



Re: Harlow BN

From Morrison, Janet <jmorrison@mun.ca>

Date Wed 1/21/2026 1:44 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>

Thanks Roxanne — we're on the same page. I'll finalize the note and send to Lisa Russell ASAP, [REDACTED] s. 29 (1) (a)

Thank you again.

Janet

Get Outlook for Mac

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

Date: Wednesday, January 21, 2026 at 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>

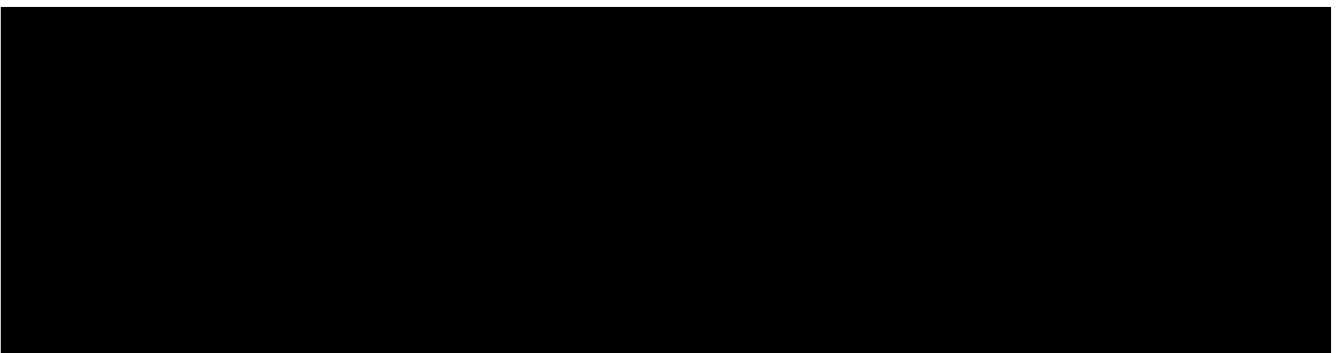
Subject: RE: Harlow BN

Hi Janet,

Revised BN attached.

All track changes accepted and updated accommodation revenue included....see attached comment.

I am working through the enrollment numbers, comparing Gerard's numbers with our data from Deans and RO data. We are very close.



I will have the enrollment data finalized before end of day (revised spreadsheet to follow), but thought the BN could be shared with the Board Chair now with a commitment that enrollment numbers will be finalized in a couple of hours?

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

IAP Office



CONFIDENTIAL DRAFT BN re Harlow for Review

From Morrison, Janet <jmorrison@mun.ca>

Date Wed 1/21/2026 1:52 PM

To Russell, Lisa <lisar@mun.ca>

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

1 attachment (46 KB)

Harlow-BN_Jan 27_Final Draft.docx;

NOTE TO APPLICANT: This attachment follows on pages 180-185.

IAP Office

Lisa: with apologies for the delay and with thanks to Roxanne, please see attached a final draft of the BN re Harlow Campus for the Chair's review.

s. 29 (1) (a)

Note that [REDACTED] will follow asap from Roxanne, who is working to reconcile enrolment data shared with Senate yesterday by GC [REDACTED]

Please be in touch if you need anything further from us.

Regards,
Janet

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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, 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.

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 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	
Grant Tranferred	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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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:

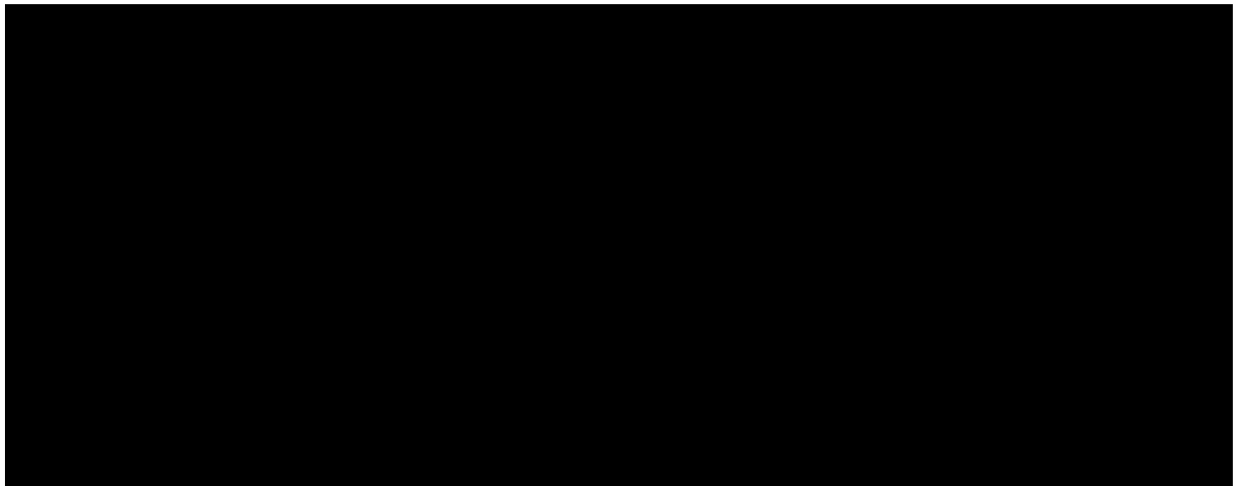
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3. Expense reduction and new revenue streams to balance the budget
4. Annual development/monitoring of benchmarks and key performance indicators

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)

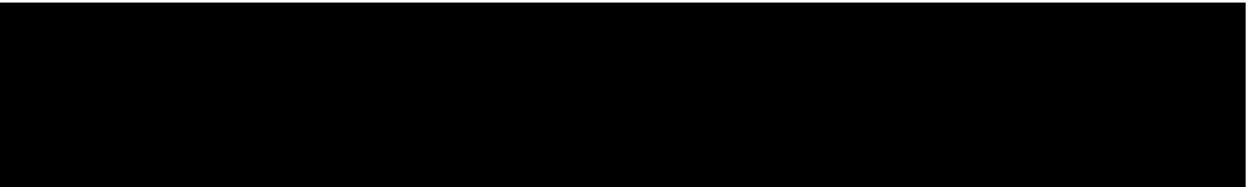
s. 29 (1) (a), s. 35 (1) (d)



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)



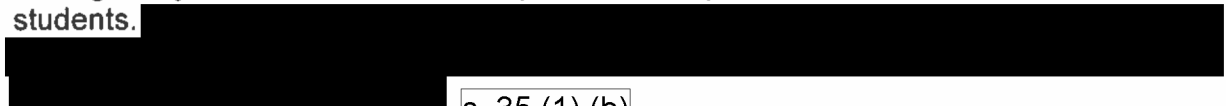
maximum occupancy at Harlow Campus is 51 students per semester or 153 students annually. Student enrolments have remained below that campus capacity since last reported to the Board in December 2023. (See Appendix A.)

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s. 29 (1) (a)

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

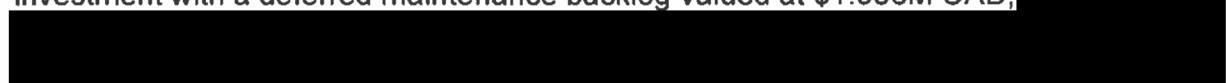
In addition to the annual grant provided by Memorial, Harlow has a small endowment managed by the Harlow Scholarship Trust that provides modest travel bursaries to students.



s. 35 (1) (b)

Infrastructure Risks:

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



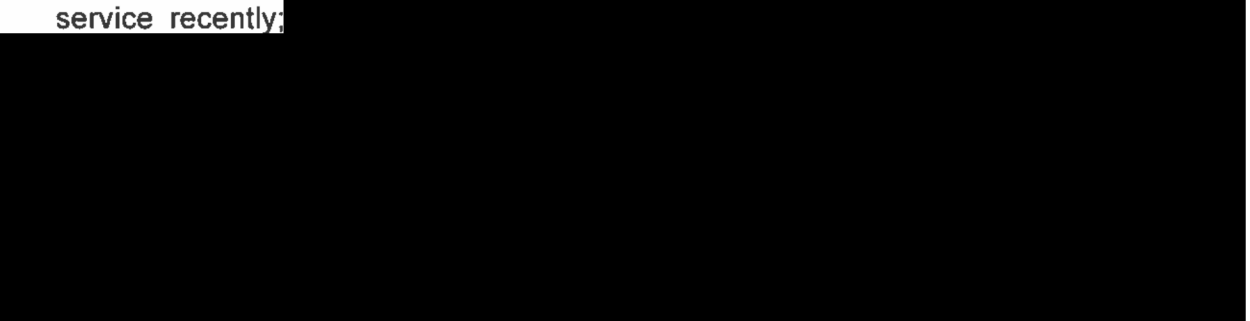
s.37(1)(b)

IT Risks:

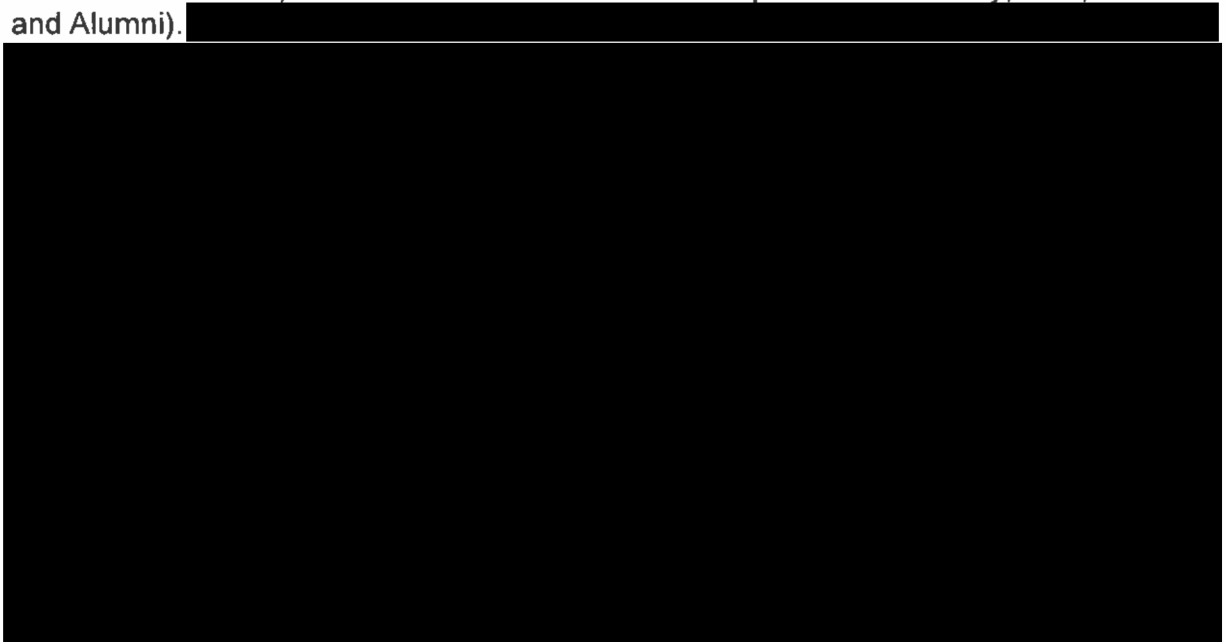
s. 31 (1) (l)

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

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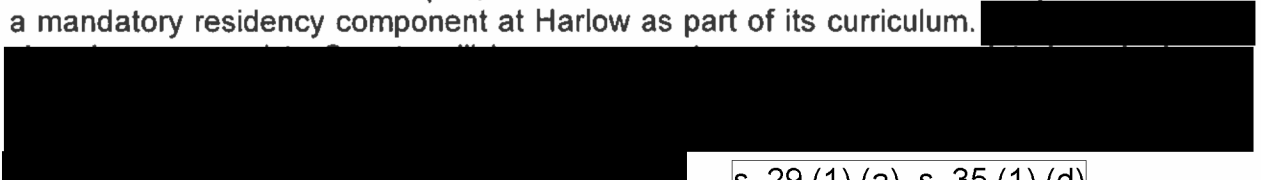
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s. 29 (1) (a)

Considerations:

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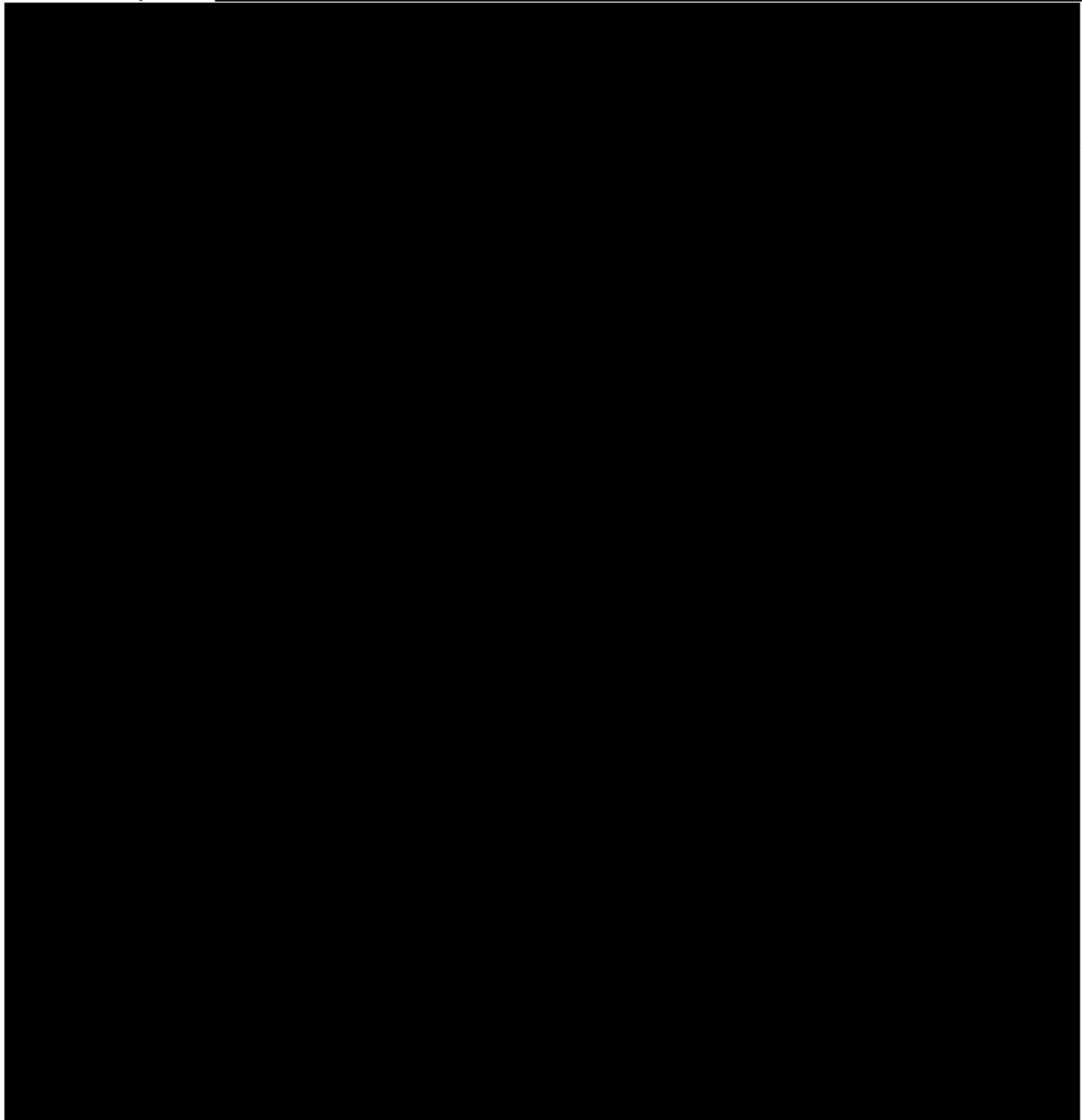
s. 29 (1) (a), s. 35 (1) (d)

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

Staff Impact – [REDACTED]



Communication:

s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026



CONFIDENTIAL DRAFT BN re Harlow for Review

From Russell, Lisa <lisar@mun.ca>

Date Wed 1/21/2026 2:54 PM

To Ladha, Justin <jl4075@mun.ca>

Cc Morrison, Janet <jmorrison@mun.ca>

 1 attachment (46 KB)

Harlow-BN_Jan 27_Final Draft.docx;

NOTE TO APPLICANT: This attachment is previously located in the records on pages 180-185.

IAP Office

Hello Justin,

s. 29 (1) (a)

See attached draft Briefing Note. [REDACTED] but didn't want to delay in getting this to you.

If you can have any comments back by tomorrow that will enable time to respond prior to distribution of the final version.

Lisa



RE: CONFIDENTIAL DRAFT BN re Harlow for Review

From Millan, Roxanne <rmillan@mun.ca>

Date Wed 1/21/2026 6:42 PM

To Morrison, Janet <jmorrison@mun.ca>; Russell, Lisa <lisar@mun.ca>

Cc Brown, Margot <mbrown@mun.ca>

NOTE TO APPLICANT: These attachments located on pages 188-191 are redacted in their entirety pursuant to section 29(1)(a).

IAP Office

2 attachments (343 KB)

s. 29 (1) (a)

.pdf; .pdf;

Hi Lisa,

s. 29 (1) (a)

Attached [REDACTED] These minor enrolment adjustments do not require any changes to the BN.

All the best,
Roxanne

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

Sent: Wednesday, January 21, 2026 1:52 PM

To: Russell, Lisa <lisar@mun.ca>

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

Subject: CONFIDENTIAL DRAFT BN re Harlow for Review

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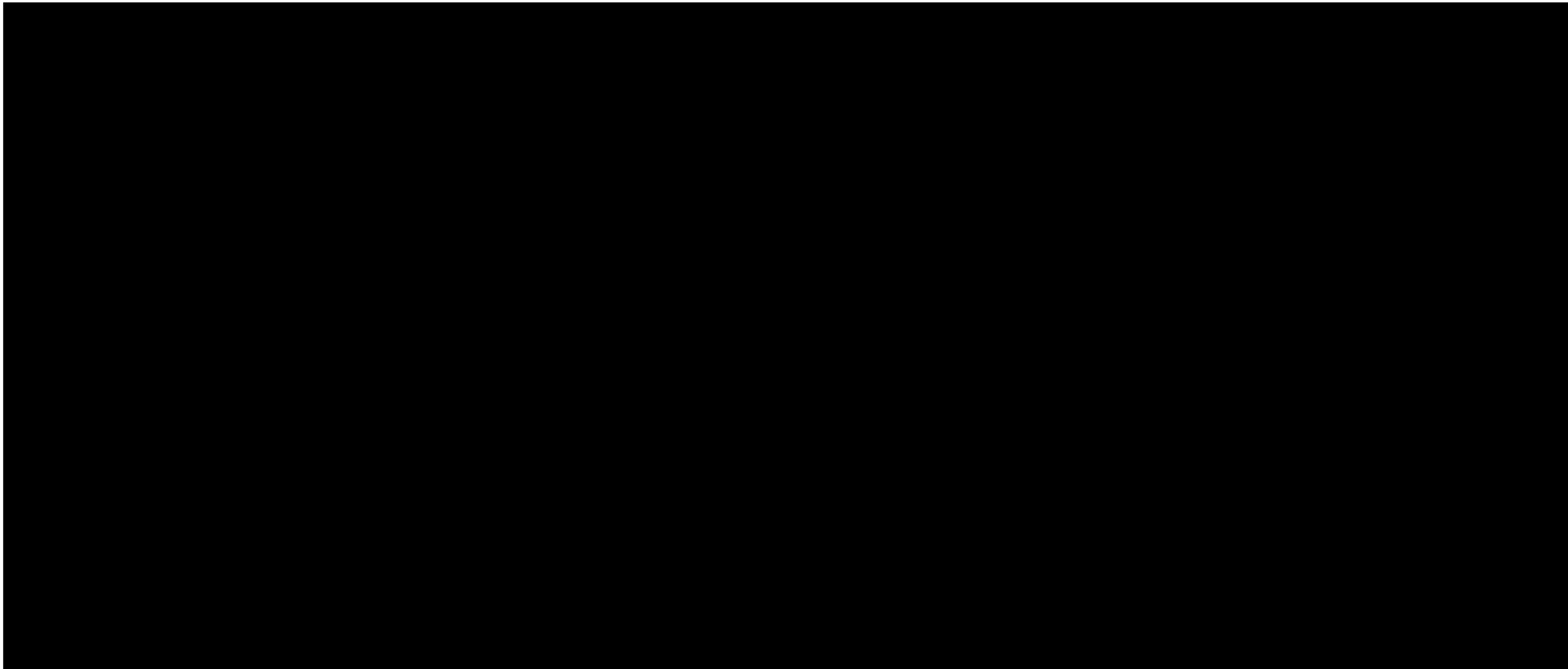
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s. 29 (1) (a)

Please be in touch if you need anything further from us.

Regards,
Janet

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Grant + Expenses						
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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	9,622	17,681	
Cost per 13-week equivalent	0	0	50,733	19,622	21,525	

s. 29 (1) (a)



RE: CONFIDENTIAL DRAFT BN re Harlow for Review

From Russell, Lisa <lisar@mun.ca>

Date Wed 1/21/2026 8:12 PM

To Millan, Roxanne <rmillan@mun.ca>; Morrison, Janet <jmorrison@mun.ca>

Cc Brown, Margot <mbrown@mun.ca>

Thank you, Roxanne. I will share these as well and ensure feedback (if any) is returned tomorrow.

Lisa

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

Sent: Wednesday, January 21, 2026 6:43 PM

To: Morrison, Janet <jmorrison@mun.ca>; Russell, Lisa <lisar@mun.ca>

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

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Janet

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CONFIDENTIAL DRAFT BN re Harlow for Review

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Date Wed 1/21/2026 8:15 PM

To Ladha, Justin <jl4075@mun.ca>

Cc Morrison, Janet <jmorrison@mun.ca>

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IAP Office

2 attachments (343 KB)

[REDACTED].pdf; [REDACTED].pdf;

s. 29 (1) (a)

Hello Justin,

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

It would be useful to receive comments by tomorrow to facilitate any changes.

Thanks very much!

Lisa



RE: CONFIDENTIAL DRAFT BN re Harlow for Review

From Ladha, Justin <jl4075@mun.ca>
Date Thu 1/22/2026 12:10 PM
To Russell, Lisa <lisar@mun.ca>
Cc Morrison, Janet <jmorrison@mun.ca>

NOTE TO APPLICANT: The attachment "Harlow-BN_Jan 27_Final Draft JL Comments" follows on pages 196-201.

The other two attachments are previously located on pages 188-191, and have been redacted in their entirety pursuant to section 29(1)(a).

IAP Office

3 attachments (403 KB)

Harlow-BN_Jan 27_Final Draft JL Comments.docx; [REDACTED].pdf; [REDACTED].pdf;

s. 29 (1) (a)

Please see attached. May be worth having a quick discussion.

From: Russell, Lisa <lisar@mun.ca>
Sent: January 21, 2026 8:16 PM
To: Ladha, Justin <jl4075@mun.ca>
Cc: Morrison, Janet <jmorrison@mun.ca>
Subject: CONFIDENTIAL DRAFT BN re Harlow for Review

Hello Justin,

See attached [REDACTED]

s. 29 (1) (a)

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Lisa

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.**

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s. 29 (1) (a)

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s. 29 (1) (a)

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Commented [JL1]:

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:

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s. 29 (1) (a)

Commented [JL2]:

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s. 29 (1) (a)

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s. 35 (1) (b)

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s.37(1)(b)

s. 31 (1) (l)

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Commented [JL3]

s. 29 (1) (a)

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s. 29 (1) (a)

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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



Most recent iteration

From Brown, Margot <mbrown@mun.ca>

Date Thu 1/22/2026 5:18 PM

To Morrison, Janet <jmorrison@mun.ca>

Cc Millan, Roxanne <rmillan@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>

1 attachment (57 KB)

Harlow-BN_Jan 27_Final Draft JL Comments_rm - MB - RM.docx;

NOTE TO APPLICANT: This attachment follows on pages 203-208.

IAP Office

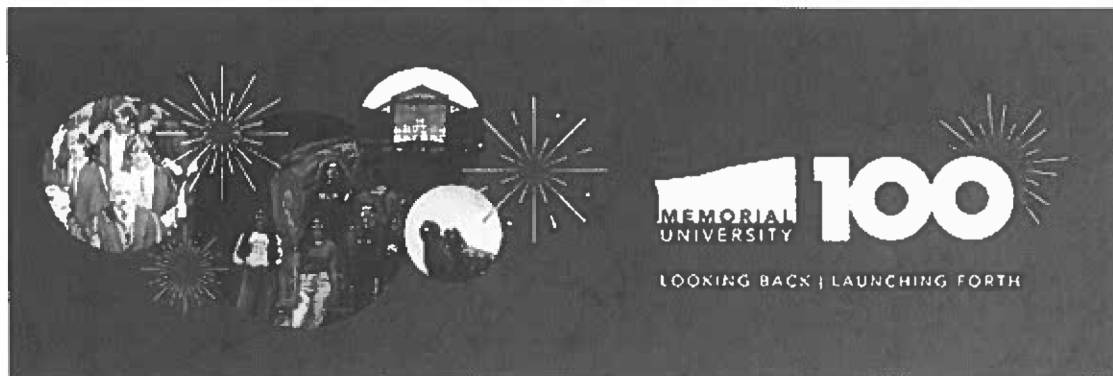
Only waiting for a number from OCIO (ballpark) and from Harlow. Will be able to finalize in AM

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

Commented [BM1]:

☒ For Action ☐ For Information

CONFIDENTIAL

Title: *Divestment of Asset: Harlow Campus*

Purpose:

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s. 29 (1) (a)

Costs incurred by academic units are [REDACTED] excluded from the approximate \$800K-1M allocation to the Harlow Campus as detailed in Table 1 below. These costs vary from unit to unit but are not insignificant; they include required

Commented [BM2]:

Commented [BM3R2]:

Commented [MR4R2]:

Commented [BM5R2]:

Commented [BM6R2]:

s. 29 (1) (a)

Commented [BM7]:

Formatted: Do not check spelling or grammar, All c

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s. 29 (1) (a)

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s. 29 (1) (a)

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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.

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

[REDACTED]

Leadership Change:

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

Enrolment Trends:

[REDACTED]

Commented [JL9]:

Commented [MR10R9]:

[REDACTED] 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. [REDACTED]

Financial Sustainability:

While expenditures have been reduced through staff attrition (from 13 to 6 positions) and operational efficiencies have been implemented, new revenue streams have not materialized.

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. [REDACTED]

s. 35 (1) (b)

Infrastructure Risks:

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

s.37(1)(b)

Formatted: Do not check spelling or grammar, All ca

[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]

Commented [JL11]: [REDACTED]

Commented [MR12R11]: [REDACTED]

s. 29 (1) (a)

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)

s. 29 (1) (a)

Commented [BM13]: [REDACTED]

Commented [BM14R13]: [REDACTED]

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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[REDACTED]

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]

Staff Impact – [REDACTED]

Commented [BM15]: We say 5 above

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[REDACTED]

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

Communication:

[REDACTED]

s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026

Formatted: Do not check spelling or grammar, All c



Re: Most recent iteration

From Millan, Roxanne <rmillan@mun.ca>
Date Thu 1/22/2026 5:49 PM
To Brown, Margot <mbrown@mun.ca>; Morrison, Janet <jmorrison@mun.ca>
Cc Lokash, Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>

Have the Harlow information. Will have OCIO number shortly. Indeed, we will finalize in the AM.

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: Brown, Margot <mbrown@mun.ca>
Sent: Thursday, January 22, 2026 5:18:46 p.m.
To: Morrison, Janet <jmorrison@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>
Subject: Most recent iteration

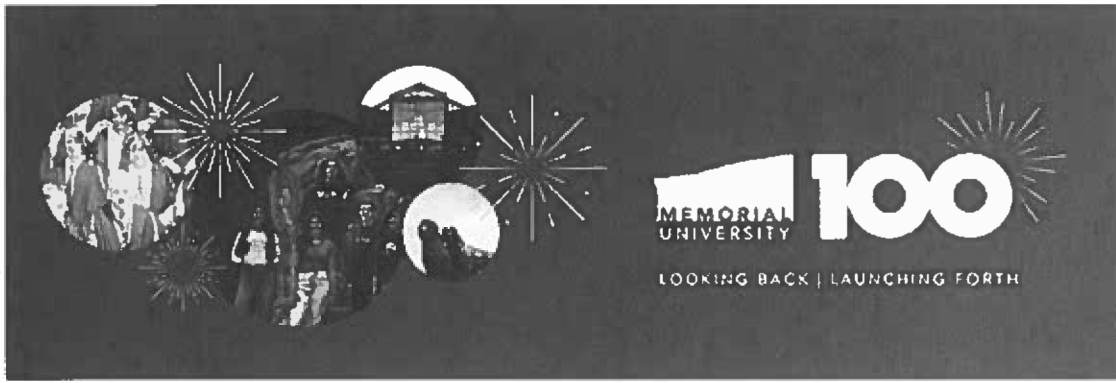
Only waiting for a number from OCIO (ballpark) and from Harlow. Will be able to finalize in AM

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.





RE: Most recent iteration

From Millan, Roxanne <rmillan@mun.ca>

Date Fri 1/23/2026 10:08 AM

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

Cc Lokash,Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>

📎 1 attachment (58 KB)

Harlow-BN_Jan 27_Final Draft JL Comments_rm - MB - RM (003).docx;

Morning,

Latest draft, still with track changes and comments, with the IT estimates included and accommodation revenue with full capacity assumption.

Margot, let me know if a spreadsheet for the accommodation revenue (with different capacity scenarios) [REDACTED] helpful for a conversation with the Board Chair. [REDACTED] Can pull that together fairly quickly if needed.

s. 29 (1) (a)

Roxanne

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

Sent: Thursday, January 22, 2026 5:19 PM

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

Cc: Millan, Roxanne <rmillan@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>

Subject: Most recent iteration

Only waiting for a number from OCIO (ballpark) and from Harlow. Will be able to finalize in AM

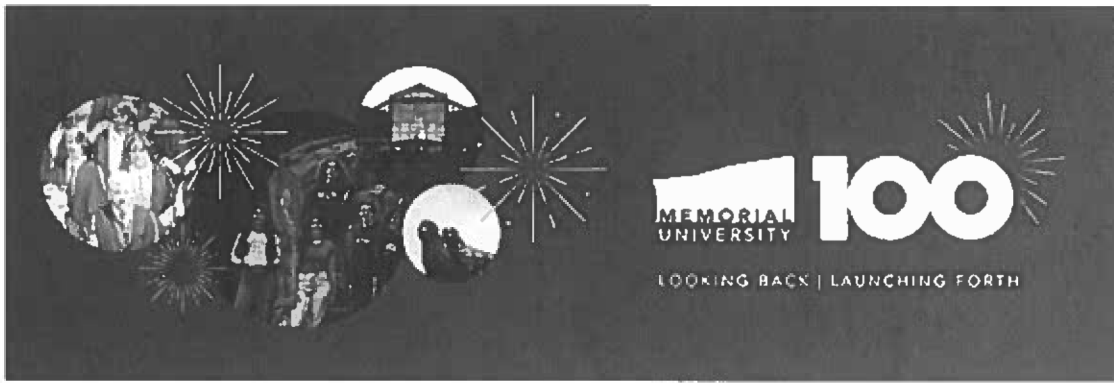
Margot Brown, MBA (she/her)
Executive Director, Office of the President
Memorial University of Newfoundland
AA2028, Arts and Administration Building
230 Elizabeth Avenue
St. John's, NL A1C 5S7

mbrown@mun.ca

709-864-8216 (office)

s. 40 (1) [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.



Meeting of the Board of Regents: January 27, 2026

Commented [BM1]:

 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 wind down or dissolve MUN (UK) Ltd. and then of the Harlow Campus.**

s. 29 (1) (a)

Commented [MR2]:

s. 29 (1) (a)

Recommendation:

It is recommended that the Board of Regents as the sole Member (shareholder) of MUN (UK) approve through a shareholder resolution, the closure and wind down or dissolution of MUN (UK) Ltd. and ultimately divestment and closure of the Harlow Campus property and assets, effective August 31, 2026

Commented [BM3]:

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, 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 CAD from the

Commented [BM4R3]:

Commented [MR5R3]:

Commented [BM6R3]:

Commented [BM7R3]:

Commented [MR8]:

s. 29 (1) (a)

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Ref: O/JM/HARLOW-BN Jan 27 Final Draft JL Comments rm - MB - RM (003) HARLOW-BN Dec Board V (2026)

Page 1/6

s. 29 (1) (a)

Provost's Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000 CAD).

Commented [BM9]:

s. 29 (1) (a)

Costs incurred by academic units are excluded from the approximate \$\$800K-1M allocation to the Harlow Campus as detailed in Table 1 below. 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.

s. 29 (1) (a)

Commented [JL10]:

Table 1 (CAD\$)

					Projected
Grant + Expenses	2020-21	2021-22	2022-23	2023-24	2024-25
Grant Tranferred	680,186	810,514	872,517	958,979	928,052
Consultants/Professional Fees	11,653	0	6,105	0	44,332
Travel (SJC to Harlow)	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

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)

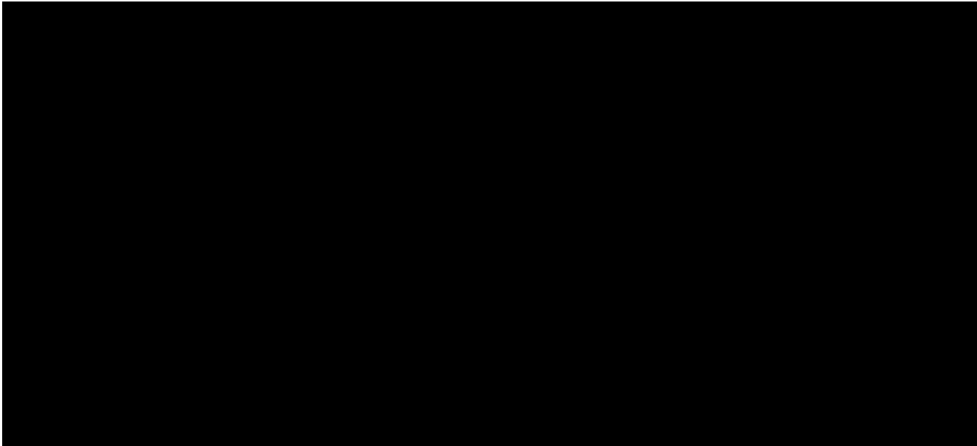
At its meeting on December 5, 2024, Dr. Xu, the Associate Vice-President (Harlow

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Ref: O/JM/HARLOW-BN Jan 27 Final Draft JL Comments rm - MB - RM (003) HARLOW-BN Dec Board V (2026)

Page 2/6

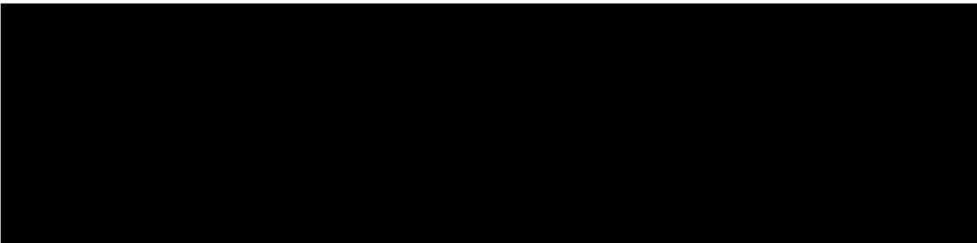
Campus and Global Partnerships) presented an interim business plan for information to the Board of Regents. A subsequent presentation was delivered to the Board for information on March 6, 2025 entitled "Evolving Business Plan". It was understood that the Board could consider a shorter term to evaluate 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.



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.

Financial Sustainability:

While expenditures have been reduced through staff attrition (from 13 to 6 positions) and operational efficiencies have been implemented, new revenue streams have not materialized.

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

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.

Commented [JL11]:

Commented [MR12R11]:

Commented [MR13R11]:

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

[REDACTED]

Infrastructure Risks:

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

[REDACTED]

37(1)(b)

s. 29 (1) (a)

IT Risks

[REDACTED]

s. 29 (1) (a)

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)

Commented [BM16]:

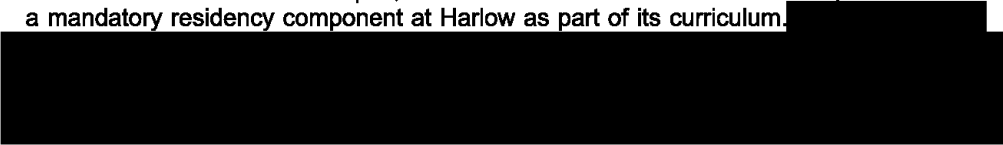
Commented [BM17R16]:

Considerations:

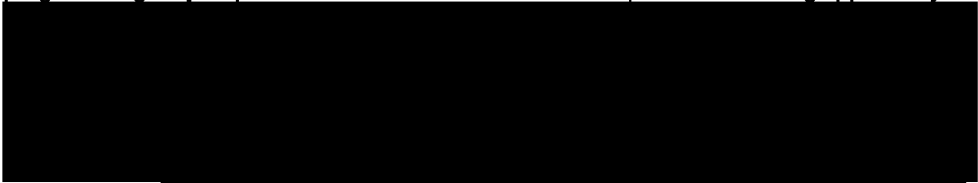
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s. 29 (1) (a), s. 35 (1) (d)

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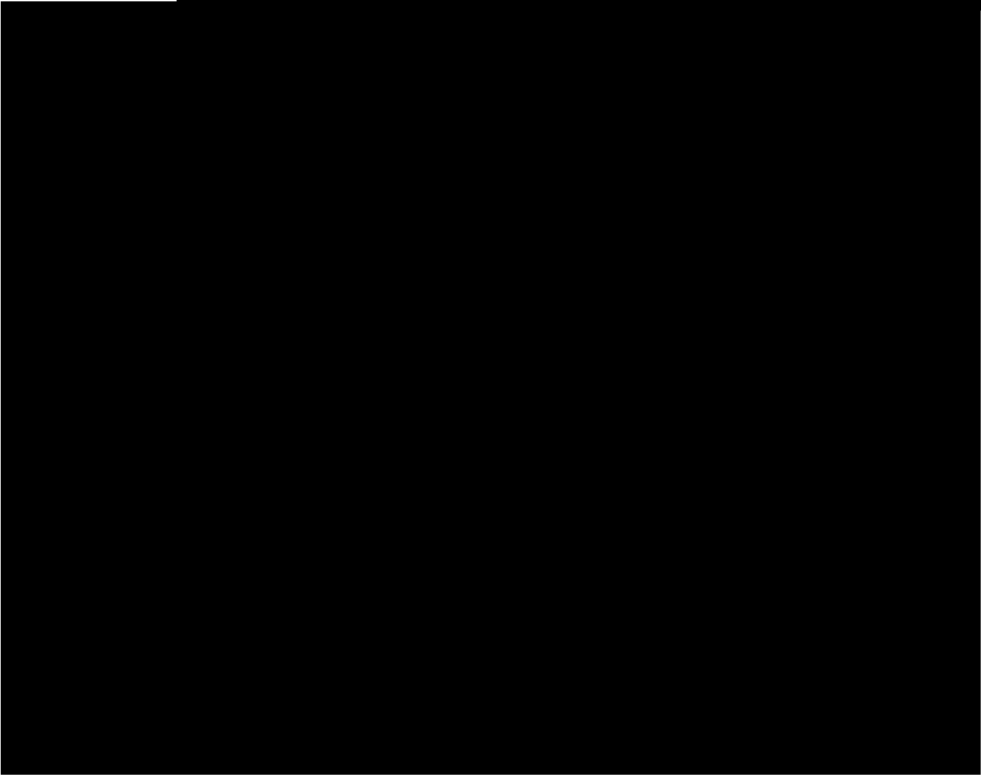


Student Impact – During recent consultations, alumni of the Harlow Programs spoke passionately about the transformative impact of their experiences. Discontinuing Harlow programming may be perceived as the loss of a valuable experiential learning opportunity.



s. 29 (1) (a)

Staff Impact –



Commented [BM18]

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

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

Commented [MR19]

s. 29 (1) (a)

Communication:

s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor

January 27, 2026

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Ref: O/JM/HARLOW-BN Jan 27 Final Draft JL Comments rm - MB - RM (003) HARLOW-BN Dec Board
V (2026) Page 6/6



RE: Most recent iteration

From Millan, Roxanne <rmillan@mun.ca>

Date Fri 1/23/2026 10:22 AM

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

Cc Lokash, Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Worsfold, Scott <dswordfold@mun.ca>

1 attachment (58 KB)

Harlow-BN_Jan 27_Final Draft JL Comments_rm - MB - RM (003).docx;

NOTE TO APPLICANT: This attachment follows on pages 220-225, and has been redacted in its entirety pursuant to section 30(1).

IAP Office

Apologies for filling your inboxes, but here is the latest, [REDACTED]

s. 29 (1) (a)

From: Millan, Roxanne

Sent: Friday, January 23, 2026 10:08 AM

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

Cc: Lokash, Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>

Subject: RE: Most recent iteration

Importance: High

Morning,

Latest draft, still with track changes and comments, with the IT estimates included and accommodation revenue with full capacity assumption.

Margot, let me know if a spreadsheet for the accommodation revenue (with different capacity scenarios) might be helpful for a conversation with the Board Chair. [REDACTED] Can pull that together fairly quickly if needed.

s. 29 (1) (a)

Roxanne

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

Sent: Thursday, January 22, 2026 5:19 PM

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

Cc: Millan, Roxanne <rmillan@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>

Subject: Most recent iteration

Only waiting for a number from OCIO (ballpark) and from Harlow. Will be able to finalize in AM

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

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

IAP Office



Final Version: BN re Harlow

From Morrison, Janet <jmorrison@mun.ca>

Date Fri 1/23/2026 1:03 PM

To Millan, Roxanne <rmillan@mun.ca>

Cc Brown, Margot <mbrown@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>

1 attachment (46 KB)

Harlow-BN_Final for Exec.docx;

NOTE TO APPLICANT: This attachment follows on pages 227-231.

IAP Office

s. 40 (1)

Roxanne: thanks for your outstanding work on the Harlow Briefing Note; [REDACTED]

Please see attached the final version for Executive Committee, [REDACTED]

s. 29 (1) (a)

Any feedback from Executive can/will be incorporated prior to the Board meeting.

Thank you again!
Janet

Get [Outlook for Mac](#)

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 wind down or dissolve MUN (UK) Ltd. and then of the Harlow Campus.**

Recommendation:

It is recommended that the Board of Regents, as the sole Member (shareholder) of MUN (UK), approve through a shareholder resolution – and subject to approval of the Lieutenant-Governor in Council -- the closure and wind down or dissolution of MUN (UK) Ltd. and ultimately divestment and closure of the Harlow Campus property and assets, 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, 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 CAD from the Provost’s Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000 CAD).

Costs incurred by academic units are excluded from the approximate \$800K-1M allocation to the Harlow Campus as detailed in Table 1 below. 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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1. Three years for a plan to create a sustainable Campus
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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)

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:

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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 investment with a deferred maintenance backlog valued at \$1.986M CAD.

s.37(1)(b)

IT Risks:

s. 31 (1) (l)

s. 31 (1) (l)

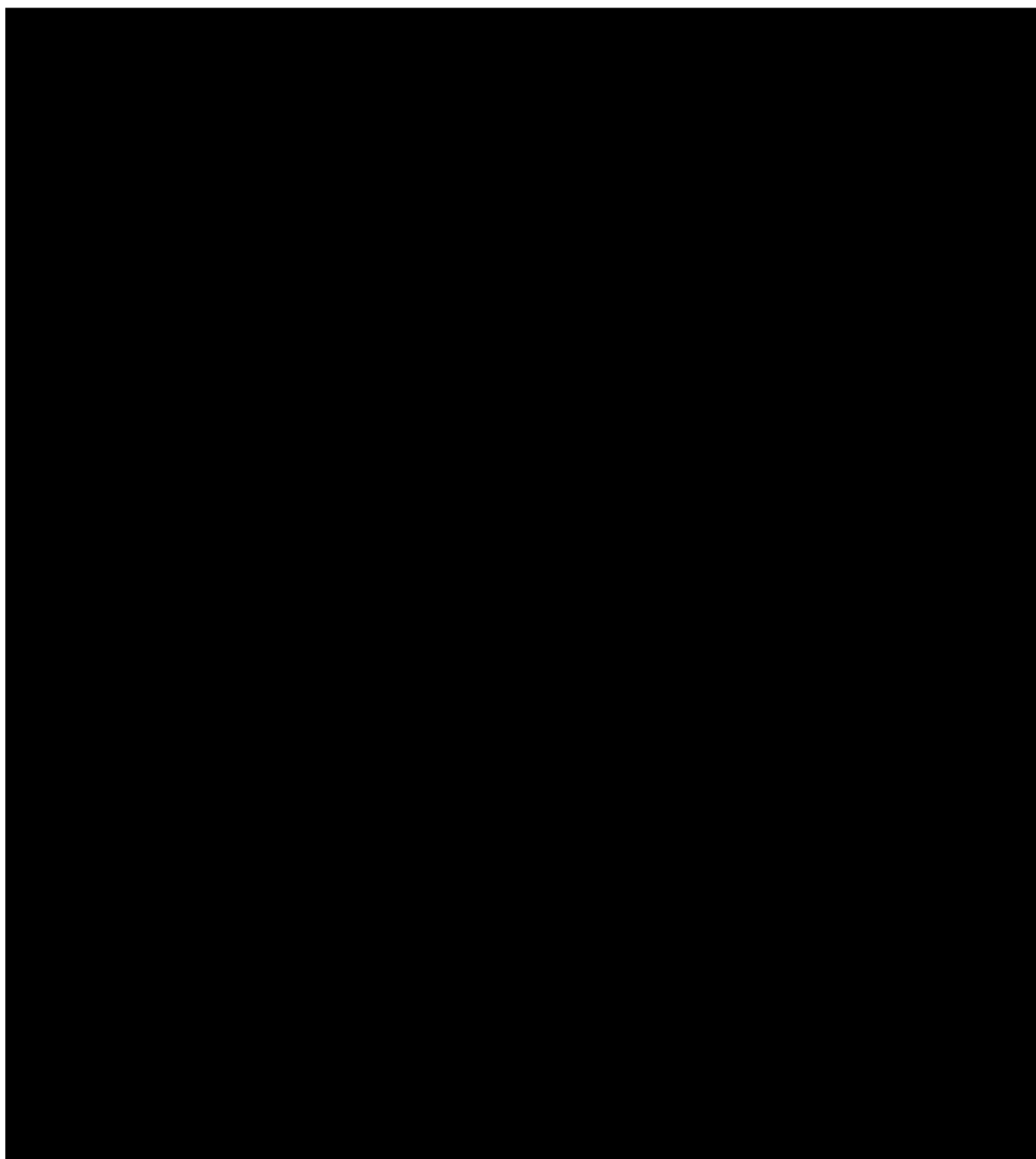
In Fall 2025, consultations were held with various stakeholder groups (Deans, Directors of the MUN-UK Ltd., Trustees of the Harlow Scholarship Trust and faculty, staff, students and Alumni).

s. 29 (1) (a)

Considerations:

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

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



Communication:

[Redacted]

s. 29 (1) (a)

Janet Morrison, PhD
President and Vice-Chancellor
January 27, 2026



Re: Materials to support media availability

From Morrison, Janet <jmorrison@mun.ca>

Date Mon 1/26/2026 11:26 AM

To Whelan, Meaghan <mcwhelan@mun.ca>; Ladha, Justin <jl4075@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>; Russell, Lisa <lisar@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Pelley, Chad <chad.pelley@mun.ca>

1 attachment (36 KB)

36 - Media - speaking notes.docx

NOTE TO APPLICANT: This attachment follows on the subsequent pages.

IAP

Thank you Meaghan. With apologies for their late arrival, please see attached edits to my speaking notes.

JM

Get Outlook for Mac

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

Date: Friday, January 23, 2026 at 8:40 PM

To: Morrison, Janet <jmorrison@mun.ca>, Ladha, Justin <jl4075@mun.ca>, Brown, Margot <mbrown@mun.ca>, Dyke, Paula <pdye@mun.ca>, Russell, Lisa <lisar@mun.ca>, Wright, Jordan <jwwright@mun.ca>, Pelley, Chad <chad.pelley@mun.ca>

Subject: FW: Materials to support media availability

Hi folks,

The last email I sent had a mistake in the attachments – here are the three files I meant to send.

Thanks!
Meaghan

From: Whelan, Meaghan

Sent: Friday, January 23, 2026 6:11 PM

To: Morrison, Janet <jmorrison@mun.ca>; Ladha, Justin <jl4075@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>; Russell, Lisa <lisar@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Pelley, Chad <chad.pelley@mun.ca>

Subject: Materials to support media availability

Hi folks,

Here are the links to a few files in advance of our media prep session on Monday.

36 - Media - speaking notes.docx – notes for Janet and Justin are included here

s. 29 (1) (a)

 38 - media prep doc for Janet.docx – relevant for both Janet and Justin and includes most likely questions from media.

 37-Media prep - potential questions.docx -- a longer document with more potential questions including more specific questions that are more likely for town hall or internal groups.

Justin, if you use track changes on the attached files, I'll make sure your edits are reflected in the shared versions.

Thanks,
Meaghan

Intended audience: Media

Distribution channel: In-person media availability

Timing: 2 p.m., Jan. 28

Reviewed by: Alex, Paula

Justin to open news conference and provide brief remarks

JUSTIN

Good afternoon, everyone. Thank you for being here.

I would like begin by acknowledging 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.

We are here today to announce further measures to evolve Memorial into a more student focused, research intensive and financially resilient university.

Specifically, the Board of Regents has approved recommendations to begin the process of divesting real estate that is not central to Memorial's academic mission.

This is a disciplined, intentional approach to financial stewardship that will ensure Memorial's finite resources are directed where they can have the greatest impact.

By reducing investment in non-core assets, we will further protect academic delivery, better maintain our infrastructure, and ensure we remain well-positioned to support Memorial's current and future learners.

I would like to thank Janet, and her team, for their work to get us to this point and I now invite President Morrison to give the details on the changes.

JANET

Thank you, Justin.

s. 29 (1) (a)

Since joining Memorial last August, I've been struck by how deeply people care about our university -- students and employees, but also citizens of the province, alumni, professional organizations, government officials. There is reverence for our origins, appreciation of our impact, and a deep desire to see our great university succeed. This

s. 29 (1) (a)

fuels our commitment to delivering on Memorial's unique and special obligation to Newfoundland and Labrador.

In that context, there is recognition that every dollar we spend comes from one of two sources: the tuition paid by individual students; -or, from the grant from the provincial government which is funded by taxpayers. How we spend our resources is of consequence to the people of this province, who reasonably expect that our focus remains squarely on academic quality, research intensity, and the student experience.

The challenges Memorial is facing – decreasing enrolment, declining revenue, increasing costs, aging infrastructure, changing labour market needs and a world increasingly defined by disruption – are not insurmountable. But they do demand that we critically assess what we want to do, what we need to do, and what we can sustainably afford **s. 29 (1) (a)**

To further strengthen our learning community, Memorial University is beginning the process of divesting real estate that is not central to our academic mission.

The real estate impacted by this decision includes Signal Hill Campus, the Johnson Geo Centre, the Ingstad building on Elizabeth Street in St. John's, and Harlow Campus in the U.K.

I want to be very clear that there are no immediate layoffs associated with today's decision. Further, current programming and services will continue while planning unfolds. Specifically:

- Academic programming and events at **Harlow Campus** will continue until Aug. 31, 2026
- Operations and client bookings will continue at **Signal Hill Campus**. If a sale is not completed by April 2027, that building will close.
- Graduate student residence occupancy will continue at Signal Hill Campus, with support available to students to help find alternative accommodations on the St. John's campus.
- **Johnson GEO Centre** will reopen as usual in April following its seasonal closure. If a sale or transfer is not completed by December 2026, all operations at that site will cease and the building will close.
- Units within the **Ingstad building** will move to the St. John's campus.

This decision to pursue divestment of these assets is not a value judgement on the quality of work done in these areas, nor does it mean that activities and units within those buildings will end.

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The decision is a move towards reducing our physical footprint, and with it the costs associated with maintaining these facilities. It reflects concerns raised by the Auditor General in the report on facilities management in 2025 and is aligned with some of the feedback we received from our internal community on cost-saving measures.

When complete, it is expected that the divestment of these assets will result in a recurring, annual operating expense reduction of \$3.5 million. Further, and over time, the university's deferred maintenance liability will be reduced by an estimated \$20 million. Of equal importance, these decisions will refocus Memorial on its core mission and bolster its standing as a first-class university, committed to serving the entire province of Newfoundland and Labrador.

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The potential revenue from the sale of each property has not yet been determined and was not the driving force behind this decision. In the case of Harlow Campus, net proceeds from the sale of property will be reinvested to ensure global learning opportunities are more accessible and equitable for a broader array of students from Newfoundland and Labrador.

These spaces have been home to meaningful work, learning, and connection; I recognize and want to acknowledge that this news will be disappointing for some.

But Memorial must be responsive to the pressures we are facing and steadfast in the pursuit of its academic mission. By making courageous choices now, we are positioning our university to be stronger, more focused, and more resilient for the generations of students and researchers yet to come.

We are happy to take your questions.

CHAD MANAGES Q&A until 2:30 end time –

s. 29 (1) (a)

JUSTIN CLOSES:

Thank you again for your time today.

I hope that you feel, as I do, that momentum is building at Memorial University. The changes we are making are responsive to the needs of today while laying a foundation for a vibrant future.

Memorial is an excellent institution. The education that students get here prepares them to thrive in a rapidly changing world, contribute meaningfully to their communities, and pursue opportunities here in Newfoundland and Labrador and beyond. Memorial's

research drives innovation, strengthens industry, and enhances quality of life across this province.

I am proud of our university and I am confident that the steps we are taking today will further strengthen Memorial.

Thank you.



RE: Square Footage Stats

From Brown, Margot <mbrown@mun.ca>
 Date Mon 1/26/2026 2:34 PM
 To Morrison, Janet <jmorrison@mun.ca>
 Cc Tibbo, Carol <ctibbo@mun.ca>

Here you go Janet – with thanks to Carol and Rayna!

Margot

From: Tibbo, Carol <ctibbo@mun.ca>
 Sent: Monday, January 26, 2026 2:18 PM
 To: Brown, Margot <mbrown@mun.ca>
 Subject: FW: Square Footage Stats

Hi Margot,

Requested data gathered by Rayna. Please let us know if you have any questions.

Total gross square footage (GSF) of **all Campuses** (owned buildings, St. John's, Signal Hill, Harlow, Grenfell and The Launch): **5.346 million square feet**

- Removing Harlow reduces the total GSF of all Campuses by 18,175 square feet to 5.328 million square feet (0.34% decrease)
- Removing Ingstad, Signal Hill Campus and Geo Centre reduces the Total GSF of all Campuses by 140,651 square feet to 5.21 million square feet (2.7% decrease)
- Removing **all** (Harlow, Ingstad, Signal Hill Campus and Geo Centre) reduces the total GSF of all Campuses by 158,826 to 5.187 million square feet (3% decrease)

Total GSF of **St. John's area** (owned buildings): **4.711 million square feet**

- Removing Ingstad, Signal Hill Campus and Geo Centre reduces the Total GSF of **St. John's** by 140,651 square feet, to 4.57 million square feet (3% decrease)

c



FW: Square Footage Stats

From Morrison, Janet <jmorrison@mun.ca>

Date Tue 1/27/2026 11:28 AM

To Dyke, Paula <pdye@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Pelley, Chad <chad.pelley@mun.ca>

Per the note below, can we agree that there is value in referencing a reduction in total footprint of 158,826 square feet [REDACTED] s. 29 (1) (a)

Thx,
JM

From: Tibbo, Carol <ctibbo@mun.ca>

Sent: Monday, January 26, 2026 2:18 PM

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

Subject: FW: Square Footage Stats

Hi Margot,

Requested data gathered by Rayna. Please let us know if you have any questions.

Total gross square footage (GSF) of **all Campuses** (owned buildings, St. John's, Signal Hill, Harlow, Grenfell and The Launch): **5.346 million square feet**

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C



Re: Harlow Trust call - Jayne not available till 12:30

From Morrison, Janet <jmorrison@mun.ca>

Date Tue 1/27/2026 10:22 PM

To Brown, Margot <mbrown@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>

Cc Wright, Jordan <jwwright@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

#teamwork!

Thanks all — [REDACTED] s. 40 (1)
Janet

[Get Outlook for iOS](#)

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

Sent: Tuesday, January 27, 2026 10:21:38 PM

To: Fitzgerald, Renee <reneef@mun.ca>; Morrison, Janet <jmorrison@mun.ca>

Cc: Wright, Jordan <jwwright@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Subject: Re: Harlow Trust call - Jayne not available till 12:30

Paula also had a suggested edit. I will incorporate it in the am

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From: Fitzgerald, Renee <reneef@mun.ca>

Sent: Tuesday, January 27, 2026 10:04:13 PM

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

Cc: Wright, Jordan <jwwright@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Subject: RE: Harlow Trust call - Jayne not available till 12:30

The note to Jayne will have Janet's minor edits below 😊

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

Sent: Tuesday, January 27, 2026 9:30 PM

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

Cc: Wright, Jordan <jwwright@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Dyke, Paula <pdye@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Subject: Re: Harlow Trust call - Jayne not available till 12:30

Thank you Margot. I agree we should send an email; minor edits are below.

JM

Dear Jayne,

I had hoped to speak to you this morning but understand you have other commitments; my apologies for the very short notice in scheduling a call. I hope you will understand that it was necessary, though not desirable.

Today, Memorial University will be announcing initiatives that were approved by its Board of Regents yesterday. These changes are intended to ensure a viable future for Memorial and include divestment of assets that are not central to our core academic mission. Regrettably, one of those assets is Harlow Campus.

This decision reflects considerable thought and consultation but will evoke feelings of loss for some members of our community. Having spent time with you and others in Harlow last fall, I understand that. It's a special place.

More information on the decisions made by our Board can be found in this article which will be published in The Gazette. I remain anxious to speak with you and further discuss today at 4:00 pm your time.

Thank you and I look forward to speaking with you.

Kind regards, Janet....

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

Sent: Tuesday, January 27, 2026 8:48:24 PM

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

Cc: Wright, Jordan <jwwright@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>; Dyke, Paula <pdike@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Subject: Harlow Trust call - Jayne not available till 12:30

Janet,

Renee attempted to arrange a call at 8:45 tomorrow morning but she is not available till 12:30 our time. I suggest we send an email first thing in the morning as follows - feedback welcome:

Dear Jayne,

s. 29 (1) (a)

I had hoped to speak to you this morning [REDACTED] understand you have other commitments [REDACTED]

[REDACTED] I hope you will understand that it was necessary, though not necessarily desirable.

Today, Memorial University will be announcing a number of initiatives which were approved by the Board of Regents yesterday. [REDACTED] are intended to ensure a viable future for Memorial and include divestment [REDACTED] of assets [REDACTED] our core academic mission. [REDACTED] one of those assets is Harlow Campus. This decision [REDACTED]

s. 29 (1) (a)

s. 29 (1) (a)

[REDACTED] I [REDACTED] anxious to speak with you and further discuss today at 4:00 pm your time. [REDACTED]

Thank you and I look forward to speaking with you.

Kind regards, Janet....

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FW: [REDACTED] s. 40 (1)

From Morrison, Janet <jmorrison@mun.ca>

Date Wed 1/28/2026 8:48 AM

To Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Dyke, Paula <pdye@mun.ca>; Wright, Jordan <jwwright@mun.ca>

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From: Garrett Doyle <[REDACTED]> s. 40 (1)

Date: Wednesday, January 28, 2026 at 8:45 AM

To: Morrison, Janet <jmorrison@mun.ca>, Sara Leslie Ann Inkpen <[REDACTED]>, Anik, Masfiqur Rahman <mra200@mun.ca>

Cc: Garrett Doyle <[REDACTED]> s. 40 (1)

Subject: [REDACTED]

To the Board of MUN UK Ltd (Harlow Campus Board) and Harlow Trust

s. 40 (1)

While I fully recognise that Memorial University is facing an extremely difficult situation, [REDACTED]

s. 40 (1)

I will avoid revisiting the chain of events that has brought us to the current position. However, I would encourage Memorial to consider whether there is any way to maintain some element of Harlow's mission going forward, and to allocate a proportion of any proceeds toward an updated Harlow Trust so that part of that legacy might continue in some meaningful way.

s. 40 (1)

Yours sincerely,
Garrett

--

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DATA-DRIVEN SOFTWARE

Garrett Doyle

CO-CEO THE VIRTUAL FORGE



UK: +44 (0) 207 078 8855

US: +1 (267) 880-2100



www.thevirtualforge.com

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Advance notice of board decision

From President, The <munpres@mun.ca>

Date Wed 1/28/2026 10:16 AM

To Allen, Tana <tallen@mun.ca>; Andersen, Catharyn <s62cda@mun.ca>; Brown, Margot <mbrown@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Jacobsen, Ken <c2kj@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Paul Brett <Paul.Brett@mi.mun.ca>; Pound-Curtis, Trudy <h3tpc@mun.ca>; Russell, Lisa <lisar@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>; Worsfold, Scott <dsforsfold@mun.ca>

📎 2 attachments (190 KB)

30-Gazette.pdf; 18-KeyMessages-Leaders.pdf;

NOTE TO APPLICANT: These attachments follow on pages 247-251.

IAP Office

Colleagues,

I'm writing to share an important update before it's communicated to the Memorial community and the public later this morning.

Specifically, we will be announcing that the Board of Regents has approved recommendations from administration to begin the process of divesting real estate assets that are not central to Memorial's academic mission. This includes Signal Hill Campus, the Johnson Geo Centre, the Ingstad building on Elizabeth Avenue, and the Harlow Campus in the U.K.

These decisions are not a reflection on the quality of work done in these areas, nor does it mean that activities and units within those buildings will end. Rather, this is about our commitment to right-size Memorial's physical footprint.

Please keep this information strictly confidential until it is released through Newsline and the Gazette. This sequencing is essential to ensure people receive news in the most respectful way possible.

In advance of today's announcement, attached is an advance notice of the Gazette article scheduled to be released this morning and a short key message document to help support conversations about this decision.

These decisions are part of a broader commitment to evolve Memorial in ways that prioritize academic quality, research intensity, the student experience and financial sustainability.

I'm looking to you as senior leaders to support these changes through your interactions with colleagues inside and outside the organization. Specifically, I expect you to convey, with confidence, that these decisions will help us further protect academic delivery, better maintain our infrastructure and ensure we remain well-positioned to support Memorial's current and future learners.

I appreciate you and your leadership, particularly in the face of change. Thank you.

Warmly,

Janet

Janet Morrison, PhD
President and Vice Chancellor
Memorial University of Newfoundland and Labrador
President@mun.ca
Phone: 709-864-8212

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.

Gazette - Confidential until published by Memorial University

Focusing on our academic mission

Board of Regents approves real estate divestment

At a special meeting on January 27, Memorial University's Board of Regents approved a recommendation from administration to begin the process of divesting real estate that is not central to Memorial's academic mission.

The real estate impacted by this decision includes Signal Hill Campus, the Johnson Geo Centre, the Ingstad building in St. John's, as well as Harlow Campus in the U.K.

"We are taking a disciplined, intentional approach to financial stewardship so Memorial's resources are directed where they have the greatest impact," explained Justin Ladha, chair of the Board of Regents.

"By reducing investment in non-core assets, we can further protect academic delivery, better maintain our infrastructure and ensure we remain well-positioned to support Memorial's current and future learners."

Right sizing our footprint

"This decision to pursue divestment of these assets is not a value judgement on the quality of work done in these areas, nor does it mean that activities and units within those buildings will end. It is an opportunity for Memorial to right size its physical footprint and focus on what matters most," stated Dr. Janet Morrison, Memorial's president and vice-chancellor.

Memorial University is facing significant financial challenges due to declining enrolment, constrained budgets, inflationary pressures, and the broader forces of social, technological and economic disruption that are impacting higher education across Canada.

In May 2025, Memorial announced that a base expenditure reduction of \$20.85 million must be permanently removed from its operating budget. This was compounded by decreased enrolment in fall 2025 that further constrained the university's financial position with reduced tuition revenue of approximately \$5 million.

This reduction in Memorial's physical footprint is part of an ongoing effort to contract with care and focus on financial sustainability.

There are no immediate layoffs associated with today's decision. The board has directed management to develop detailed plans for each facility and seek necessary government approvals. Further information will be shared as this work continues.

Operational impacts

The impacts below will be further refined as plans are developed:

- Academic programming and events at Harlow Campus will continue until Aug. 31, 2026.
- Operations and client bookings will continue at the Emera Innovation Exchange, Conference and Event Services, Genesis, Gardiner Centre, MUN Pensioners Association and Newfoundland Quarterly while further, unit-specific planning occurs. If a sale is not completed by April 2027, all operations at that campus will cease and the building will close.
- Graduate student residence occupancy will continue at Signal Hill Campus at this time, with support available to help students find alternative accommodations on the St. John's campus.
- Johnson GEO Centre will reopen as usual in April following its seasonal closure. If a sale or transfer is not completed by December 2026, operations will cease and the building will close.
- Units within the Ingstad building, Strategic Procurement and Print and Mail Services, will move to the St. John's campus.

When complete, it is expected that the divestment of these assets will result in a recurring, annual operating expense reduction of at least \$3 million. Further, and over time, the university's deferred maintenance liability will be reduced by an estimated \$20 million.

The potential revenue from the sale of each property has not yet been determined and was not the driving force behind this decision.

In the case of Harlow Campus, net proceeds from the sale of property will be reinvested to ensure global learning opportunities are more accessible and equitable for a broader array of students from Newfoundland and Labrador.

These decisions are part of a broader commitment to evolve Memorial into a more student focused, research intensive and financially resilient university.

"These learning and working spaces have fostered meaningful experiences, collaboration and connections. Their loss will naturally evoke feelings of grief for some members of our

community. But Memorial must be responsive to the pressures we are facing,” said Dr. Morrison.

“By making courageous choices now, we are positioning Memorial to be stronger, more focused and more resilient.”

Key messages for leaders

General messages

- Memorial University's Board of Regents approved a recommendation from administration to begin the process of divesting real estate that is not central to Memorial's academic mission. This includes Signal Hill Campus, the Johnson Geo Centre and the Ingstad building in St. John's, as well as Harlow Campus in the U.K.
- These decisions are not a reflection on the quality of work done in these areas, nor does it mean that activities and units within those buildings will end. Rather, this is about our commitment to right-size Memorial's physical footprint.
- This decision responds to concerns raised by the Auditor General's 2025 report on facilities management and aligns with feedback from faculty and staff on potential cost-saving measures.
- Memorial University is facing significant financial challenges due to declining enrolment, constrained budgets, inflationary pressures, and the broader forces of social, technological and economic disruption that are impacting higher education across Canada. These challenges require us to look honestly at what we want to do, what we need to do and what we can sustainably afford.
- This divestment is expected to reduce annual operating expenses annually by approximately \$3 million and deferred maintenance liabilities by an estimated \$20 million over time.
- There are no immediate layoffs associated with today's decision. Employees and students will be supported throughout any resultant transitions.
- These decisions fall under the purview of the Board of Regents.

Harlow Campus

- Academic programming and events at Harlow Campus will continue until Aug. 31, 2026.
- It is no longer sustainable for Memorial to own and maintain property in another country due to rising costs, U.K. immigration constraints and limited enrolment capacity (153 students annually).
- The feedback received during fall 2025 consultation sessions on Harlow Campus underscored the value of global learning experiences. The university remains committed to international student mobility as a strategy for preparing learners to be engaged, global citizens.
 - Students will continue to access global learning through more than 180 partnerships in 50 countries.
- Net proceeds from the sale will be reinvested to expand access to global learning opportunities for students from Newfoundland and Labrador.

Signal Hill Campus

- Memorial will begin the process of selling the building and land associated with Signal Hill Campus. If a sale is not completed by April 2027, operations will cease and the buildings will close.
- Operations and client bookings will continue for units within the Emera Innovation Exchange, including Conference and Event Services, Genesis, Gardiner Centre, MUN Pensioners Association and the Newfoundland Quarterly.
- For students living in residence at Signal Hill Campus, there are no immediate changes to their housing. Students will be kept informed as the process unfolds and support will be available to find alternative accommodations on the St. John's campus, where there is currently capacity.
- This decision does not mean that activities or units currently housed at the Signal Campus will end. Unit-level planning will now begin to identify alternate spaces or adjustments to current offerings.
- Several conditions have changed since the campus was conceived. Enrolment is declining, new space capacity has been created at the Core Science Facility, there are available residence rooms on the St. John's campus due to lower occupancy, and the new budget model requires units to more directly account for the costs associated with their physical space. These changes undermine the business case for maintaining Signal Hill Campus.
- The Signal Hill Campus has played an important role in collaboration, innovation and community connection. We recognize the value of the work that has taken place there and are committed to carrying that spirit forward as we make these necessary changes.

Johnson Geo Centre

- The Geo Centre will reopen in April as scheduled following its usual seasonal closure.
- If a sale or transfer is not completed by December 2026, the university will cease operations and close the centre at that time.
- Johnson Geo Centre employees do exceptional work to support tourism and school-aged student engagement with STEM. This work is of significant value but is not central to Memorial University's mission and core mandate.

Ingstad building (310 Elizabeth Ave., St. John's)

- Alternative space will be found on the St. John's campus for Print and Mail Services and the Strategic Procurement Office.
- Timing of the move will be planned to avoid negatively impacting the preparation of course content or other materials critical to academic matters.

NOTE TO APPLICANT: The attachments "18 KeyMessages-Leaders" and "30-Gazette" are previously located above in the records.

The attachment "Evolve_Memorial Leadership Readiness Toolkit" is non-responsive to the wording of the request. As such, it has been removed from the records.



IAP Office

SLC: Advance notice of board decision; support resources attached

From President, The <munpres@mun.ca>

Date Wed 1/28/2026 10:31 AM

To Allen, Tana <tallen@mun.ca>; Andersen, Catharyn <s62cda@mun.ca>; Kevin Anderson <kevin.anderson@mi.mun.ca>; Anderson, Kevin <avp_af@mi.mun.ca>; Avery, Angela <angela.avery@mun.ca>; Bailey, Dr. Robert <robert.bailey@mun.ca>; Indigenous Research <indigenousesearch@mun.ca>; Belbin, Bruce <bbelbin@mun.ca>; Paul Brett <Paul.Brett@mi.mun.ca>; Brown, Trevor <travorb@mun.ca>; Brown, Margot <mbrown@mun.ca>; Browne, Joseph Francis <jfbrowne@mun.ca>; Bugden, Shawn <shawnb@mun.ca>; Karen Bulmer <kbulmer@mun.ca>; Butler, Kelly Anne <kelly.butler@mun.ca>; Dean of Medicine : Carney, Dr. Stuart <deanofmedicine@mun.ca>; Carter, Kenneth Leo <h15klc@mun.ca>; Cheema, Mumtaz Akhtar <macheema@mun.ca>; Chen, Bing <bchen@mun.ca>; Chief Information Officer <cio@mun.ca>

3 attachments (455 KB)

18-KeyMessages-Leaders.pdf; 30-Gazette.pdf; Evolve_Memorial Leadership Readiness Toolkit.pdf;

Colleagues,

I'm writing to share an important update before it's communicated to the Memorial community and the public later today.

Specifically, we will be announcing that the Board of Regents has approved recommendations from administration to begin the process of divesting real estate assets that are not central to Memorial's academic mission. This includes Signal Hill Campus, the Johnson Geo Centre, the Ingstad building on Elizabeth Avenue, and the Harlow Campus in the U.K.

These decisions are not a reflection on the quality of work done in these areas, nor does it mean that activities and units within those buildings will end. Rather, this is about our commitment to right-size Memorial's physical footprint.

Please keep this information strictly confidential until it is released through Newsline and the Gazette. This sequencing is essential to ensure people receive news in the most respectful way possible.

In advance of today's announcement, attached is a set of resources -- including the rationale behind these decisions. Please use these to support your team(s).

The documents include:

- Advance notice of the Gazette article scheduled to be released this morning.
- A short key message document to help support conversations about this decision.
- A reminder of the Evolve Leader Toolkit we provided in December.

These decisions are part of a broader commitment to evolve Memorial in ways that prioritize academic quality, research intensity, the student experience and financial sustainability.

I appreciate you and your leadership, particularly in the face of change. Thank you. As always, you can reach me via email at president@mun.ca.

Warmly,
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.