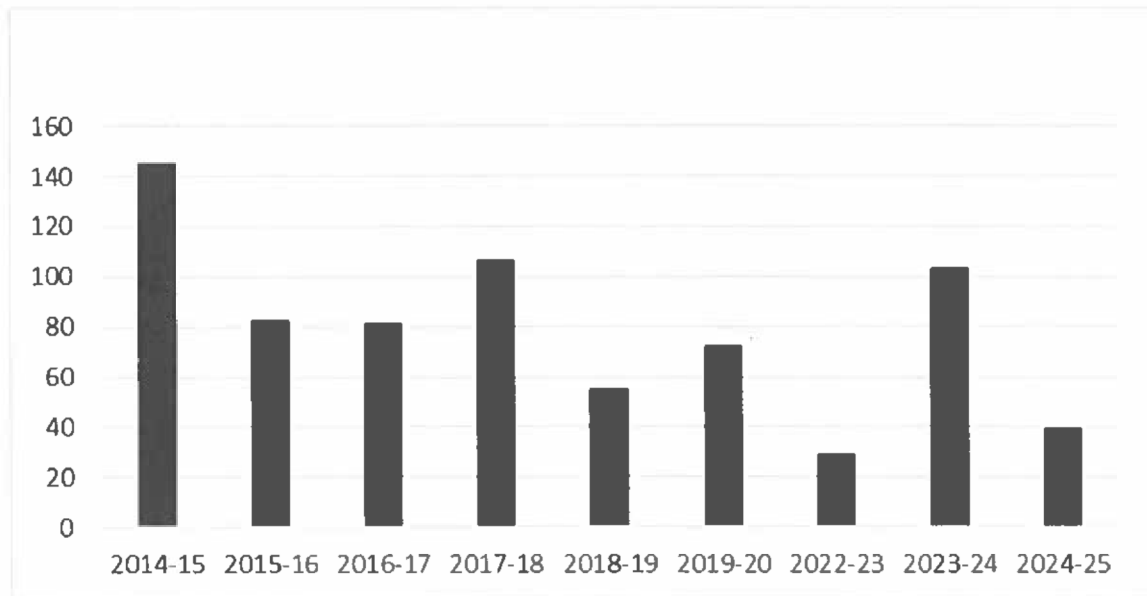
www.mun.ca



Enrolment data for Harlow Campus is not easily extracted from Banner because of coding issues and variation in study periods (2-14 weeks). The data below was collected from the General Manager at Harlow and then verified – in writing – via the academic unit responsible for each program who sent students to Harlow Campus from the St. John's or Grenfell Campus.

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STUDENT #'S @ HARLOW CAMPUS



- Max occupant capacity is 51 students per semester or 153 per year. **s. 40 (1)**
- For 2022-23, enrolment of 29 was from Theatre (12), Business (12), and Visual Arts (17).
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Senator Curtis' other questions were about (i) this year's enrolment, which I acknowledged has improved, and (ii) the ineligibility of Canadian faculty to teach on-site for a full semester without holding UK citizenship, which is accurate.

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- I'd also like to congratulate everyone who took part in Research Week in late November. Your efforts showcase Memorial's exceptional research strength and impact.
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 - Last Tuesday was Giving Tuesday. While the gifts we received are still being processed, we know that it has been our most successful Giving Tuesday to date. As leaders, your participation sends a powerful message of support and commitment across our university community.

- And ... the first semester for the inaugural cohort of BASIS on our Labrador Campus ended with SASS Fall Camp II during which students experienced winter camping, in Labrador tents, with overnight windchills of -32.

Thank you for your time and attention. I'm always open to taking questions during Senate and/or 1:1 and can be reached via president@mun.ca.

In closing, I want to wish you and yours a restful and joy-filled holiday season.



FW: Harlow Campus

From President, The <munpres@mun.ca>
 Date Fri 12/12/2025 2:10 PM
 To Morrison, Janet <jmorrison@mun.ca>
 Cc Brown, Margot <mbrown@mun.ca>

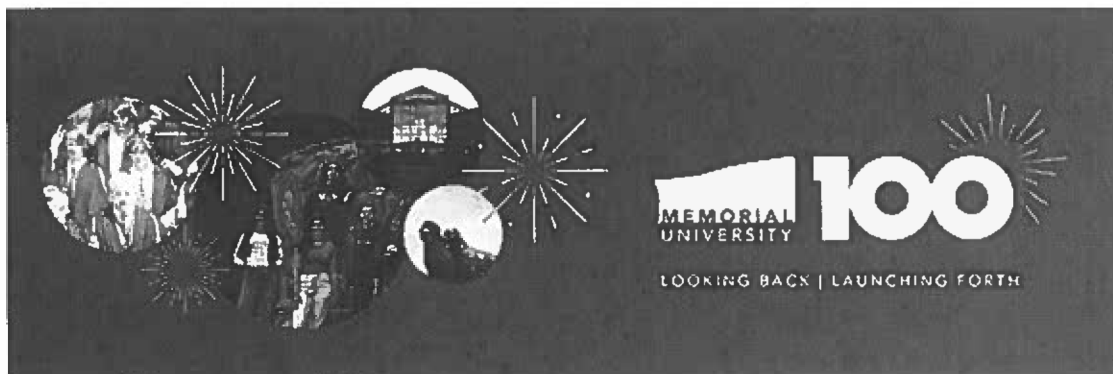
Hi Janet. Please see below request.

Renee

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



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



From: [REDACTED] s. 40 (1)
 Sent: Friday, December 12, 2025 2:05 PM
 To: President, The <munpres@mun.ca>
 Subject: Harlow Campus

Good afternoon Dr. Morrison,

s. 40 (1)

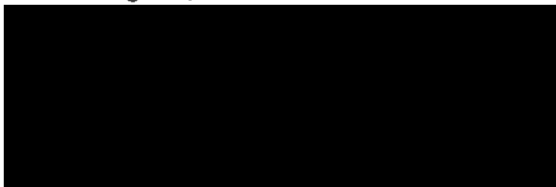
My name is [REDACTED] and I am [REDACTED] I am reaching out to express my interest and appreciation for the Harlow Campus. I understand that there has been some uncertainty surrounding the Harlow campus, and I know this is a long shot. However, I am wondering if there is any potential for me to sit down and discuss my perspective and have a general conversation regarding Harlow and the [REDACTED] I understand how

s. 40 (1)

busy you are, and I know your time is very precious and hard to come by. However, if there is any possibility of having a conversation, I would be grateful for the opportunity. If not, if there is anyone else who would be open to discussing the topic, I would greatly appreciate the opportunity.

Thank you in advance for taking the time to read this email, and I wish you a very merry Christmas and a lovely holiday season.

Kindest regards,



s. 40 (1)



Re: READ THIS VERSION ...

From Lokash,Jennifer <jlokash@mun.ca>

Date Fri 12/12/2025 2:21 PM

To Morrison, Janet <jmorrison@mun.ca>; McKivor, Lee Ann <lamckivor@mun.ca>; Dyke, Paula <pdye@mun.ca>; Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Millan, Roxanne <rmillan@mun.ca>

Cc Browne, Lisa <lisa.browne@mun.ca>

1 attachment (21 KB)

Speaking Notes - Senate December 09, 2025[86]_JL.docx;

NOTE TO APPLICANT: This attachment follows on pages 108-109.

IAP Office

And mine are attached as well.
JL

From: Morrison, Janet <jmorrison@mun.ca>

Date: Friday, December 12, 2025 at 12:57 PM

To: Lokash,Jennifer <jlokash@mun.ca>, McKivor, Lee Ann <lamckivor@mun.ca>, Dyke, Paula <pdye@mun.ca>, Brown, Margot <mbrown@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, Millan, Roxanne <rmillan@mun.ca>

Cc: Browne, Lisa <lisa.browne@mun.ca>

Subject: Re: READ THIS VERSION ...

Thanks everyone. The final version of my notes, including Lee Ann's edit, is attached.

Thanks,
Janet

Get Outlook for Mac

From: Lokash,Jennifer <jlokash@mun.ca>

Date: Friday, December 12, 2025 at 12:33 PM

To: McKivor, Lee Ann <lamckivor@mun.ca>, Dyke, Paula <pdye@mun.ca>, Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, Millan, Roxanne <rmillan@mun.ca>

Cc: Browne, Lisa <lisa.browne@mun.ca>

Subject: Re: READ THIS VERSION ... s. 40 (1)

My report is done, but it's sitting on my laptop [REDACTED] I can go get it at 2 pm and send it to you then [REDACTED]

s. 29 (1) (a)

JL

From: McKivor, Lee Ann <lamckivor@mun.ca>

Date: Friday, December 12, 2025 at 9:59 AM

To: Dyke, Paula <pdye@mun.ca>, Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>, Whelan, Meaghan <mcwhelan@mun.ca>, Lokash,Jennifer

NOTE TO APPLICANT: The remainder of this email thread is previously located in the records.

IAP Office

SENATE NOTES

December 2025

J. Lokash

As Senators know, we are attending very closely to enrolment across our campuses, so I'm pleased to offer some positive updates in the recruitment and retention space, with more engagement on these matters with Senate planned for the new year. Note that the examples shared today do not represent an exhaustive list of activities.

We are focussing our recruitment efforts in four key areas:

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I'm incredibly impressed with the ways in which I see folks leaning in on enrolment across all our campuses, with our current focus being stabilization. Our Enrolment Innovation Lead, Andrew Kim, our Registrar and her teams, the Campus Registrars and their teams, SGS, Student Life, CITL, and of course our recruiters have been doing the heavy lifting. But as I've said before, Senate is and will be essential as we begin to tackle matters such as program mapping, Calendar complexity, course duplication, progression requirements, and so on.

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Happy holidays to you all.



Re: Harlow Campus

From Morrison, Janet <jmorrison@mun.ca>

Date Fri 12/12/2025 2:32 PM

To President, The <munpres@mun.ca>

Cc Brown, Margot <mbrown@mun.ca>

s. 40 (1)

Renee: can you book time with [REDACTED] before Jan 26? Thx.

Get Outlook for iOS

From: President, The <munpres@mun.ca>

Sent: Friday, December 12, 2025 2:10:01 PM

To: Morrison, Janet <jmorrison@mun.ca>

Cc: Brown, Margot <mbrown@mun.ca>

Subject: FW: Harlow Campus

Hi Janet. Please see below request.

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)

President's Office, Room A-2028

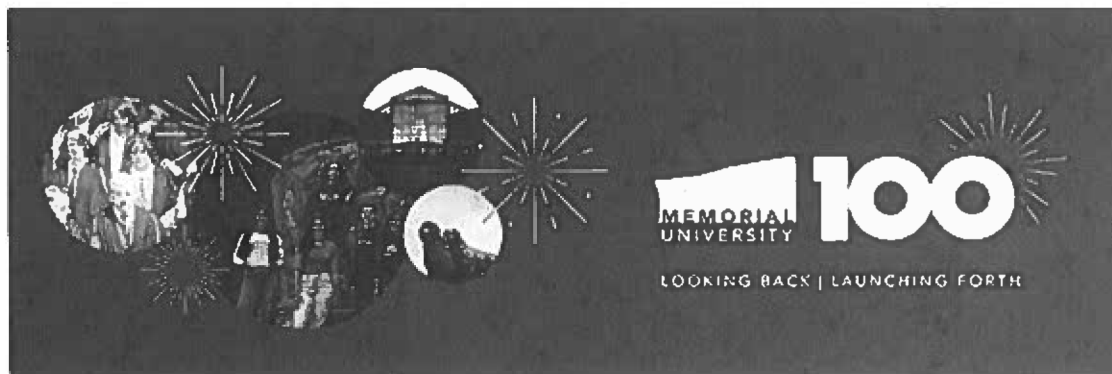
Arts and Administration Building | 230 Elizabeth Avenue

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

t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca



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NOTE TO APPLICANT: The remainder of this email thread is previously located in the records.

IAP Office



Remarks from the Chair and Deputy Chair: December 9, 2025 Senate meeting

From senate <senate@mun.ca>

Date Fri 12/12/2025 4:06 PM

s. 40 (1)

To [REDACTED] (MUNSU Rep) <advocacy@munsu.ca>; Amy M Warren <awarren@mun.ca>; Dorward, Ann Margaret <adorward@mun.ca>; HKR Dean <hkrdean@mun.ca>; Pike, April <aprilpike@mun.ca>; DeanNurse <DeanNurse@mun.ca>; Bailey, Robert <rbailey00@mun.ca>; White, Bonnie <e34bw@mun.ca>; Bruneau, Jill <jill.bruneau@mun.ca>; Button, Pamela <plbutton@mun.ca>; Bazan, Carlos A <cabazan@mun.ca>; Charlene Walsh <Charlene.Walsh@mi.mun.ca>; Arnold, Christine <carnold@mun.ca>; Purchase, Craig <cfpurchase@mun.ca>; Craniford, Heather <heathercraniford@gov.nl.ca>; Curtis, Gerard <e2gc@mun.ca>; Hallett, Darcy <darcy@mun.ca>; Hancock, David <dhancock@mun.ca>; Dean of Arts and Social Science (Grenfell Campus) <gcsass-dean@mun.ca>

2 attachments (233 KB)

Senate notes Dec2025_FINAL 2.pdf; Senate Speaking Points - Senate December 09 202586_JL.pdf;

NOTE TO APPLICANT: The attachment "Senate notes Dec2025_FINAL2" is located on pages 112-116. The attachment "Senate Speaking Points - Senate December 09 202586_JL" is located on pages 117-118".

Dear Senators,

IAP Office

As the December 9 Senate meeting ran beyond its allotted time, and to ensure the remaining regular agenda items received fair consideration, the Chair—consistent with the discussion during the meeting—elected to distribute summaries of the remarks she and the Deputy Chair would have delivered.

Please find attached remarks from the Chair, which includes a follow-up related to the Harlow discussion, as well as the remarks from the Deputy Chair.

Thank you,
Brian

Kayla Donovan
Intermediate Secretary
Office of the Secretary of Senate
t: 709.864.4447 | email: senate@mun.ca

Senate Notes – December 2025

Janet Morrison

As the fall semester winds down and we look to 2026, I want to thank you for the warm welcome you've extended me over the last few months and the work you do, every day, in service to our students and learning community. I'm genuinely excited about the coming year and Memorial's future.

To that point, we recently launched "[Memorial Evolve](#)" – a new online hub that brings clarity to the challenges we face and the decisions ahead. The purpose of this website is to provide context and data that is being used to inform decision making; it's also where information about decisions will be shared. Evolve is driven by three distinct yet interconnected focus areas:

- Contract with care
- Evolve around students
- Strengthen with purpose

As I've discussed previously at Senate, rising costs and shrinking revenue require us to contract to remain viable. In the interests of transparency, I want to be clear that there are no easy decisions left to make. This requires us to carefully and critically assess every dollar we are spending; looking first in areas that are not as closely aligned with our core mandate. As promised, we're also reviewing our executive structure and where we can cut administrative overhead. This is an important starting point because – in the face of a \$26M shortfall this fiscal year – every dollar that we can't pull from non-core areas will, by necessity, further impact academic delivery.

At the same time, *evolution* won't come from expenditure reduction. We must, simultaneously, strengthen our university.

As leaders within this institution, Senators play a critical role in determining how we will evolve around students. This requires urgent attention: various quantitative and qualitative data affirm that our students need stronger supports, clearer pathways and a university built intuitively around their experience. That can't happen without Senate. You all have valuable perspectives to share, and I am depending on each of you to lead in this area.

Our provost, deans and Senate office are enthusiastic about collaborating with Senate and Senate committees to outline a path forward that leverages the expertise inherent in our bicameral system. Specifically, we need Senate/Senators engaged on issues of attrition and retention. I find it unacceptable that only ~50% of our students graduate after 5 years. We are below the national average for retention, but I'm particularly seized with year 1 to 2 attrition, and the retention of undeclared majors. This reality threatens our institutional integrity and demands that we critically assess/re-assess our program maps, prerequisites, course equivalencies, progression requirements, high-risk courses, and pedagogy. We must also identify and celebrate teaching excellence because that *matters* to learning outcomes. How we do that -- in ways that are collegial and respectful -- is an important conversation that I hope we'll continue in 2026. Simultaneously, we need to think about bureaucratic hurdles, financial aid, and our campus culture.

Broadly, we need to review and – in some instances – reimagine what we do and how we do it from the student outward – improving attraction, enrolment, experience and success.

I know this is a lot – particularly at a moment in our history when people are tired – but Memorial’s future depends on it.

In that vein, I also want to hear from Senators about their experiences as employees. The Employee Engagement Survey is open until 11:59pm tonight, and I hope you’ll take the time to share your perspectives. We’ll be using the data and follow-up focus groups to identify priorities and set goals for making progress. People are at the center of what makes Memorial exceptional; we need to better understand your experience and consciously chart a more positive path forward.

Change is never easy. My goal is to enable shared understanding and to create the conditions necessary for success. It is imperative that we work collaboratively and collegially towards increased trust. I know and appreciate that many members of our community have experienced disappointment or hurt in the past. I regret that and am resolved to serving this community through leadership that is open, transparent and accountable. I know trust will be (re)built over time -- through the decisions we make and how we make them, and the momentum that will come from building/rebuilding a vibrant and viable Memorial. I’ll do my part but need your help.

When I talk about increased trust, I’m referring to:

- the trust we must have in each other to protect what matters most while making bold decisions;
- the trust that our students have in us to deliver a learning experience and environment that meets their needs; and
- the trust our government and the citizens of our province have in our ability to be good stewards of the resources that are entrusted to us.

Further to government relations, I met with Paul Dinn, Minister of Education and Early Childhood Development late last month. We had a very positive first meeting and I’m pleased to report that we share a strong commitment to enhancing the student experience. I look forward to working with him, and the new government.

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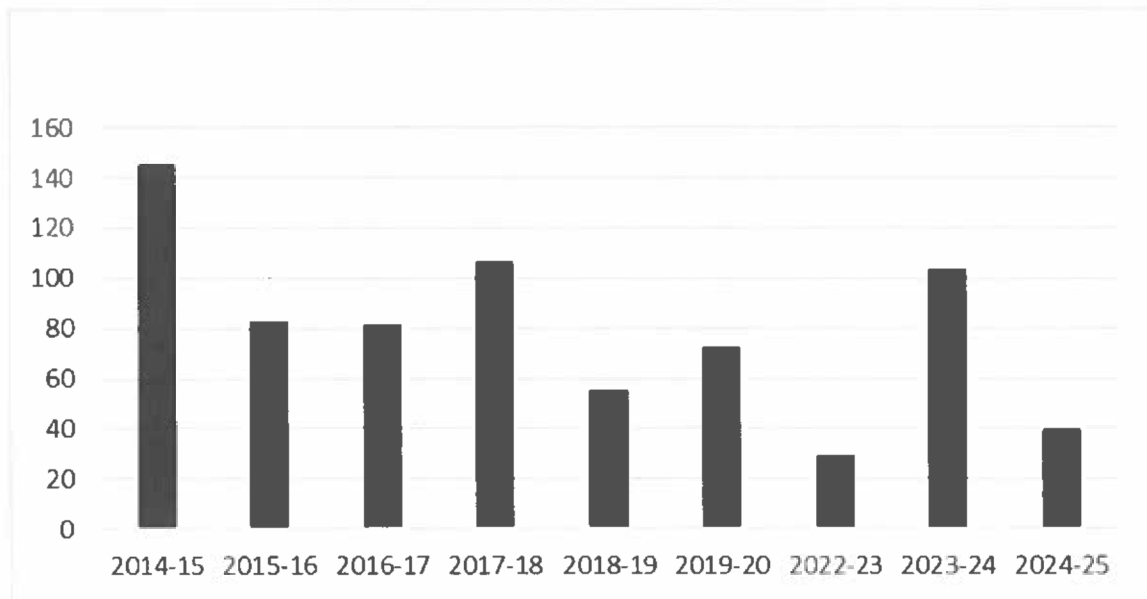
www.mun.ca



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December 2025

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Happy holidays to you all.



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

From Whelan, Meaghan <mcwhelan@mun.ca>

Date Tue 12/23/2025 10:55 AM

To Morrison, Janet <jmorrison@mun.ca>; Browne, Lisa <lisa.browne@mun.ca>; Brown, Margot <mbrown@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Dyke, Paula <pdye@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Osmond, Michelle <mlosmond@mun.ca>

Cc Pelley, Chad <chad.pelley@mun.ca>

Hi folks,

s. 29 (1) (a)

We aren't doing Memorial in the News today due to capacity, but bringing to your attention [REDACTED]

s. 29 (1) (a)

[REDACTED]

s. 40 (1)

Cheers,
Meaghan

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

M [REDACTED] s. 40 (1)

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



Outlook

Re: Harlow Trust

From Morrison, Janet <jmorrison@mun.ca>**Date** Tue 1/6/2026 2:44 PM**To** Browne, Lisa <lisa.browne@mun.ca>**Cc** President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>; VP AER <vpaer@mun.ca>

Lisa: thanks for raising this during PEC and sorry I didn't respond sooner to your email below.
I'll look forward to an update re the meeting; [REDACTED]

JM

s. 40 (1)

Get Outlook for Mac

From: Browne, Lisa <lisa.browne@mun.ca>**Date:** Monday, January 5, 2026 at 10:48 AM**To:** Morrison, Janet <jmorrison@mun.ca>**Cc:** President, The <munpres@mun.ca>, Brown, Margot <mbrown@mun.ca>, VP AER <vpaer@mun.ca>**Subject:** Harlow Trust

Hi Janet, Happy New Year.

I have learned this morning of a Harlow Trust meeting tomorrow afternoon. I had been inadvertently left off the email distribution list [REDACTED]

[REDACTED] I have also been asked to provide any news on the Harlow Campus status. [REDACTED]

Lisa

s. 29 (1) (a)

LISA BROWNE (she/her) | VICE-PRESIDENT, ADVANCEMENT and EXTERNAL RELATIONS
Memorial University of Newfoundland

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FW: Follow up Regarding Harlow

From Morrison, Janet <jmorrison@mun.ca>

Date Thu 1/8/2026 9:57 AM

To Brown, Trevor <travorb@mun.ca>

Cc Lokash,Jennifer <jlokash@mun.ca>

s. 40 (1)

s. 40 (1)

Trevor: please see below. I really enjoyed my meeting with [REDACTED] and encouraged [REDACTED] to follow up with your office about alternatives to the Harlow experience in the event the Board makes the decision to close the campus.

Your students are very impressive — thanks for all you and your colleagues are doing to cultivate great citizens and strategic leaders.

Let me know if you want more details about our discussion. Based on my limited experience with [REDACTED] yesterday ... you'll hear from you soon. :)

Warmly,
Janet

s. 40 (1)

From: [REDACTED]

s. 40 (1)

Sent: Thursday, January 8, 2026 8:00 AM

To: President, The <munpres@mun.ca>

Subject: Follow up Regarding Harlow

Good morning Dr. Morrison,

I am writing to express my gratitude for taking the time to meet with me yesterday. I am grateful that you were able to provide me with hope and guide me in the right direction on what to do next [REDACTED]

s. 40 (1)

s. 40 (1)

I really appreciate your care and understanding towards Harlow, it means a great deal to me, and I know I speak for many others as well. Your advice is invaluable, and I look forward to exploring all options [REDACTED] and keeping an open mind throughout the entire process. I have arranged a meeting with [REDACTED] for those interested in and wanting to get involved. Then, I will reach out to Dr. Brown regarding a potential meeting.

Once again, thank you for your time yesterday and for your dedication to Memorial University. Your enthusiasm, commitment, and willingness to collaborate with your students do not go unappreciated and are truly inspiring,

s. 40 (1)

I will keep you updated as I continue to gather information!
With sincerest regards,

s. 40 (1)



s. 40 (1)



FW: Harlow

From Brown, Margot <mbrown@mun.ca>
 Date Thu 1/8/2026 4:26 PM
 To Morrison, Janet <jmorrison@mun.ca>
 Cc Fitzgerald, Renee <reneef@mun.ca>

1 attachment (22 KB)

AD_FoE Harlow Data_01-08-2025.xlsx;

NOTE TO APPLICANT: This attachment follows on pages 128-134.

IAP Office

For the meeting with the UK MP tomorrow, here is some background on the number of interns going back to 1981 (!)

s. 40 (1)

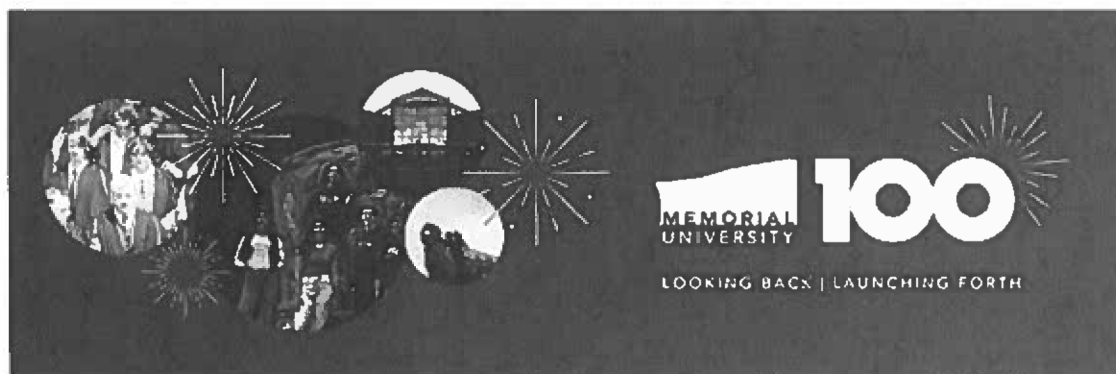
s. 40 (1)

There were 68 in 1981 and in more recent years, less than 10 in 2025, 11 in 2024, in 2023)

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

mbrown@mun.ca
 709-864-8216 (office)
 (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>
Sent: Thursday, January 8, 2026 4:12 PM
To: Brown, Margot <mbrown@mun.ca>
Subject: RE: Harlow

Hi Margot,

Here's what I received from Pam's team:

"Attached you will find the compiled data for as far back as is recorded in Banner and internally within the office (Spring Semester of 1981). I have also included practicums and courses that were completed in Harlow as well, but if you would like to filter these out, just type in "Int" in the course title column filter."

s. 29 (1) (a)

Roxanne

From: Brown, Margot <mbrown@mun.ca>
Sent: Tuesday, January 6, 2026 11:07 AM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: RE: Harlow

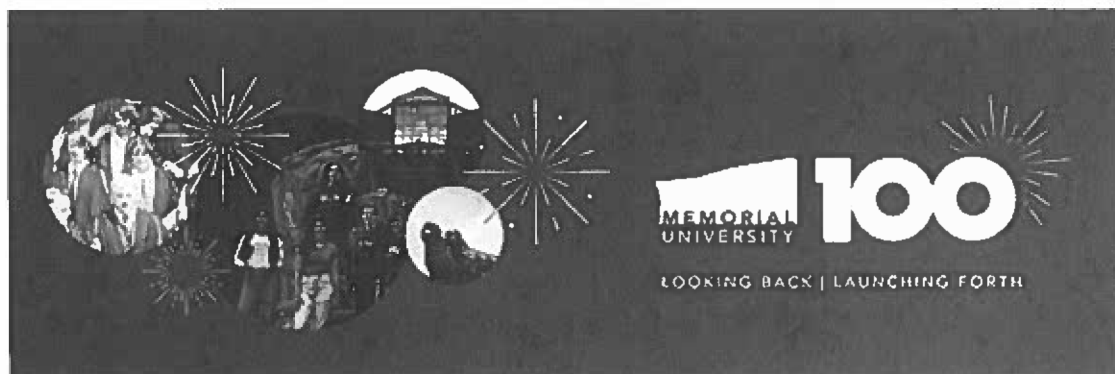
It would be great to get that info from Pam. Much appreciated!

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

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

s. 40 (1)

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From: Millan, Roxanne <rmillan@mun.ca>
Sent: Tuesday, January 6, 2026 10:44 AM

To: Brown, Margot <mbrown@mun.ca>
Subject: RE: Harlow

Hi Margot,

Happy New Year to you. [REDACTED]

s. 40 (1)

Thanks for this. Yes, I listened to the Harlow Town Council meeting on the 23rd!

I don't have any data on the number of student teachers who worked at Harlow over the years. Assuming you mean internship placements? In the 80s and 90s, I know that number would have been quite high. The Faculty of Education should be able to give us this number; thought I suspect collecting the data would be a manual exercise. I can ask Pam though?

Roxanne

From: Brown, Margot <mbrown@mun.ca>
Sent: Tuesday, January 6, 2026 9:17 AM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: Harlow

Hi Roxanne,

First of all – Happy New Year!! I hope you had a lovely Christmas break with lots of time for rest and relaxation!

Perhaps you saw the VOCM story below regarding Harlow.

[Harlow Town Council to Write MUN's Board of Regents in Hopes of Maintaining U.K. Campus | VOCM](#)

Do we have any data regarding the number of student teachers who have worked in Harlow over the past number of years?

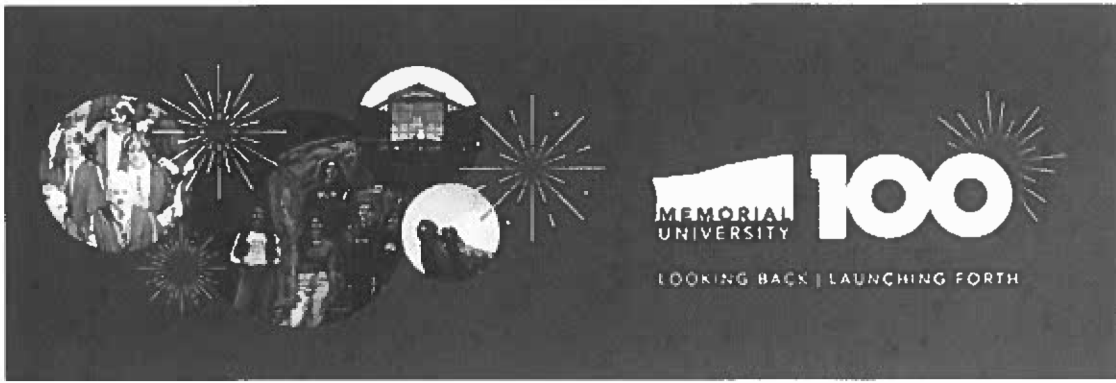
Tks,
 Margot

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

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

s. 40 (1)

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Semester	Course	Title	Enrolment	
198003	ED 302X	Intern/Pr Or El Sc		
198003	ED 402X	Intern/Sec School		
198101	ED 402X	Intern/Sec School		s. 40 (1)
198102	ED 302X	Intern/Pr Or El Sc		
198102	ED 402X	Intern/Sec School		
198103	ED 302X	Intern/Pr Or El Sc		
198103	ED 3650	Practicum Spc Educ	11	
198103	ED 3670	Cult Diffrent Child	11	
198103	ED 3680	Remeditn Bhvr Prob		
198103	ED 402X	Intern/Sec School		
198103	ED 4515	Trainable Mntly Handicap		s. 40 (1)
198103	ED 4540	Cmmnctn Disabled Indvls		
198103	ED 4550	Stud Tchng Spc Ed	11	
198202	ED 302X	Intern/Pr Or El Sc		
198202	ED 402X	Intern/Sec School		
198203	ED 302X	Intern/Pr Or El Sc		s. 40 (1)
198203	ED 3620	Bhvr Prb/Chld:Nat & Char		
198203	ED 3640	Prob&Issues Sp Edu		
198203	ED 3650	Practicum Spc Educ	11	
198203	ED 3670	Cult Diffrent Child	11	
198203	ED 402X	Intern/Sec School		
198203	ED 4510	Ed Proc/Chld Mld Mtl Dis		
198203	ED 4515	Ed Proc/Chld Md Mntl Dis		s. 40 (1)
198203	ED 4530	Prctd/Lrn Dsab Chld		
198203	ED 4540	Cmmnctn Disabled Indvls		
198203	ED 4550	Stud Tchng Spc Ed	12	
198302	ED 401X	Undergrad Tchng Intrnshp		
198302	ED 402X	Intern/Sec School		s. 40 (1)
198303	ED 3640	Prob&Issues Sp Edu		
198303	ED 3650	Practicum Spc Educ	11	
198303	ED 3670	Cult Diffrent Child		s. 40 (1)
198303	ED 3690	Wrk With Parent/Excp Chl	11	
198303	ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)
198303	ED 402X	Intern/Sec School		
198303	ED 4550	Stud Tchng Spc Ed	11	
198401	ED 302X	Intern/Pr Or El Sc	0	
198401	ED 401X	Undergrad Tchng Intrnshp	12	
198402	ED 401X	Undergrad Tchng Intrnshp		
198402	ED 402X	Intern/Sec School		s. 40 (1)
198403	ED 3640	Prob&Issues Sp Edu		
198403	ED 3650	Practicum Spc Educ	11	
198403	ED 3690	Wrk With Parent/Excp Cht	11	
198403	ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)

198403 ED 402X	Intern/Sec School		
198403 ED 4510	Ed Proc/Chld Mld Mtl Dis		s. 40 (1)
198403 ED 4515	Ed Proc/Chld Md Mntl Dis		
198403 ED 4550	Stud Tchng Spc Ed	11	
198502 ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)
198502 ED 402X	Intern/Sec School		
198503 ED 3640	Prob&Issues Sp Edu	12	
198503 ED 3650	Practicum Spc Educ	13	
198503 ED 3670	Cult Diffrent Child	13	
198503 ED 401X	Undergrad Tchng Intrnshp		
198503 ED 402X	Intern/Sec School		s. 40 (1)
198503 ED 4505	Life Skills Dvlp Dsbl Ad		
198503 ED 4550	Stud Tchng Spc Ed	13	
198602 ED 401X	Undergrad Tchng Intrnshp		
198602 ED 402X	Intern/Sec School		s. 40 (1)
198603 ED 3640	Prob&Issues Sp Edu		
198603 ED 3650	Practicum Spc Educ	13	
198603 ED 3670	Cult Diffrent Child	13	
198603 ED 401X	Undergrad Tchng Intrnshp		
198603 ED 402X	Intern/Sec School		
198603 ED 4510	Ed Proc/Chld Mld Mtl Dis		s. 40 (1)
198603 ED 4515	Ed Proc/Chld Md Mntl Dis		
198603 ED 4550	Stud Tchng Spc Ed	13	
198701 ED 401X	Undergrad Tchng Intrnshp		
198701 ED 402X	Intern/Sec School		
198702 ED 401X	Undergrad Tchng Intrnshp		
198702 ED 402X	Intern/Sec School		s. 40 (1)
198703 ED 3640	Prob & Issues Spec Educ		
198703 ED 3650	Practicum In Spec Educ		
198703 ED 3670	Interaction/Cult & Learn	11	
198703 ED 401X	Undergrad Tchng Intrnshp		
198703 ED 402X	Intern/Sec School		s. 40 (1)
198703 ED 4515	Ed Proc/Chld Md Mntl Dis		
198703 ED 4550	Student Tchng Spec Educ	11	
198801 ED 401X	Undergrad Tchng Intrnshp		
198801 ED 402X	Intern/Sec School		
198802 ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)
198802 ED 402X	Intern/Sec School		
198803 ED 3640	Prob & Issues Spec Educ		
198803 ED 3650	Practicum In Spec Educ		
198803 ED 3670	Interaction/Cult & Learn		
198803 ED 401X	Undergrad Tchng Intrnshp		
198803 ED 402X	Intern/Sec School		
198803 ED 4510	Ed Proc/Chld Mld Mtl Dis		

198803 ED 4515	Ed Proc/Chld Md Mntl Dis	11	s. 40 (1)
198803 ED 4550	Student Tchng Spec Educ		
198901 ED 401X	Undergrad Tchng Intrnshp		
198901 ED 402X	Intern/Sec School		
198902 ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)
198902 ED 402X	Intern/Sec School		
198903 ED 3610	Char/Mental Retard		
198903 ED 3620	Bhvr Prb/Chld:Nat & Char		
198903 ED 3640	Prob&Issues Sp Edu		
198903 ED 3650	Practicum Spc Educ		
198903 ED 365X	Ext.Harlow Pract Sp Educ		
198903 ED 3670	Interaction/Cult & Learn		
198903 ED 401X	Undergrad Tchng Intrnshp		
198903 ED 402X	Intern/Sec School		
198903 ED 4505	Life Skills Dvlp Dsbl Ad		
198903 ED 4510	Ed Proc/Chld Mld Mtl Dis		
198903 ED 4515	Ed Proc/Chld Md Mntl Dis		
198903 ED 4550	Stud Tchng Spc Ed		
199001 ED 401X	Undergrad Tchng Intrnshp		
199001 ED 402X	Intern/Sec School		
199002 ED 401X	Undergrad Tchng Intrnshp		
199002 ED 402X	Intern/Sec School		
199003 ED 365X	Ext.Harlow Pract Sp Educ		
199003 ED 401X	Undergrad Tchng Intrnshp		
199003 ED 402X	Intern/Sec School		
199003 ED 4505	Life Skills Dvlp Dsbl Ad		
199101 ED 401X	Undergrad Tchng Intrnshp		
199101 ED 402X	Intern/Sec School		
199101 ED 403X	Internship In Music Educ		
199102 ED 401X	Undergrad Tchng Intrnshp		
199102 ED 402X	Intern/Sec School		
199103 ED 365X	Ext.Harlow Pract Sp Educ		
199103 ED 401X	Undergrad Tchng Intrnshp		
199103 ED 402X	Intern/Sec School		
199103 ED 4505	Life Skills Dvlp Dsbl Ad	0	
199201 ED 401X	Undergrad Tchng Intrnshp		
199201 ED 402X	Intern/Sec School		
199201 ED 403X	Internship In Music Educ		
199202 ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)
199202 ED 402X	Intern/Sec School		
199203 ED 365X	Ext.Harlow Pract Sp Educ		
199203 ED 401X	Undergrad Tchng Intrnshp		
199203 ED 402X	Intern/Sec School	12	
199301 ED 401X	Undergrad Tchng Intrnshp		s. 40 (1)

199301	ED 402X	Intern/Sec School	
199301	ED 403X	Internship In Music Educ	
199302	ED 401X	Undergrad Tchng Intrnshp	
199302	ED 402X	Intern/Sec School	
199303	ED 365X	Ext.Harlow Pract Sp Educ	
199303	ED 401X	Undergrad Tchng Intrnshp	
199303	ED 402X	Intern/Sec School	
199303	ED 403X	Internship In Music Educ	s. 40 (1)
199401	ED 401X	Undergrad Tchng Intrnshp	
199401	ED 402X	Intern/Sec School	
199401	ED 403X	Internship In Music Educ	
199402	ED 401X	Undergrad Tchng Intrnshp	
199402	ED 402X	Intern/Sec School	
199402	ED 404X	Intern/Native &Northern	
199403	ED 365X	Ext.Harlow Pract Sp Educ	
199403	ED 401X	Undergrad Tchng Intrnshp	16
199403	ED 402X	Intern/Sec School	0
199403	ED 6600	Learning & Motivation	
199403	ED 6900	Critical/Normative Ed	
199403	ED 6905	Sem&Pract In Engl Class	s. 40 (1)
199501	ED 401X	Undergrad Tchng Intrnshp	
199501	ED 402X	Intern/Sec School	0
199501	ED 403X	Internship In Music Educ	
199502	ED 401X	Undergrad Tchng Intrnshp	s. 40 (1)
199502	ED 402X	Intern/Sec School	0
199502	ED 404X	Intern/Native &Northern	s. 40 (1)
199503	ED 365X	Ext.Harlow Pract Sp Educ	
199503	ED 401X	Undergrad Tchng Intrnshp	15
199503	ED 402X	Intern/Sec School	0
199503	ED 403X	Internship In Music Educ	
199503	ED 6905	Sem Practicum Engl Classroom	s. 40 (1)
199601	ED 401X	Undergrad Tchng Intrnshp	
199601	ED 402X	Intern/Sec School	0
199601	ED 403X	Internship In Music Educ	0
199602	ED 401X	Undergrad Tchng Intrnshp	s. 40 (1)
199602	ED 402X	Intern/Sec School	0
199602	ED 403X	Internship In Music Educ	0
199602	ED 404X	Intern/Native &Northern	
199602	ED 405X	Internship in Secondary School	s. 40 (1)
199603	ED 365X	Ext.Harlow Pract Sp Educ	
199603	ED 401X	Undergrad Tchng Intrnshp	14
199603	ED 402X	Intern/Sec School	0
199603	ED 403X	Internship In Music Educ	0
199701	ED 401X	Undergrad Tchng Intrnshp	s. 40 (1)

199701 ED 403X	Internship In Music Educ		
199702 ED 401X	Undergrad Teaching Internship		s. 40 (1)
199702 ED 405X	Internship Int & Sec Sch		
199703 ED 365X	Ext.Harlow Pract Spec Educ		
199703 ED 401X	Undergrad Teach Internship	11	
199703 ED 403X	Internship In Music Educ		
199801 ED 401X	Undergrad Teach Internship		
199801 ED 403X	Internship In Music Educ		s. 40 (1)
199802 ED 401X	Undergrad Teach Internship		
199802 ED 405X	Internship Int & Sec Sch	0	
199803 ED 365X	Ext.Harlow Pract Spec Educ		
199803 ED 401X	Undergrad Teach Internship		
199803 ED 403X	Internship In Music Educ		s. 40 (1)
199901 ED 401X	Undergrad Teach Internship		
199901 ED 403X	Internship In Music Educ		
199902 ED 401X	Undergrad Teach Internship		
199902 ED 405X	Internship Int & Sec Sch		
199903 ED 365X	Ext.Harlow Pract Spec Educ		
199903 ED 401X	Undergrad Teach Internship		
200002 ED 401X	Undergrad Teach Internship		
200002 ED 405X	Internship Int & Sec Sch		
200003 ED 401X	Undergrad Teach Internship		
200003 ED 403X	Internship In Music Educ		
200101 ED 401X	Undergrad Teach Internship		
200101 ED 403X	Internship In Music Educ	0	
200102 ED 401X	Undergrad Teach Internship		
200102 ED 405X	Internship Int & Sec Sch		
200201 ED 401X	Undergrad Teach Internship		s. 40 (1)
200202 ED 405X	Internship Int & Sec Sch		
200203 ED 401X	Undergrad Teach Internship		
200203 ED 403X	Internship In Music Educ		
200301 ED 401X	Undergrad Teach Internship		
200302 ED 403X	Internship In Music Educ	0	
200302 ED 405X	Internship Int & Sec Sch		s. 40 (1)
200303 ED 401X	Undergrad Teach Internship	12	
200303 ED 403X	Internship In Music Educ		
200401 ED 401X	Undergrad Teach Internship		
200402 ED 405X	Internship Int & Sec Sch		
200403 ED 403X	Internship In Music Educ		
200501 ED 401X	Undergrad Teach Internship		s. 40 (1)
200502 ED 401X	Undergrad Teach Internship		
200502 ED 405X	Internship Int & Sec Sch		
200503 ED 403X	Internship In Music Educ		
200601 ED 401X	Undergrad Teach Internship		

200602 ED 401X	Undergrad Teach Internship	0	
200602 ED 405X	Internship Int & Sec Sch		
200603 ED 403X	Internship In Music Educ		
200701 ED 401X	Undergrad Teach Internship		
200702 ED 401X	Undergrad Teach Internship		s. 40 (1)
200702 ED 405X	Internship Int & Sec Sch		
200703 ED 403X	Internship In Music Educ		
200801 ED 401X	Undergrad Teach Internship		
200802 ED 401X	Undergrad Teach Internship	0	
200802 ED 405X	Internship Int & Sec Sch	0	
200803 ED 403X	Internship In Music Educ	0	
200901 ED 401X	Undergrad Teach Internship	0	
201001 ED 401X	Undergrad Teach Internship		s. 40 (1)
201001 ED 403X	Internship In Music Educ		
201002 ED 401X	Undergrad Teach Internship	0	
201002 ED 405X	Internship Int & Sec Sch		
201002 ED 405X	Internship Int & Sec Sch		
201003 ED 403X	Internship In Music Educ		
201101 ED 401X	Undergrad Teach Internship		s. 40 (1)
201101 ED 403X	Internship In Music Educ		
201102 ED 401X	Undergrad Teach Internship		
201102 ED 405X	Internship Int & Sec Sch		
201102 ED 405X	Internship Int & Sec Sch	0	
201103 ED 403X	Internship In Music Educ		
201201 ED 401X	Undergrad Teach Internship		
201202 ED 401X	Undergrad Teach Internship		
201202 ED 407T	Extend Intern Inter/Second Sch		s. 40 (1)
201203 ED 403X	Internship In Music Educ		
201301 ED 401X	Undergrad Teach Internship		
201302 ED 401X	Undergrad Teach Internship	0	
201302 ED 407T	Extend Intern Inter/Second Sch	0	
201401 ED 401X	Undergrad Teach Intern (PE)		s. 40 (1)
201402 ED 401X	Undergrad Teach Intern (PE)	0	
201402 ED 403X	Internship In Music Educ	0	
201402 ED 407T	Extend Intern Inter/Second Sch	0	
201402 ED 407T	Extend Intern Inter/Second Sch	0	
201501 ED 401X	Undergrad Teach Intern (PE)		s. 40 (1)
201502 ED 401X	Undergrad Teach Intern (PE)	0	
201502 ED 407T	Extend Intern Inter/Second Sch	0	
201602 ED 401X	Undergrad Teach Intern (PE)		s. 40 (1)
201602 ED 407T	Extend Intern Inter/Second Sch	0	
201603 ED 403X	Internship In Music Educ		
201701 ED 401X	Undergrad Teach Intern (PE)		s. 40 (1)
201702 ED 401X	Undergrad Teach Intern (PE)	0	

201702	ED 407T	Internship In Music Educ	
201703	ED 403X	Internship In Music Educ	
201801	ED 401X	Undergrad Teach Intern (PE)	
201802	ED 401X	Undergrad Teach Intern (PE)	s. 40 (1)
201802	ED 407T	Extend Intern Inter/Second Sch	
201803	ED 403X	Internship In Music Educ	
201901	ED 401X	Undergrad Teach Intern (PE)	
201902	ED 407T	Extend Intern Inter/Second Sch	0
202203	ED 403X	Internship In Music Educ	
202301		Various Internships	
202401	ED 404T	Extend Intern (PE)	
202402	ED 407T	Extend Intern Inter/Second Sch	s. 40 (1)
202403	ED 403X	Internship In Music Educ	
202403	ED 403X	Internship In Music Educ	
202501	ED 404T	Extend Intern (PE)	
202502	ED 404T	Extend Intern (PE)	
202502	ED 407T	Extend Intern Inter/Second Sch	



FW: COVE and Harlow Campus

From Morrison, Janet <jmorrison@mun.ca>

Date Fri 1/9/2026 5:24 PM s. 40 (1)

To [REDACTED]

Cc President, The <munpres@mun.ca>

NOTE TO APPLICANT: This attachment is non-responsive to the wording of the request. As such, it has been removed from the records.

1 attachment (19 KB)

IAP Office

Defence Minister McGuinty announces the first project under BOREALIS.docx;

s. 40 (1)

[REDACTED] thank you for your note below; my apologies for the delayed response. I appreciated the info regarding DISH and shared it promptly with Dr Paul Brett at MI.

I too see tremendous value in the Harlow experience and have been inundated with testimonials about the campus's transformational impact. Regrettably, however, that must be weighed against the carrying/operating costs, a significant and growing deferred maintenance backlog, and the reality of limited occupancy.

A decision re the future of the Harlow Campus will be made by the board sometime this year, but Memorial is currently managing a \$26M decrease in revenue for 2025-2026.

Thank you again for your email and support.

Warmly,
Janet

From: [REDACTED] s. 40 (1)

Sent: Friday, December 5, 2025 3:04 PM

To: President, The <munpres@mun.ca>

Subject: [WARNING: ATTACHMENT(S) MAY CONTAIN MALWARE]COVE and Harlow Campus

Dear Janet,

This is just a brief message about two matters that may interest you.

s. 40 (1) • [REDACTED] I became aware of the financial support recently provided by the Government of Canada to COVE, the Centre for Ocean Ventures & Entrepreneurship, in Nova Scotia. Some details on the award are provided in the attached document. Given Memorial University's capabilities in ocean matters, this award may be of interest to you.

- Last week, I heard a presentation by Dr. Philip Steenkamp, President and Vice-Chancellor of Royal Roads University. He expressed Royal Roads University's interest in developing overseas campuses. [REDACTED]

s. 40 (1)

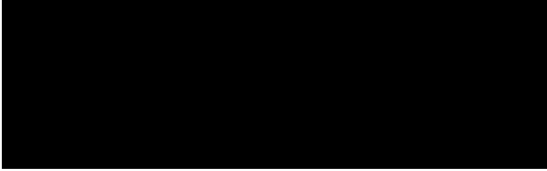
s. 40 (1)

[REDACTED] we recognized the potential of our Harlow Campus. [REDACTED] focused initially on its physical refurbishment because that was most pressing. The refurbishment was done and fully

funded, but the academic refurbishment was more challenging.

If you would like some background on the Harlow Campus, especially its academic aspects, feel free to get in touch with me

Best regards and good wishes for the upcoming holidays,



s. 40 (1)

This email and its contents are private and confidential, for the sole use of the addressees. If you are not an intended recipient, copying, forwarding or other distribution of this email or its contents by any means is prohibited. If you believe that you received this email in error, please notify me immediately.

Ce courriel et son contenu sont privés et confidentiels, et sont destinés à l'usage exclusif des destinataires. Si vous n'êtes pas le destinataire prévu, toute reproduction, transfert ou autre forme de diffusion de ce courriel ou de son contenu par quelque moyen que ce soit est interdit. Si vous croyez avoir reçu ce message par erreur, veuillez m'en aviser immédiatement.



Re: Senate notes

From Morrison, Janet <jmorrison@mun.ca>

Date Tue 1/20/2026 10:27 AM

To Whelan, Meaghan <mcwhelan@mun.ca>; Brown, Margot <mbrown@mun.ca>; President, The <munpres@mun.ca>; Dyke, Paula <pdye@mun.ca>

Thank you, Meaghan — [REDACTED]

s. 40 (1)

Warmly,
Janet

Get Outlook for Mac

From: Whelan, Meaghan <mcwhelan@mun.ca>

Date: Monday, January 19, 2026 at 3:35 PM

To: Morrison, Janet <jmorrison@mun.ca>, Brown, Margot <mbrown@mun.ca>, President, The <munpres@mun.ca>, Dyke, Paula <pdye@mun.ca>

Subject: Senate notes

Hi Janet,

Paula and Lee Ann have reviewed the notes for tomorrow's Senate.

s. 40 (1)

I've also pulled together some current key messages on topics that may arise during the Q&A (background file below). One email to president@mun.ca from [REDACTED]

s. 29 (1) (a)

s. 29 (1) (a)

We'll check in with Lee Ann tomorrow to see if any questions have come in [REDACTED]

s. 29 (1) (a)

Gerard Curtis spoke about Harlow to VOCM Corner Brook this morning, here is the direct link: [Media Player](#)

Thanks,
Meaghan

.....

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

s. 40 (1)

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



FW: Harlow BN

From Brown, Margot <mbrown@mun.ca>
Date Tue 1/20/2026 11:41 AM
To Morrison, Janet <jmorrison@mun.ca>

1 attachment (44 KB)
 Harlow-BN_Jan 27.docx;

NOTE TO APPLICANT: This attachment follows on pages 141-145.

IAP Office

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Tuesday, January 20, 2026 11:34 AM
To: Brown, Margot <mbrown@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: RE: Harlow BN
Importance: High

Hi Margot,

Draft BN for Janet's consideration. Also copying Jennifer and Trudy.

All the best,
 Roxanne

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

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

T 709 864 8246

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

From: Brown, Margot <mbrown@mun.ca>
Sent: Tuesday, January 20, 2026 11:31 AM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: Harlow BN
Importance: High

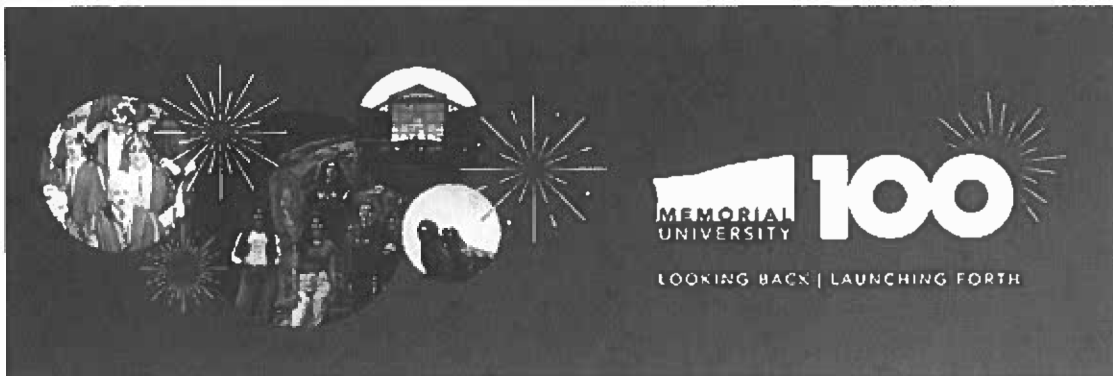
I think you sent the draft submission to Janet? Can I see?

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

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

s. 40 (1)

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



Meeting of the Board of Regents: January 27, 2026

 X For Action

 For Information

CONFIDENTIAL

Title: *Divestment of Asset: Harlow Campus*

Purpose:

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

Recommendation:

It is recommended that the Board of Regents approve divestment of the Harlow Campus, effective August 31, 2026.

Background and Analyses:

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

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

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

Additionally, changes to UK immigration laws have restricted Canadian faculty from teaching full semesters at Harlow so students are splitting time between St. John’s and the UK and/or taking courses on-line at Harlow (with faculty based out of NL).

The campus receives a base budget grant of approximately \$508,600 from the Provost’s Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000). [REDACTED]

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

Costs incurred by academic units [REDACTED] These costs vary from unit to unit but include required instructional costs to backfill teaching, as well as travel and accommodation costs for faculty and staff.

Low enrolment directly impacts Harlow's financial viability, as the campus relies on accommodation revenue. With fixed overhead costs approaching \$1M annually since 2022, the cost per student, based on these fixed operational costs, reached \$50,733 for a 13-week equivalent in 2022–23. Refer to Appendix B.

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

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

s. 29 (1) (a)

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

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

Leadership Change:

Dr. Jingjing Xu resigned from her role as Associate Vice-President (Harlow Campus and Global Partnerships), effective September 15, 2025.

Enrolment Trends:

Student enrolments have [REDACTED] since last reported to the Board in December 2023. [REDACTED]

s. 29 (1) (a)

Financial Sustainability:

While expenditures have been reduced through staff attrition (from 13 to [REDACTED] positions) and operational efficiencies have been implemented, new revenue streams have not materialized. [REDACTED]

s. 29 (1) (a)

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

s. 35 (1) (b)

Infrastructure Risks:

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

s.37(1)(b)

s. 31 (1) (l)

IT Risks:

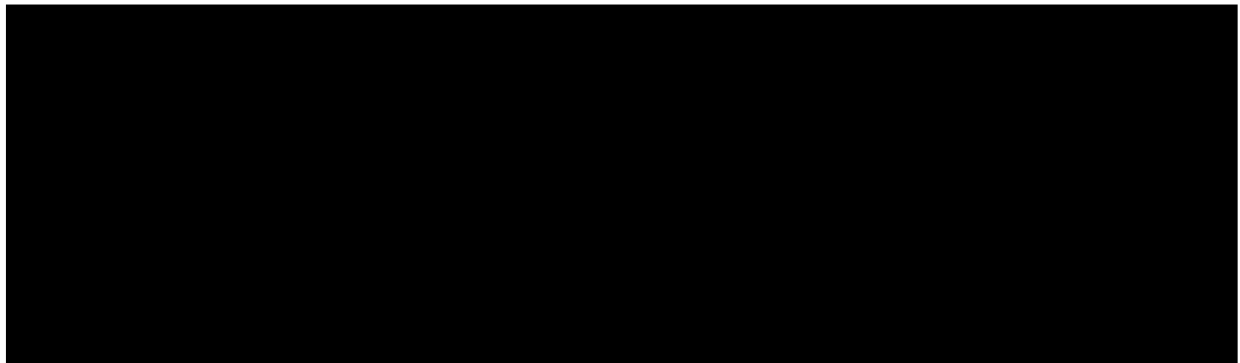
Several IT security risks have been identified for the Campus that include:

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

In Fall 2025, consultations were held with various stakeholder groups (Deans, Directors of the MUN-UK Ltd., Trustees of the Harlow Scholarship Trust and faculty, staff, students and Alumni). [REDACTED]

s. 29 (1) (a)

s. 29 (1) (a)



Considerations:

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

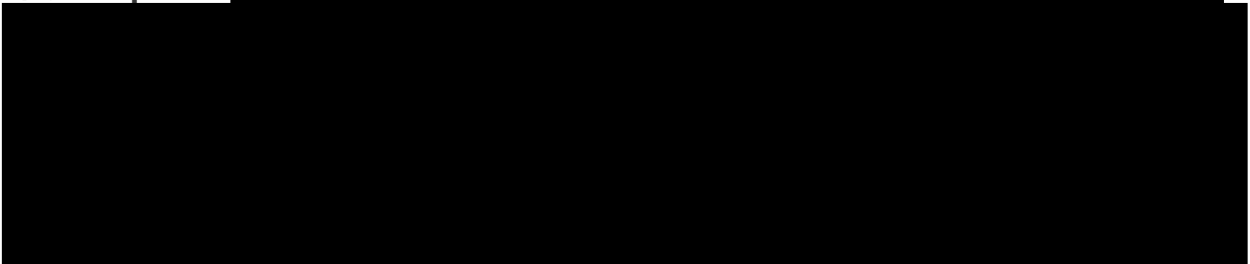


s. 29 (1) (a), s. 35 (1) (d)

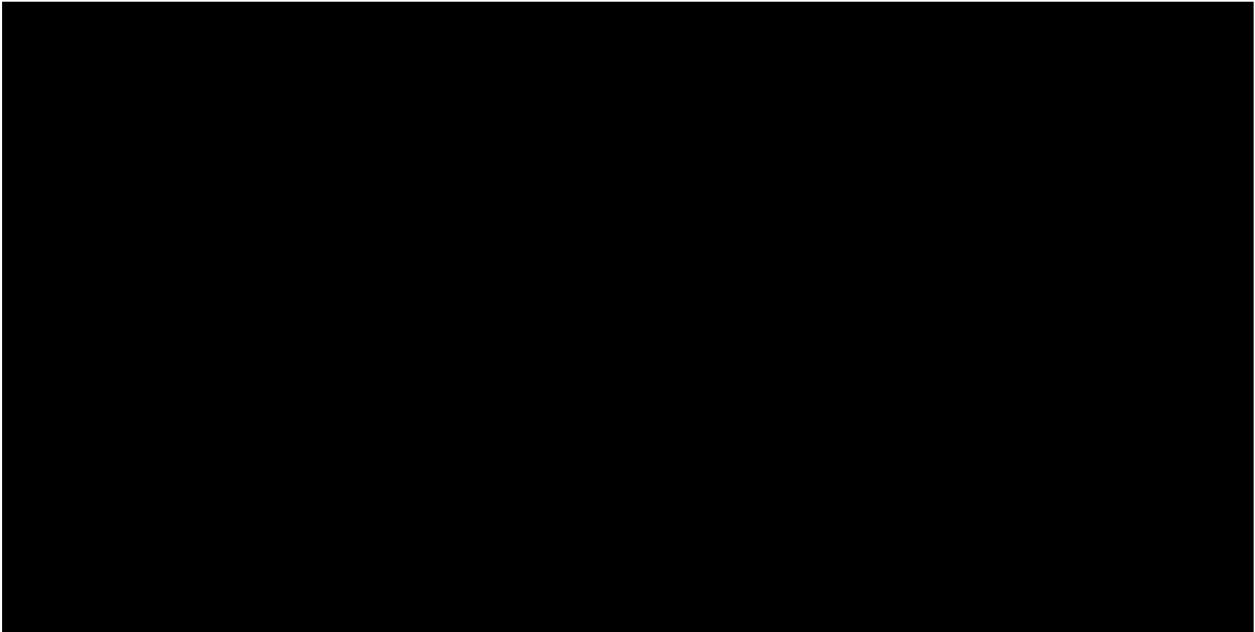
Student Impact – During recent consultations, alumni of the Harlow Programs spoke passionately about the transformative impact of their experiences. Discontinuing Harlow programming may be perceived as the loss of a valuable experiential learning opportunity. To support affected students, academic advising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

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

Staff Impact –



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



Communication:



s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026



Re: Draft Response for Review - FW: Harlow Campus

From Morrison, Janet <jmorrison@mun.ca>

Date Tue 1/20/2026 2:17 PM

To President, The <munpres@mun.ca>

s. 29 (1) (a)

— please facilitate a response with this language.

JM

Get Outlook for Mac

From: President, The <munpres@mun.ca>

Date: Tuesday, January 20, 2026 at 1:16 PM

To: Morrison, Janet <jmorrison@mun.ca>

Subject: Draft Response for Review - FW: Harlow Campus

Janet, please see below [REDACTED] to an email received earlier today:

s. 29 (1) (a)

Dear [REDACTED] s. 40 (1)

Thank you for sharing your experiences at Harlow Campus. I agree with you on the transformative impact of global learning experiences. Your feedback will be considered along with the other submission we have received on this topic.

While no decision has been made about the future of Harlow Campus, it is important to be transparent about Memorial's significant financial challenges. Memorial is currently spending beyond its means, a situation that cannot continue. As the university makes difficult decisions about how to allocate its limited resources, we must safeguard what matters most: academic quality, student experience, research and financial sustainability.

Thank you again for reaching out.

Warm regards,
Janet

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, January 20, 2026 10:44 AM
 To: President, The <munpres@mun.ca>
 Subject: Harlow Campus

President Morrison,

I write to you in relation to the ongoing commentary and decision making process surrounding MUN's Harlow Campus. s. 40 (1)

[REDACTED] I fully appreciate the responsibility for the University to consider fiscal responsibility.

However, I truly believe that the value of a campus in the UK goes beyond the dollars and cents. It is a gateway for our students to experience the world.

[REDACTED] s. 40 (1)
 [REDACTED] The Harlow experience was always a fantastic "selling point" for the university and was a point of distinction from other universities. This campus and experience should be marketed and promoted, not shuttered.

[REDACTED]

s. 40 (1)

[REDACTED]

s. 40 (1)

[REDACTED]

Going beyond the education side of things I think Harlow also represents something much more. [REDACTED]

s. 40 (1)

[REDACTED]

This campus is a reminder of our close ties and our history. To abandon this would be a mistake.

Given the recent rhetoric coming from our southern neighbour I believe this further emphasizes the need for us to embrace our European connections. Harlow can be used as a hub to promote economic partnership and collaboration. In fact, perhaps the Federal Government would see fit to use this campus as a launch pad for trade and diplomatic endeavours. In a world where it is easy to sit behind a screen and connect, we cannot undermine the importance of a physical presence and physical contact with each other.

s. 40 (1)

[REDACTED] I ask that you, the current BOR, and the administration do whatever that can be done to save and embrace Harlow.

"When a great adventure is offered, you don't refuse it" - Amelia Earhart

s. 40 (1)

[REDACTED]

Sent from my iPhone

NOTE TO APPLICANT: The attachments located on pages 152-155 have been redacted in their entirety pursuant to section 29(1)(a).

The attachment "Harlow-BN_Jan 27" is located on pages 157-162.

IAP Office



RE: Harlow BN

From Millan, Roxanne <rmillan@mun.ca>

Date Tue 1/20/2026 2:23 PM

To Pound-Curtis, Trudy <h3tpc@mun.ca>; Brown, Margot <mbrown@mun.ca>; Morrison, Janet <jmorrison@mun.ca>

Cc Lokash,Jennifer <jlokash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>

3 attachments (298 KB)

s. 29 (1) (a)

[REDACTED] pdf; [REDACTED] pdf; Harlow-BN_Jan 27.docx;

Hi all,

s. 29 (1) (a)

The addition suggested by Trudy [REDACTED] has been added to the BN. See Table 1 and para that follows it. [REDACTED]

Margot, [REDACTED]

Happy to take other feedback.

s. 29 (1) (a)

All the best,
Roxanne

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

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

T 709 864 8246

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

From: Pound-Curtis, Trudy <h3tpc@mun.ca>

Sent: Tuesday, January 20, 2026 12:21 PM

To: Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>

Cc: Lokash,Jennifer <jlokash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>

Subject: RE: Harlow BN

Roxanne

s. 29 (1) (a)

I am copying Carol

s. 29 (1) (a)

Trudy

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Tuesday, January 20, 2026 11:34 AM
To: Brown, Margot <mbrown@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>
Subject: RE: Harlow BN
Importance: High

Hi Margot,

Draft BN for Janet's consideration. Also copying Jennifer and Trudy.

All the best,
 Roxanne

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

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

T 709 864 8246

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

From: Brown, Margot <mbrown@mun.ca>
Sent: Tuesday, January 20, 2026 11:31 AM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: Harlow BN
Importance: High

I think you sent the draft submission to Janet? Can I see?

Margot Brown, MBA (she/her)
 Executive Director, Office of the President
 Memorial University of Newfoundland
 AA2028, Arts and Administration Building
 230 Elizabeth Avenue

St. John's, NL A1C 5S7

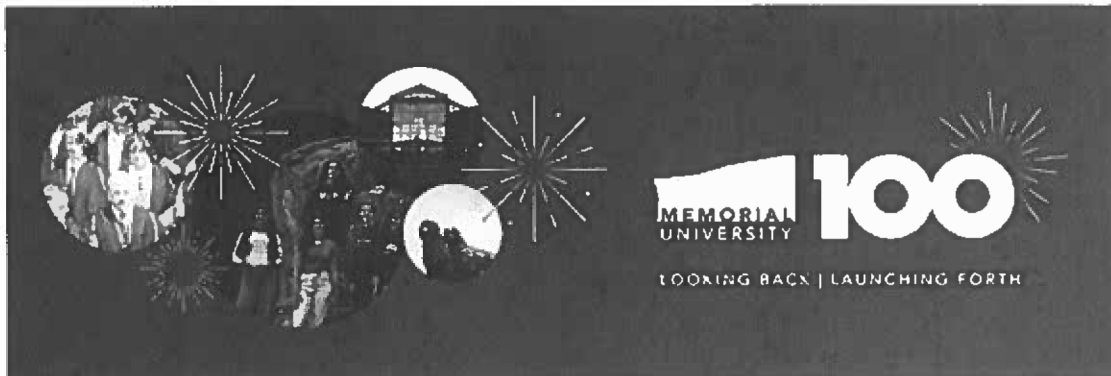
mbrown@mun.ca

709-864-8216 (office)

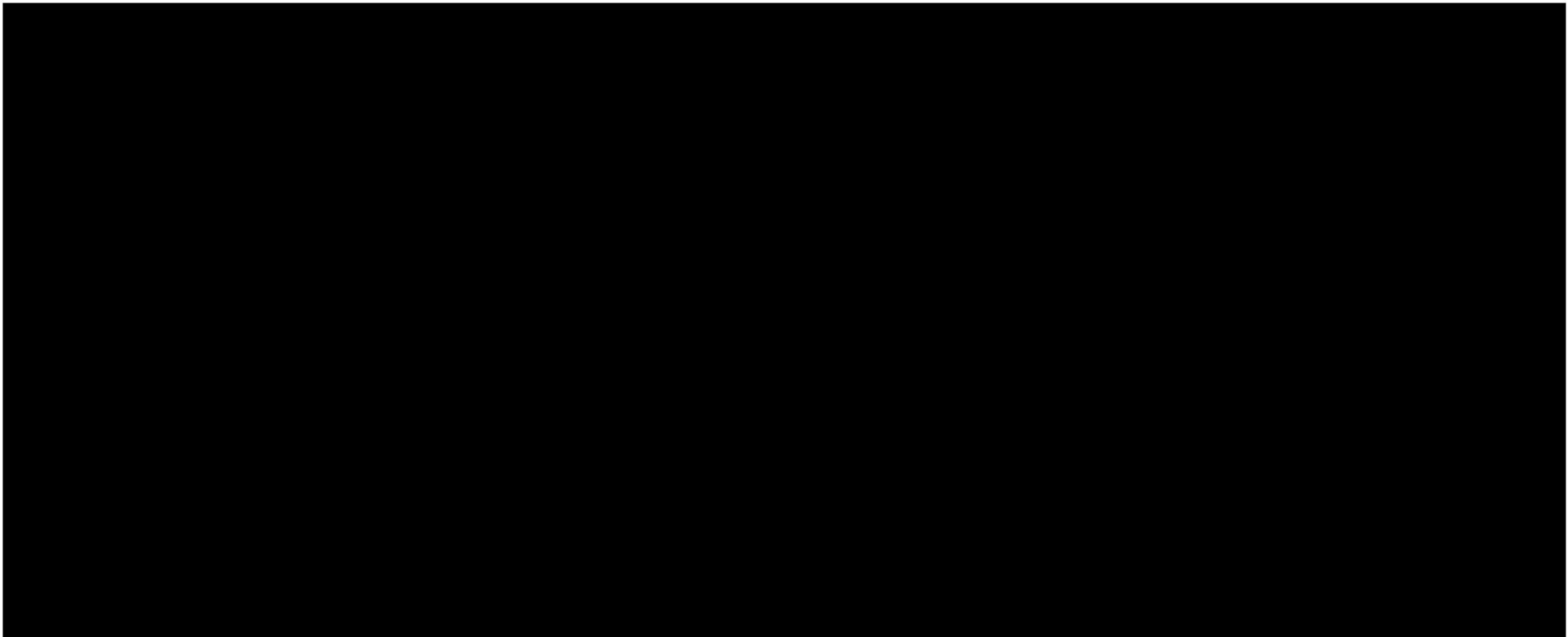
██████████ (mobile)

S. 40 (1)

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s. 29 (1) (a)



s. 29 (1) (a)

	2020-21	2021-22	2022-23	2023-24	2024-25	Projected
Grant + Expenses						
Grant Transferred	680,186	810,514	872,517	958,979	928,052	
Consultants/Professional Fees	11,653	0	6,105	0	44,332	
Travel (SJC to Marlow)	0	0	11,529	21,080	16,426	
HIP (Provost's Budget Envelope)	0	0	34,605	20,538	0	
Renovations (Grant from FM)	0	0	0	0	0	
Miscellaneous Expenses	175	17,509	140	139	1,341	
Total	692,014	828,023	924,896	1,000,736	990,151	
Cost per student	0	0	31,893	9,716	25,388	
Cost per 13-week equivalent	0	0	50,733	25,360	26,269	

s. 29 (1) (a)

Meeting of the Board of Regents: January 27, 2026

 X For Action

 For Information

CONFIDENTIAL

Title: *Divestment of Asset: Harlow Campus*

Purpose:

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

Recommendation:

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The campus receives a base budget grant of approximately \$508,600 from the Provost’s Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000) [REDACTED]

s. 29 (1) (a)

Costs incurred by academic units [REDACTED] These costs vary from unit to unit but include required instructional costs to backfill teaching, as well as travel and accommodation costs for faculty and staff.

Low enrolment directly impacts Harlow's financial viability, as the campus relies on accommodation revenue. As indicated in Table 1 below, with fixed overhead costs approaching \$1M annually since 2022, the cost per student, based on these fixed operational costs, reached \$50,733 for a 13-week equivalent in 2022–23. Refer to Appendix B for details on cost per student.

Table 1 (CAD\$)

						Projected
Grant + Expenses	2020-21	2021-22	2022-23	2023-24	2024-25	
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s. 29 (1) (a)

s. 29 (1) (a)

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

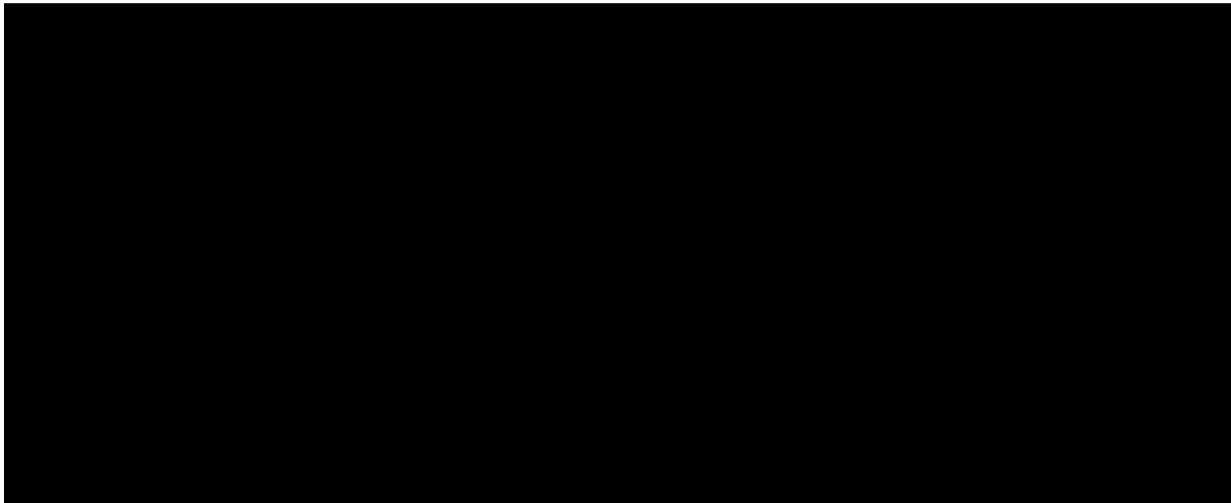
1. Three years for a plan to create a sustainable Campus
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3. Expense reduction and new revenue streams to balance the budget
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s. 29 (1) (a)

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

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



Leadership Change:

Dr. Jingjing Xu resigned from her role as Associate Vice-President (Harlow Campus and Global Partnerships), effective September 15, 2025.

Enrolment Trends:

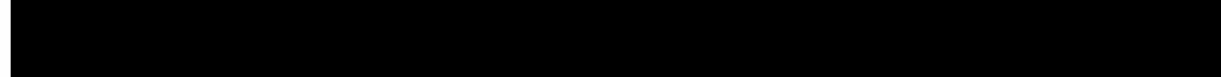
Student enrolments have [REDACTED] since last reported to the Board in December 2023. [REDACTED]

s. 29 (1) (a)

Financial Sustainability:

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

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



s. 35 (1) (b)

Infrastructure Risks:

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

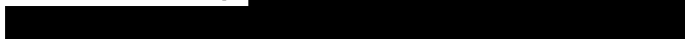


s.37(1)(b)

IT Risks:

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

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



s. 31 (1) (l)

s. 31 (1) (l)

In Fall 2025, consultations were held with various stakeholder groups (Deans, Directors of the MUN-UK Ltd., Trustees of the Harlow Scholarship Trust and faculty, staff, students and Alumni).

s. 29 (1) (a)

s. 29 (1) (a)

Considerations:

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

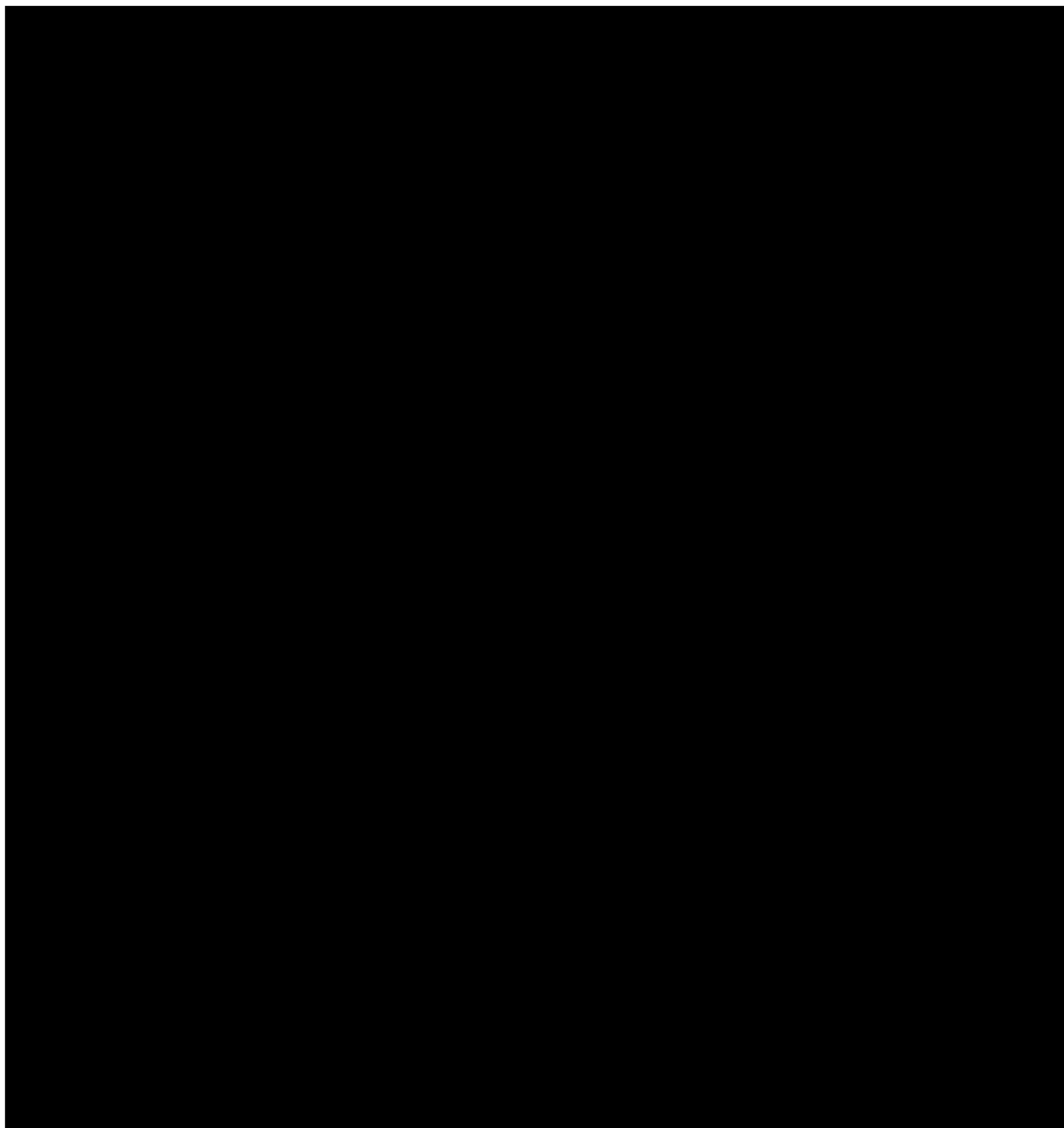
Academic Impact – While participation in Harlow Campus programs is voluntary for students at the St. John's campus, the School of Fine Arts at Grenfell Campus includes a mandatory residency component at Harlow as part of its curriculum.

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

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

Staff Impact –

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



Communication:

s. 29 (1) (a)



Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026



Re: Harlow BN

From Morrison, Janet <jmorrison@mun.ca>

Date Wed 1/21/2026 12:19 PM

To Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>

Cc Lokash, Jennifer <jlokash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>

📎 1 attachment (51 KB)

Harlow-BN_Jan 27_JM.docx;

NOTE TO APPLICANT: This attachment follows on pages 164-169.

IAP Office

Roxanne, Margot: apologies for the delayed response; please see attached minor edits to the BN. I think we need to ensure that Gerrard's comments at senate re #'s are reflected (they don't impact the argument for divestment, and I don't want to be accused of hiding anything).

s. 29 (1) (a)

I think we need to provide caveats on [REDACTED] to be transparent about the enrolment reported by GC re 2024-2025 (we've not cited 2025-2026 because it's in-train).

Please be in touch with any questions/concerns. With apologies, this needs to be turned around quickly because the Chair wants it by end-of-day.

Warmly,
Janet

Get Outlook for Mac

From: Millan, Roxanne <rmillan@mun.ca>

Date: Tuesday, January 20, 2026 at 2:23 PM

To: Pound-Curtis, Trudy <h3tpc@mun.ca>, Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>

Cc: Lokash, Jennifer <jlokash@mun.ca>, Pike, Lori <lpike@mun.ca>, Tibbo, Carol <ctibbo@mun.ca>

Subject: RE: Harlow BN

Hi all,

s. 29 (1) (a)

The addition suggested by Trudy [REDACTED] has been added to the BN. See Table 1 and para that follows it. [REDACTED]

Margot, [REDACTED]

Happy to take other feedback.

s. 29 (1) (a)

All the best,

NOTE TO APPLICANT: The remainder of this email thread is previously located in the records.

IAP Office

Meeting of the Board of Regents: January 27, 2026

 X For Action For Information

CONFIDENTIAL

Title: *Divestment of Asset: Harlow Campus*

Purpose:

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

Recommendation:

It is recommended that the Board of Regents approve divestment of the Harlow Campus, effective August 31, 2026.

Background and Analyses:

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

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

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

Additionally, changes to UK immigration laws have restricted Canadian faculty from teaching full semesters at Harlow. As a result, [REDACTED] students are splitting time between St. John's and the UK and/or taking courses on-line at Harlow (with faculty based out of NL).

The campus receives a base budget grant of approximately \$508,600 from the Provost's Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000). [REDACTED]

s. 29 (1) (a)

Costs incurred by academic units [REDACTED] These costs vary from unit to unit but are not insignificant; they include required instructional costs to backfill teaching, as well as travel and accommodation costs for faculty and staff.

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Ref: O/JM/HARLOW-BN Jan 27 JMHARLOW-BN-Dec Board-V (2026)

Page 1/6

Low enrolment directly impacts Harlow's financial viability, as the campus relies on accommodation revenue. As indicated in Table 1 below, with fixed overhead costs approaching \$1M annually since 2022, the cost per student at [REDACTED] reached \$50,733 for a 13-week equivalent in 2022–23. Refer to Appendix B for details on cost per student.

s. 29 (1) (a)

Table 1 (CAD\$)

						Projected
Grant + Expenses	2020-21	2021-22	2022-23	2023-24	2024-25	
Grant Transferred	680,186	810,514	872,517	958,979	928,052	
Consultants/Professional Fees	11,653	0	6,105	0	44,332	
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HIP (Provost's Budget Envelope)	0	0	34,605	20,538	0	
Renovations (Grant from FM)	0	0	0	0	0	
Miscellaneous Expenses	175	17,509	140	139	1,341	
Total	692,014	828,023	924,896	1,000,736	990,151	

s. 29 (1) (a)

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

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

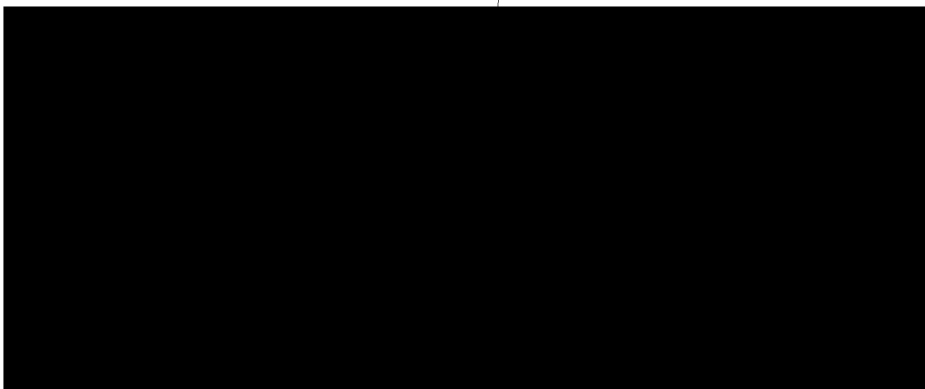
s. 29 (1) (a)

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

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

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



Leadership Change:

Dr. Jingjing Xu resigned from her role as Associate Vice-President (Harlow Campus and Global Partnerships), effective September 15, 2025.

Enrolment Trends:



s. 29 (1) (a)

maximum occupancy at Harlow Campus is 51 students per semester or 153 students annually. Student enrolments have remained below that campus capacity since last reported to the Board in December 2023.

s. 29 (1) (a)

Financial Sustainability:

While expenditures have been reduced through staff attrition (from 13 to 5 positions) and operational efficiencies have been implemented, new revenue streams have not materialized.

s. 29 (1) (a)

Commented [MJ1]:

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

s. 35 (1) (b)

Infrastructure Risks:

The campus buildings, some dating back to the 19th century, require significant

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investment with a deferred maintenance backlog -valued at \$1.986M CAD [REDACTED]

s.37(1)(b)

IT Risks:

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

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

s. 31 (1) (l)

In Fall 2025, consultations were held with various stakeholder groups (Deans, Directors of the MUN-UK Ltd., Trustees of the Harlow Scholarship Trust and faculty, staff, students and Alumni). [REDACTED]

s. 29 (1) (a)

Considerations:

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

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

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

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

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

Staff Impact –

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

[REDACTED]

Communication:

[REDACTED]

s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026

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RE: Harlow BN

From Millan, Roxanne <rmillan@mun.ca>

Date Wed 1/21/2026 12:35 PM

To Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>

Cc Lokash,Jennifer <jlakash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>

Thanks Janet. Working on this now.

s. 29 (1) (a)

I had to leave Senate early yesterday, so will be in touch, Margot, [REDACTED]
[REDACTED]

Roxanne

From: Morrison, Janet <jmorrison@mun.ca>

Sent: Wednesday, January 21, 2026 12:19 PM

To: Millan, Roxanne <rmillan@mun.ca>; Brown, Margot <mbrown@mun.ca>

Cc: Lokash,Jennifer <jlakash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>

Subject: Re: Harlow BN

s. 29 (1) (a)

Roxanne, Margot: apologies for the delayed response; please see attached minor edits to the BN. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

s. 29 (1) (a)

Please be in touch with any questions/concerns. With apologies, this needs to be turned around quickly because the Chair wants it by end-of-day.

Warmly,
Janet

Get Outlook for Mac

From: Millan, Roxanne <rmillan@mun.ca>

Date: Tuesday, January 20, 2026 at 2:23 PM

To: Pound-Curtis, Trudy <h3tpc@mun.ca>, Brown, Margot <mbrown@mun.ca>, Morrison, Janet <jmorrison@mun.ca>

Cc: Lokash,Jennifer <jlakash@mun.ca>, Pike, Lori <lpike@mun.ca>, Tibbo, Carol <ctibbo@mun.ca>

Subject: RE: Harlow BN

Hi all,

NOTE TO APPLICANT: The remainder of this email thread is previously located in the records.

IAP Office



RE: Harlow BN

From Millan, Roxanne <rmillan@mun.ca>

Date Wed 1/21/2026 1:29 PM

To Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>

Cc Lokash, Jennifer <jlokash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>

1 attachment (53 KB)

Harlow-BN_Jan 27_JM (002)_RM.docx;

NOTE TO APPLICANT: This attachment follows on pages 172-177.

IAP Office

Hi Janet,

Revised BN attached.

s. 29 (1) (a)

All track changes accepted and updated [REDACTED]...see attached comment.

s. 29 (1) (a)

s. 29 (1) (a)

Roxanne

From: Morrison, Janet <jmorrison@mun.ca>

Sent: Wednesday, January 21, 2026 12:19 PM

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Cc: Lokash, Jennifer <jlokash@mun.ca>; Pike, Lori <lpike@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>

Subject: Re: Harlow BN

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s. 29 (1) (a)

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IAP Office

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s. 29 (1) (a)

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

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s. 29 (1) (a)

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s. 29 (1) (a)

Commented [MJ1]: [REDACTED]

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Commented [MR2R1]: [REDACTED]

s. 35 (1) (b)

Infrastructure Risks:

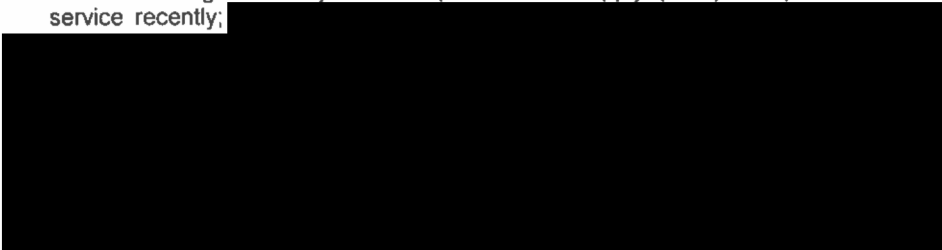
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s.37(1)(b)

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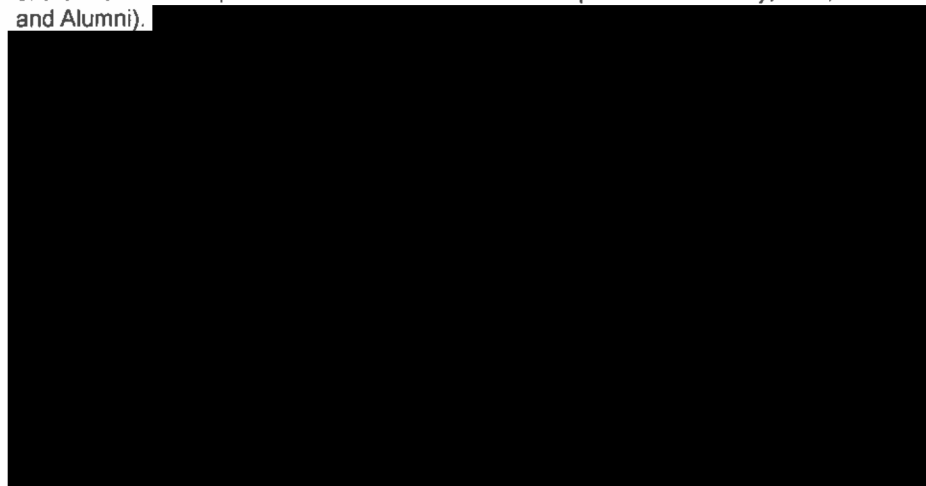
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s. 31 (1) (l)

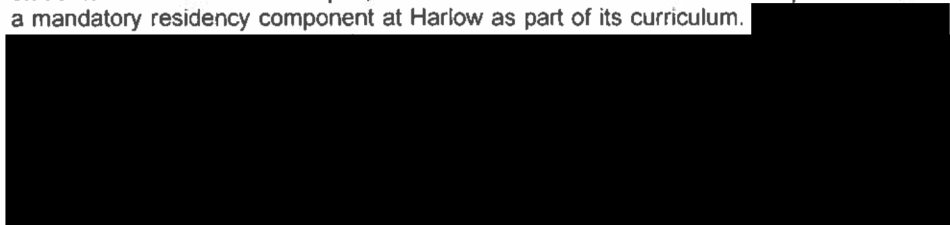
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s. 29 (1) (a)

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

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

Staff Impact – [REDACTED]

Communication: [REDACTED]

s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026