



Confidential Senate briefing on real estate divestment

From senate <senate@mun.ca>

Date Wed 1/28/2026 11:00 AM 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>; Chen, Bing <bchen@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>

1 attachment (81 KB)
30-Gazette.pdf;

NOTE TO APPLICANT: This attachment is previously located in package 3, pages 247-249.

IAP Office

Dear Senators,

I'm writing to advise that the Board of Regents has approved a recommendation to begin the process of divesting some of the university's real estate that is not central to our academic mission. This includes Signal Hill Campus, the Johnson Geo Centre, the Ingstad building on Elizabeth Avenue in St. John's, and Harlow Campus in the United Kingdom.

This decision was made to better align Memorial's physical footprint with our enrolment reality, academic priorities, and financial circumstances.

You are receiving this information in advance given the important governance role of Senate, but **please hold it in confidence until it is released to the university community**. Additional information can be found in the attached Gazette article.

Of particular note for Senate is the divestment of Harlow Campus and its impact on programs at Grenfell Campus. We are resolved to ensure students in programs with requirements based at Harlow can proceed through their program as scheduled.

Work has already begun to identify meaningful, cohort-based alternative international learning opportunities that align with the goals of these programs. A short list of potential options has been developed in consultation with academic leadership, and that work will continue. Any changes to academic programming will follow the appropriate governance processes.

We will continue to share updates as this work progresses.

Warm regards,
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.

Forwarded by:

Brian Hammond

Assistant Secretary to Senate

Room A-2002

Arts and Administration Building | 230 Elizabeth Avenue

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

t: 709.864.8867 | email: senate@mun.ca



Re: [REDACTED] s. 40 (1)

From Morrison, Janet <jmorrison@mun.ca>

Date Wed 1/28/2026 12:51 PM s. 40 (1)

To Sara Leslie Ann Inkpen <[REDACTED]>; Garrett Doyle <[REDACTED]>; Anik Rahman (mra200@mun.ca) <mra200@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>

Thank you, Sara — for your email below, but more importantly for your steadfast support of Memorial and Harlow Campus.

Warmly,
Janet

Get Outlook for Mac

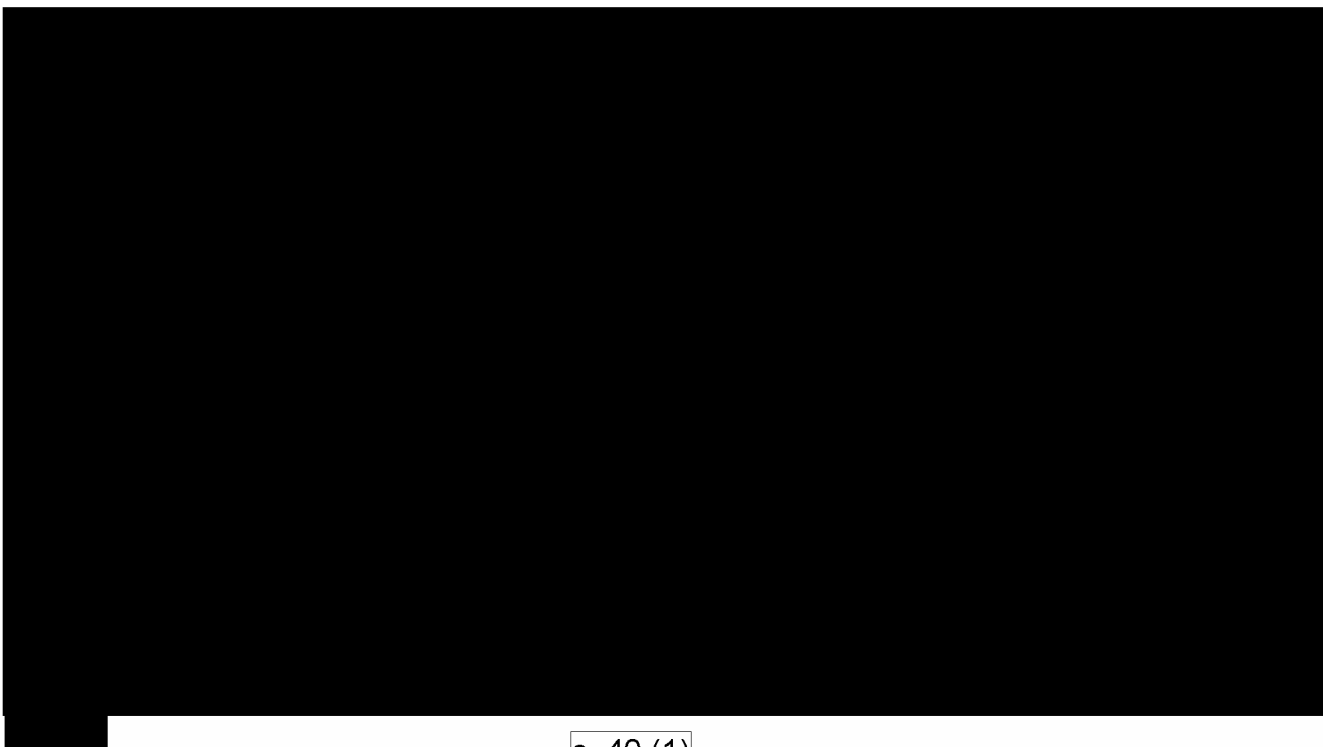
From: Sara Leslie Ann Inkpen <[REDACTED]> s. 40 (1)

Date: Wednesday, January 28, 2026 at 12:48 PM

To: Morrison, Janet <jmorrison@mun.ca>, Garrett Doyle <[REDACTED]>, Anik Rahman (mra200@mun.ca) <mra200@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>

Subject: [REDACTED] s. 40 (1)

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



s. 40 (1)

Thank you all for your time and commitment,
Sara Inkpen



FW: Our call this afternoon.

From President, The <munpres@mun.ca>
Date Wed 1/28/2026 1:12 PM
To Morrison, Janet <jmorrison@mun.ca>

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.

From [REDACTED] s. 40 (1)
Sent: Wednesday, January 28, 2026 12:59 PM
To: President, The <munpres@mun.ca>
Subject: RE: Our call this afternoon.

Good afternoon Janet

Thank you for your time this afternoon, and your earlier emails.

[REDACTED] please don't hesitate to be in touch.

Kind regards s. 40 (1)

Jayne

From: President, The <munpres@mun.ca>
Sent: 28 January 2026 15:44
To: [REDACTED] s. 40 (1)
Subject: RE: Our call this afternoon.

Good afternoon, Jayne,

As per your request to Dr. Morrison, a copy of the Gazette article is attached, and a link is provided below.

Gazette - Focusing on our academic mission

Thanks and best regards,

Rose

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

President's Office, Room A-2028

Arts and Administration Building | 230 Elizabeth Avenue

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

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



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

From [REDACTED] s. 40 (1)

Sent: Wednesday, January 28, 2026 12:06 PM

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

Subject: RE: Our call this afternoon.

Dear Janet

Thank you for your email.

s. 40 (1)

I am still available to speak at 4pm and will connect on Teams at that point.

[REDACTED] but have to conduct the meeting [REDACTED]

s. 40 (1)

s. 29 (1) (a)

That said, the decision has been made and naturally I will do everything I can to assist you in the closure/severance process.

I do not have access to "The Gazette"; could I trouble you to ensure that I receive this article?

s. 29 (1) (a)

s. 29 (1) (a)

See you at 4pm.

Jayne

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

Sent: 28 January 2026 11:47

To: Jayne Platt [REDACTED] s. 40 (1)

Subject: Our call this afternoon.

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

IAP Office



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

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

Date Wed 1/28/2026 9:42 PM

To Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Osmond, Michelle <mlosmond@mun.ca>; Dyke, Paula <pdyke@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Hi Janet,

s. 29 (1) (a)

[REDACTED]

[REDACTED]

s. 29 (1) (a)

[REDACTED]

[REDACTED]

s. 29 (1) (a)

[REDACTED]

[REDACTED]

[REDACTED]

s. 29 (1) (a)

[REDACTED]

s. 29 (1) (a)

[REDACTED]

s. 29 (1) (a)

[REDACTED]

[REDACTED]

s. 29 (1) (a)

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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



FW: Social media report

From Osmond, Michelle <mlosmond@mun.ca>

Date Thu 1/29/2026 6:34 PM

To Morrison, Janet <jmorrison@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>

Cc Pelley, Chad <chad.pelley@mun.ca>; President, The <munpres@mun.ca>

1 attachment (7 MB)

Social Media Coverage Report Jan. 29, 2026.pdf;

NOTE TO APPLICANT: The attachment that follows on pages 262-275 has been redacted in its entirety pursuant to section 29(1)(a).

IAP Office

Hi all,

Attached is today's social media report.

Still lots of chatter online mostly on yesterday's posts. Harlow and 'administrative bloat' seem to be common themes and most comments lean negative.

Have a good night,
Michelle

MICHELLE OSMOND
MANAGER, COMMUNICATIONS PLANNING
Marketing and Communications
Memorial University of Newfoundland
St. John's, NL, Canada A1C 5S7
P 709 864 2455
M [REDACTED] s. 40 (1)



LOOKING BACK | LAUNCHING FORTH

mun.ca/100



Re: Social media report

From Morrison, Janet <jmorrison@mun.ca>

Date Thu 1/29/2026 7:37 PM

To Osmond, Michelle <mlosmond@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>

Cc Pelley, Chad <chad.pelley@mun.ca>; President, The <munpres@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Thank you.

Get [Outlook for iOS](#)

From: Osmond, Michelle <mlosmond@mun.ca>

Sent: Thursday, January 29, 2026 7:36:14 PM

To: Morrison, Janet <jmorrison@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>

Cc: Pelley, Chad <chad.pelley@mun.ca>; President, The <munpres@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>

Subject: RE: Social media report

[REDACTED]

s. 29 (1) (a)

[REDACTED]

Michelle

s. 29 (1) (a)

MICHELLE OSMOND

MANAGER, COMMUNICATIONS PLANNING

Marketing and Communications

Memorial University of Newfoundland

St. John's, NL, Canada A1C 5S7

P 709 864 2455

M [REDACTED] s. 40 (1)



LOOKING BACK | LAUNCHING FORTH

mun.ca/100

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Thursday, January 29, 2026 7:19 PM
To: Osmond, Michelle <mlosmond@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>
Cc: Pelley, Chad <chad.pelley@mun.ca>; President, The <munpres@mun.ca>
Subject: Re: Social media report

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

JM

Get Outlook for iOS

From: Osmond, Michelle <mlosmond@mun.ca>
Sent: Thursday, January 29, 2026 6:33:59 PM
To: Morrison, Janet <jmorrison@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; Dyke, Paula <pdye@mun.ca>
Cc: Pelley, Chad <chad.pelley@mun.ca>; President, The <munpres@mun.ca>
Subject: FW: Social media report

Hi all,
 Attached is today's social media report.

Still lots of chatter online mostly on yesterday's posts. Harlow and 'administrative bloat' seem to be common themes and most comments lean negative.

Have a good night,
 Michelle

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

M [REDACTED] s. 40 (1)



LOOKING BACK | LAUNCHING FORTH

mun.ca/100



Fw: A real estate asset divestment update from Memorial University

From President, The <munpres@mun.ca>
Date Sat 1/31/2026 8:03 AM
To Morrison, Janet <jmorrison@mun.ca>
Cc Wright, Jordan <jwwright@mun.ca>; Dyke, Paula <pdye@mun.ca>

Janet, fyi.

Margot

Get [Outlook for iOS](#)

From: VINCE, Chris (MP) <chris.vince.mp@parliament.uk>
Sent: Saturday, January 31, 2026 6:23:51 AM
To: President, The <munpres@mun.ca>
Cc: Lokash,Jennifer <jlokash@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: Re: A real estate asset divestment update from Memorial University

Dear Janet

Many thanks for you email and your time to discuss this issue.

s. 40 (1) [REDACTED] I do, following our conversation, understand why you have come to it. I am pleased you will continue to champion global learning opportunities.

I hope moving forward we can also find ways to preserve the links between Newfoundland, Labrador and Harlow.

Best wishes

Chris Vince

Sent from [Outlook for iOS](#)

From: President, The <munpres@mun.ca>
Sent: Wednesday, January 28, 2026 3:04:54 PM
To: VINCE, Chris (MP) <chris.vince.mp@parliament.uk>
Cc: Lokash,Jennifer <jlokash@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: A real estate asset divestment update from Memorial University

Dear Mr. Vince,

Today, we shared an update with our community about a decision to begin the process of divesting real estate that is not central to Memorial's academic mission. Given our recent conversation, I'm writing to advise that this includes Harlow Campus in the U.K.

Specifically, academic programming and events at Harlow Campus will continue until Aug. 31, 2026. After that date, however, Memorial will divest the Harlow Campus. Unfortunately, it is no longer sustainable for us to own and maintain property in another country due to rising costs, immigration complexities and limited enrolment capacity (153 students annually).

Your support for Harlow Campus and its students has been invaluable and I recognize that this is difficult news. Through our conversation, I came to further appreciate the impact that Memorial's Harlow Campus has had on the town of Harlow. I have heard from alumni that the community made them feel very welcome and for that I am grateful.

Through last fall's consultations, many Harlow alumni and supporters shared stories of how deeply meaningful the Harlow experience has been. We also heard concerns about access and affordability, which has shaped our thinking. To that point, we will be reinvesting any net proceeds from the sale of the property to make global learning opportunities more accessible to a broader group of students from Newfoundland and Labrador—preserving the spirit of Harlow in new ways.

This decision reflects a move toward reducing Memorial's physical footprint and the costs associated with maintaining our facilities. You can read more details around this decision in the Gazette.

As always, I value your perspective and your partnership. Thank you again for your continued trust and for all the ways the town of Old Harlow has embraced our students and Memorial University.

Sincerely,
Janet Morrison

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.

UK Parliament Disclaimer: this e-mail is confidential to the intended recipient. If you have received it in error, please notify the sender and delete it from your system. Any unauthorised use, disclosure, or copying is not permitted. This e-mail has been checked for viruses, but no liability is accepted for any damage caused by any virus transmitted by this e-mail. This e-mail address is not secure, is not encrypted and should not be used for sensitive data.



Outlook

Memorial in the news: Tuesday, Feb. 3

From Memorial in the news <marcomm@mun.ca>

Date Tue 2/3/2026 5:57 PM

To Morrison, Janet <jmorrison@mun.ca>

Memorial in the News

Number of stories: 22

s. 29 (1) (a)

[REDACTED] a former CUPE president told VOCM "there are better ways for the university to address what she calls its mismanagement" than to divest of the Geo Center; VOCM interviewed Paul Johnson's granddaughter on her negative reaction to Memorial divesting of geo Centre; VOCM aired a second interview with Rob Greenwood, expressing concerns that Memorial appears to be straying from commitments to public engagement. VOCM ran two separate articles in which CUPE's Bill Kavanaugh claimed the university "quietly confirmed" there would be job losses associated with last week's divestment announcement, and another in which Memorial administration corrected the claim, stating, "it is inaccurate to suggest that job losses are planned for any particular employee group as a result of the decision."

s. 40 (1)

s. 29 (1) (a)

[REDACTED] a University Affairs article summarizes the real estate divestment and executive restructuring, and includes commentary from CFS's [REDACTED] and MUNFA's Lisa Moores speculating over what might be coming in terms program cuts, larger class sizes, and MUNFA's desire for strengthening shared governance.

President Morrison appeared on NTV Issues & Answers, primarily to share the rationale behind last week's divestment announcement. [REDACTED]

s. 29 (1) (a)

Other items of note:

1.) A poll on NTV had 69% of voters in favour of selling Harlow.

2.) The Telegram published a story about how the new budget model will be an improvement over the existing one.

Three highlights:

1.) On CBC The Broadcast, Dr. Evan Edinger was featured in a story about the protection MPAs offer animals.

2.) A Telegram article titled "Memorial University more than an economic driver in flux," discusses the economic impact Memorial has on the province, as well as less tangible cultural impacts, in discussion with Dr. Lynn Gambin and featuring commentary from a recent speech by President Morrison.

3.) CBC continue to profile Dr. Andrew Staniland for his Juno nomination.

Stories about Memorial

 The Muse | January 30, 2026

LETTER: Why stop there? Let's sell Grenfell and St. John's Campuses too

A PhD student says Harlow is being sold because it didn't contribute enough profits to go towards administration's salaries, that it was poorly managed to justify the sale, that Memorial is a greedy and poorly managed university, references previous findings that Memorial has had the highest administrative costs per student when compared to other similar universities, references previous presidents' salaries and office renovations, says Memorial has spent \$1 million on headhunters and that savings from the recent executive restructuring are "still not clear" though the editor added a note to confirm that Memorial has stated the executive restructure will save \$1 million per year.

No reach data

[Go to story](#)

 CJON (CJON TV) | February 03, 2026

NTV Question of the Day re. Harlow closure

Sixty-nine per cent of respondents were in agreement that Harlow should close.

160 Reach

[Go to story](#)

 PNI Atlantic News | Cameron Kilfoy | February 03, 2026

Why Memorial University is changing how it budgets

A breakdown on how the new budget is different from Memorial's previous model.

536k Reach

[Go to story](#)

 Education News Canada | February 03, 2026

Digging up history: What do a fossil, a comet and Beothuk history have in common?

A syndicated version of this week's Gazette story about Faculty of Science researchers' work on Upper Island Cove fossils.

17k Reach

[Go to story](#)

 CKGA-AM | February 02, 2026

VOCM: former CUPE president quoted re. Geo Centre

Carol Furlong says there are better ways to address the "mismanagement" of the university than selling the Geo Centre.

No reach data

[Go to story](#)

 CBNT (CBC) | February 02, 2026

CBC News Here & Now: Candlemas Day archival

The weather person reads a Candlemas Day poem she found in the university's archives.

8.16k Reach

[Go to story](#)

 CFGB-FM | February 02, 2026

CBC The Broadcast: Faculty of Science professor and Marine Protected Areas

Dr. Evan Edinger presented to the Committee on Fisheries and Oceans about the protection MPAs offer animals.

No reach data

[Go to story](#)

 University Affairs | Sparrow McGowan | February 02, 2026

Memorial University tackles financial shortfall

The article summarizes the recent developments taken by the administration, including the real estate divestment and executive restructuring. It includes the government's tuition freeze announcement, a quote from the CFS's [REDACTED] and, MUNFA's Lisa Moores says it's unclear "what the bigger picture is."

s. 40 (1)

73.7k Reach

[Go to story](#)

 CFGB-FM | February 02, 2026

CBC: Johnson family member reacts to Geo Centre closure

Paul Johnson's granddaughter says the university did not tell her family about the plans to close the centre.

No reach data

[Go to story](#)

 CKGA-AM | February 02, 2026

VOCM: second part of Rob Greenwood interview

Greenwood says the university's budget issue is that the main cost are people's salaries and says people matter in universities, he says it is really disappointed to hear the word service instead of public engagement, and that Memorial is still seen as a world leader in public engagement. He says that research and teaching matter the most when public engagement is prioritized and that it is the core of our labour market in terms of experiential learning for students. He says if you don't have the "brokers" on the ground to create those kinds of connections, they will get dropped as the people remaining are stretched too thin.

No reach data

[Go to story](#)

 PNI Atlantic News | Gary Kean | February 02, 2026

Hard course: Memorial University more than an economic driver in flux

The article revisits a 2021 KPMG report that analyzed the cost benefits of Memorial to the province and includes quotes from economics head Dr. Lynn Gambin.

536k Reach

[Go to story](#)

 CJON (CJON TV) | February 02, 2026

Issues and Answers Dr. Morrison interview

President Morrison revisits the points she's made on the rationale behind closing Harlow Campus.

352 Reach

[Go to story](#)

 NTV News | February 01, 2026

Closure of Harlow Campus disappointing news for councillor

A Harlow town councillor is saddened about the closure and says the friendship will last.

62.5k Reach

[Go to story](#)

 VOCM-AM | February 01, 2026

VOCM Mike Wahl Show: Dr. Matt Parsons profile

Neuroscientist of the Faculty of Medicine Dr. Matt Parson discusses his work.

[Clip one is here.](#)

[Clip two is here.](#)

[Clip three is here.](#)

No reach data

[Go to story](#)

 CBG-AM | February 01, 2026

CBC Weekend A.M. snowshoe promotion

Promotion of snowshoeing at the Botanical Garden.

No reach data

[Go to story](#)

 Victoria Times Colonist (Print Edition) | Devin Stevens | February 01, 2026

Immigration minister says struggling universities must ask provinces for help

Memorial is mentioned as one example of a struggling Canadian university, referencing the real estate divestment announcement.

98k Reach

[Go to story](#)

 VOCM-AM | January 31, 2026

VOCM: response to CUPE statement re. job losses

The news reader says Memorial "stands by its assertion that there will be no job losses" in response to CUPE's statement that its members have been told by the university that there will be.

No reach data

[Go to story](#)

 CFGB-FM | January 31, 2026

CBC: Harlow reaction, CUPE statement

A recap of a Grenfell alumnus's and Gerard Curtis's recent comments in the media is combined with CUPE's assertion that there will be job losses and the university's statement in response that CUPE's statement is inaccurate.

No reach data

[Go to story](#)

NOTE TO APPLICANT: The remainder of this email thread is non-responsive to the wording of the request. As such, it has been removed from the records.

IAP Office



Outlook

Telegram series list

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

Date Wed 2/4/2026 10:03 AM

To Morrison, Janet <jmorrison@mun.ca>

 1 attachment (20 KB)
The Telegram Series.docx;

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

IAP Office

Attached – as discussed with Meaghan just now

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

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

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

The Telegram Series

All journalists have been assigned these stories by their editor, and need them filed by end of month.

s. 29 (1) (a)

Topic	Journalist	InVu Req?	Next step
Sitdown with President to break down costs campus by campus, and look into how cut decisions are made; what goes into what stays, and what goes.	Cameron Kilfoy	YES	[REDACTED]
Would someone be willing to sit down with me to talk in more depth about the new budget model? The one Janet told me you will be shadowing this year and eventually moving to. I would just like to gain more insight into how that will make a difference in spending.	Cameron Kilfoy	YES	Trudy and Janet interviewing with him monday @ noon
I'm planning to do something on international students and how their numbers are trending and if the university is concerned about changes in immigration policies that might affect how many people can/will come here. I'm hoping to maybe talk to an international student about their experience (why they came and what their plans are after they finish). It would also be great to track down an international student who has graduated and has chosen to stay in NL and pursue their career in their chosen field here.	Gary Kean	[REDACTED] s. 29 (1) (a)	Jenn Batten [REDACTED]
I'd like to speak with someone regarding MUN's Labrador campus and how it's doing, how sustainable it is, etc.	Sean Ridgeley		Courtenay/Scott
Writing a story on the economic impact MUN has in NL. I know the university's website has an economic impact report that looks like it was done in 2021. Is there anyone who can talk to me about some of the things in that report and how they may have changed since 2021 (things like employment levels, student enrolment, international students and so on) and how the university sees its future impact on the economy? I'm wondering if there is an economist who might be comfortable talking to me about that? Maybe Doug May?	Gary Kean	YES	[REDACTED]

s. 29 (1) (a)

s. 29 (1) (a)

		s. 29 (1) (a)	
I'm looking at the future of the Harlow Campus. I'm looking for some numbers like how much it costs to run, how many students go every year, the number of staff who work over there, what programs operate out of it, etc. I'm also hoping to speak to Dr. Morrison if she's up for it about the campus and the latest on its future.	Nic Mercer		
I'm curious about the Indigenous VP position changing to special advisor to the president of Indigenous affairs. What duties will be changing exactly in this transition and what effect do you anticipate this will have on Indigenous students? Also, do these changes stem from the Auditor General's recent report?	Sean Ridgeley		
I'd also like to speak with someone regarding the Indigenous experience at MUN in both St. John's and Labrador - enrollment numbers, retention, potential ways to improve the experience, etc.	Sean Ridgeley		Assign to Courtenay
Looking for an update on the AG's report that came out earlier in 2025 (facilities one), just in terms of what has been done, what's left, and whether it is moving at a rate the institute would like/need.	Cameron Kilfoy	No	Sandy is completing a summary for him [REDACTED] [REDACTED] s. 29 (1) (a)
I would like to talk about the school's aging infrastructure school's aging infrastructure and how Memorial plans to pay for it, given that, in my interview with the president, she said the school would be getting smaller.	Cameron Kilfoy	YES	Will send Cameron link to Gazette story next week. Offer follow up interview / Ds [REDACTED]



Re: Chair's review of Senate Minute entry

From: Morrison, Janet <jmorrison@mun.ca>
Date: Wed 2/4/2026 1:18 PM
To: Brown, Margot <mbrown@mun.ca>
Cc: President, The <munpres@mun.ca>

s. 29 (1) (a)

Agree [REDACTED] But otherwise ok. Thx.

Get Outlook for iOS

From: Brown, Margot <mbrown@mun.ca>
Sent: Wednesday, February 4, 2026 11:09:09 AM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: President, The <munpres@mun.ca>
Subject: FW: Chair's review of Senate Minute entry

Janet – Lee Ann is asking for your review of the section of the Senate minutes regarding the information provided by Dr. Curtis [REDACTED] – otherwise, are you ok with including in Senate [REDACTED]

s. 29 (1) (a)

From: senate <senate@mun.ca>
Sent: Wednesday, February 4, 2026 9:12 AM
To: Brown, Margot <mbrown@mun.ca>
Cc: McKivor, Lee Ann <lamckivor@mun.ca>
Subject: Chair's review of Senate Minute entry

Hello Margot,

Lee Ann was just down your way asking for the President to review [REDACTED]
 [REDACTED]

s. 29 (1) (a)

[REDACTED]

s. 29 (1) (a)



Please have the President give this a look. I would like her approval for its inclusion in the minutes.

Brian Hammond

Assistant Secretary to Senate

Room A-2002

Arts and Administration Building | 230 Elizabeth Avenue

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

t: 709.864.8867 | email: senate@mun.ca

 Outlook

Re: A real estate asset divestment update from Memorial University

From Morrison, Janet <jmorrison@mun.ca>
Date Wed 2/4/2026 6:07 PM
To chris.vince.mp@parliament.uk <chris.vince.mp@parliament.uk>

Chris: thank you for your gracious note. I too look forward to preserving the links between NL and Harlow.

Warmly,
 Janet

From: VINCE, Chris (MP) <chris.vince.mp@parliament.uk>
Sent: Saturday, January 31, 2026 6:23:51 AM
To: President, The <munpres@mun.ca>
Cc: Lokash,Jennifer <jlokash@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: Re: A real estate asset divestment update from Memorial University

Dear Janet

Many thanks for you email and your time to discuss this issue.

s. 40 (1) [REDACTED] I do, following our conversation, understand why you have come to it. I am pleased you will continue to champion global learning opportunities.

I hope moving forward we can also find ways to preserve the links between Newfoundland, Labrador and Harlow.

Best wishes

Chris Vince

Sent from Outlook for iOS

From: President, The <munpres@mun.ca>
Sent: Wednesday, January 28, 2026 3:04:54 PM
To: VINCE, Chris (MP) <chris.vince.mp@parliament.uk>
Cc: Lokash,Jennifer <jlokash@mun.ca>; Vice-President (Academic) <vpacad@mun.ca>
Subject: A real estate asset divestment update from Memorial University

Dear Mr. Vince,

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

IAP Office



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

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

Date Thu 2/5/2026 1:15 PM

To Wright, Jordan <jwwright@mun.ca>; Tibbo, Carol <ctibbo@mun.ca>; Morrison, Janet <jmorrison@mun.ca>;
Horton, Alison <ahorton@mun.ca>; Scott Randell Bishop <w62srb@mun.ca> <w62srb@mun.ca>

Folks

s. 29 (1) (a)

I just got off the phone with the Chair of the Board seeking his advice [REDACTED]
[REDACTED]

His recommendations are

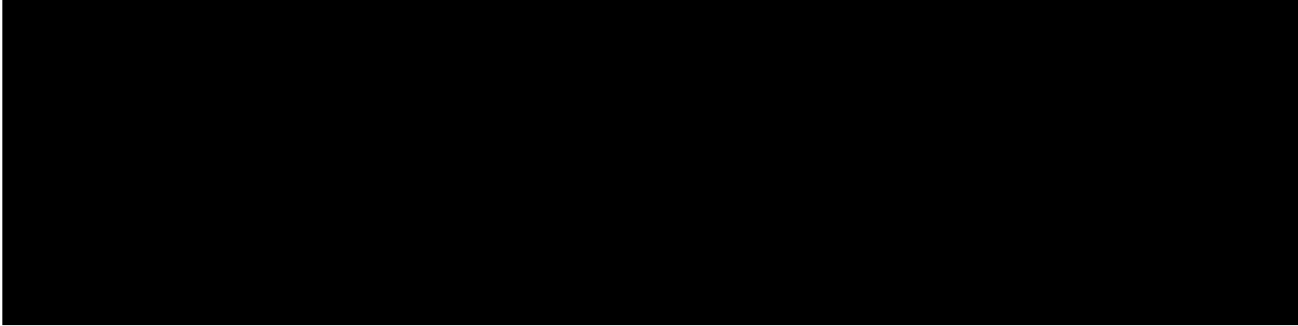
s. 29 (1) (a)

[REDACTED]

s. 29 (1) (a)



s. 29 (1) (a)



I hope this gives you helpful direction

Trudy

Trudy Pound-Curtis, FCPA, FCA
Executive Financial Advisor
Memorial University of Newfoundland
St. John's, NL A1C 5S7
T. 709-864-8217 / E. tpoundcurtis@mun.ca



Re: Harlow conversations

From Morrison, Janet <jmorrison@mun.ca>

Date Mon 2/16/2026 5:12 PM

To [REDACTED] s. 40 (1)

Cc President, The <munpres@mun.ca>

s. 40 (1) [REDACTED] thank you for the email below; my apologies for the delayed response.

It was very kind and generous of you to circle back after the Harlow decision. I am very empathetic to your disappointment, but -- to your point -- we have a multitude of other priorities to address.

Thank you again [REDACTED] s. 40 (1)

Janet

Get Outlook for Mac

From [REDACTED] s. 40 (1)

Date: Friday, February 6, 2026 at 6:42 PM

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

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

Subject: Re: Harlow conversations

While I still decry the potential loss of the Harlow campus and its considerable benefits and potential for MUN students and faculty I accept that your decision was well founded and taken only after considerable thought and input. You have, indeed, hit the 'reset' button for MUN and are now faced with the task of restructuring the university into a smaller but high quality institution.

s. 40 (1) [REDACTED] the issue of unfunded infrastructure found its way into almost every conversation about budget, and that is a hole that only got deeper with time. I trust that the path you are moving MUN on will see much of those infrastructure issues addressed as they are fundamental to the quality of education and research that the university can deliver to the province and beyond.

Challenging times indeed! I hope the provincial government recognizes not just that the University is moving in what it considers the right direction, but that it also recognizes that it needs to be supportive in the process.

Good luck,

[REDACTED] s. 40 (1)

s. 40 (1)

On 2025-10-22 21:05, Morrison, Janet wrote:

s. 40 (1)

> Thank you for writing and sharing your thoughts, [REDACTED] I appreciate
> it very much.

>

> Our university is facing significant financial pressures and
> challenges. My commitment is to listen and learn such that the
> difficult decisions ahead are well-informed. To that point, I'm
> grateful that you took the time to share your perspective.

>

> Warmly,

> Janet

>

> FROM: [REDACTED] s. 40 (1)

> SENT: Monday, October 20, 2025 3:44 PM

> TO: President, The <munpres@mun.ca>; Vice-President (Academic)
> <vpacad@mun.ca>

> SUBJECT: Harlow conversations

>

> Hello to both of you:

>

> I noted with interest the upcoming sessions on Harlow, and while it
> wasn't explicit in the e-mail I assume that the views of [REDACTED]

> [REDACTED] are also being sought. Unfortunately I'm
> not sure I will be able to attend, but that may be just as well as I
> could easily take up more than my share of time!

>

>

>

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>

> [REDACTED] the students arrived at the Harlow Campus to
> learn of the terrorist attacks in the US and the closure of North
> American air space. A challenging time both for the students and
> their families in St. John's! The semester, nevertheless, went as
> planned and the enriching nature of that international experience was
> life changing - a sentiment shared by most of the students who have

s. 40 (1)

s. 40 (1)

> spent time at Harlow (testimonials and comments are not hard to find).

>

>

> That doesn't surprise me as I believe strongly in international
> education that includes opportunities to spend time in international
> settings and/or be exposed to different cultures. Harlow is important
> in that respect. It provides that international experience in a safe
> and not completely alien environment, and that is a plus for students
> who may never have travelled outside of Newfoundland. Harlow also
> allows access to Europe via relatively inexpensive flights [REDACTED]

>

>

>

> [REDACTED] Hence Harlow

> provides not only the enrichment of study (e.g. visiting the sites
> where famous authors lived and worked, and seeing how their
> environment informed their writing) but the enrichment of travel
> during semester breaks.

>

s. 40 (1)

> I appreciate that there has been an active discussion about Harlow
> and that much has happened [REDACTED] Covid had a
> significant impact, and stories about Harlow governance and financing
> have not been kind. Yes, it is an expense, and [REDACTED]
> were those who felt the Harlow Campus should be closed down. I think,
> however, that would do a disservice to our students and faculty. A
> university must be more than just a parochial center of learning. It
> must provide opportunities for its members to reach beyond the limits
> of city, province, country. Exposure to different cultures is an
> important part of human learning and can best be done by spending time
> in those cultures via mechanisms such as Harlow.

>

> I see Harlow as a prime example of how MUN can provide such
> opportunities to its students, and the money spent to maintain the
> campus as an investment in MUN's responsibility to help its students
> develop their 'worldview'. And yes, I have heard the arguments that
> the cost per student is untenable, or that the students who can best
> avail of the Harlow experience are from well to do families. I wish I
> had a good answer for that, or for ways in which to generate funding
> that would offset the cost to students. Various ideas have been
> floated in the past, without success, but that doesn't mean we stop
> trying. Harlow is an important part of what we are as a University.
> Stepping back from what Harlow can provide is stepping back from our
> responsibility to our students.

>

> I'd be happy to discuss Harlow further if it would help, although as
> I noted I might not be able to attend either of the two scheduled
> sessions (and I felt better able to articulate my thoughts via
> e-mail!).

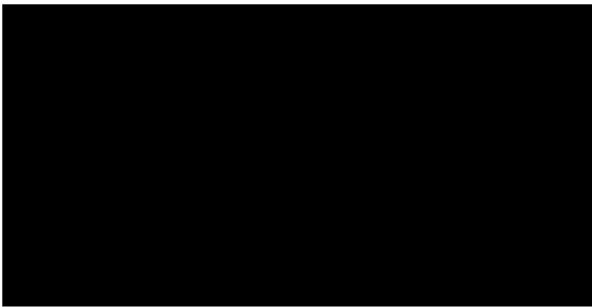
>

s. 40 (1)

s. 40 (1)

> Cheers,

>
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>



s. 40 (1)



FW: Important

From President, The <munpres@mun.ca>

Date Fri 2/20/2026 8:35 AM

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

Please see below, which will require a response (which is being requested by Feb 27, next Friday.)

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.

From: [REDACTED] s. 40 (1)

Sent: Friday, February 20, 2026 12:18 AM

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

Subject: Important

Good day, s. 40 (1)

We are interested in hearing exactly what brought you to the decision, so we have a few questions we would much appreciate your response to. We wish to represent all sides of this matter fairly. [REDACTED]

s. 40 (1) [REDACTED] and therefore time sensitive, so we would like to have your response via email or phone by Friday, February 27th.

Here are the questions:

1. We are interested in investigating the concept of value. As administrators, how do you determine the value of facilities like Harlow Campus, including its programs?
2. The planned final decision announcement was set to be in August of this year. Can you explain the reasoning behind its shift to January 28th?
3. Do we have your permission to quote your responses?

If there is any more information you think is important for us to know, please feel free to share that.

Thank you for your time,

[REDACTED] s. 40 (1)



Re: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

From Wright, Jordan <jwwright@mun.ca>

Date Mon 2/23/2026 9:38 AM

To Dan Swords <dan.swords@harlow.gov.uk>; 'Gary Salisbury' <gsalisbury@harlow-college.ac.uk>; Morrison, Janet <jmorrison@mun.ca>

Cc President, The <munpres@mun.ca>

Good morning Dan.

Sincere thanks for the outreach and thank you also Gary for making the connection.

Janet and I would be happy to have a discussion with you about the properties. I've cc'd the office to help us to arrange potentially in the next week or so.

Best wishes and we look forward to connecting with you soon.

Jordan

Jordan Wright BA, MBA, PMP

he/him

Senior Advisor and Project Manager

Memorial University

Office of the President

T / +1 709 864 6238



mun.ca/100

From: Dan Swords <dan.swords@harlow.gov.uk>

Sent: Monday, February 23, 2026 5:06 AM s. 40 (1)

To: 'Gary Salisbury' [REDACTED]; Morrison, Janet <jmorrison@mun.ca>; Wright, Jordan <jwwright@mun.ca>

Subject: RE: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

Thanks, Gary.

Janet/Jordan – great to meet you. Do let me know if you would be happy to arrange a call with my Team
[REDACTED] s. 29 (1) (a)

With every good wish,

Dan

Dan Swords

Executive Leader of Harlow Council

Main contact: 01279 446655

dan.swords@harlow.gov.uk | www.harlow.gov.uk

Alternative contact: Hannah Marriott, Senior Executive Officer, hannah.marriott@harlow.gov.uk

Harlow Council, Civic Centre, The Water Gardens, Harlow, CM20 1WG



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From: Gary Salisbury [REDACTED] s. 40 (1)

Sent: 20 February 2026 12:47

To: Morrison, Janet <jmorrison@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Dan Swords <dan.swords@harlow.gov.uk>

Subject: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

Dear All,

The planned closure of the Harlow Campus of Memorial University of Newfoundland in August 2026, [REDACTED] s. 29 (1) (a)

The purpose of this e-mail is to make introductions, which I will hope will prove of use to all parties.

Dr Janet Morrison is President and Vice-Chancellor of Memorial University, Newfoundland and Labrador.

Mr Jordan Wright is Senior Advisor and Project Manager, with special responsibility for Harlow Campus of MUN.

Councillor Dan Swords, is Leader of Harlow Council and is the driving force in the many regeneration projects currently underway in Harlow, Essex.

I will leave it to the parties to reach out and establish lines of communication.

With my best wishes to all,

Gary

Gary Salisbury *(he/him/his)*

Bsc (Hons) Est Man. Carbon Literacy Champion

Sales and Relationship Manager

☎: 01279 868212

✉email: gsalisbury@harlow-college.ac.uk

🌐website: www.harlow-college.ac.uk

📍 UCH010 - Harlow College, Velizy Avenue, Town Centre, Harlow, CM20 3EZ

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Request from Students from Grenfell - FW: Important

From Brown, Margot <mbrown@mun.ca>

Date Thu 2/26/2026 10:52 AM

To Morrison, Janet <jmorrison@mun.ca>; President, The <munpres@mun.ca>

1 attachment (160 KB)

Jan28 media remarks.pdf;

NOTE TO APPLICANT: This attachment follows on pages 305-307

IAP Office

s. 29 (1) (a)

– Janet, is this good to go?

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

Sent: Wednesday, February 25, 2026 10:11 AM

To: Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; President, The <munpres@mun.ca>

Subject: FW: Important

s. 29 (1) (a)

Hello

s. 40 (1)

Thank you for reaching out. I've attached remarks from the news conference on Jan. 28 and I would also like to draw your attention to our published materials on this topic:

Harlow consultations complete - Nov. 17, 2025

Focusing on our academic mission - Jan. 28, 2026

You have permission to use these materials

s. 40 (1)

To your specific question about a planned final decision in August, there was a commitment made in November 2025 (noted in the 'Harlow consultations complete' link) that "learners scheduled to attend Harlow Campus this academic year should expect their experience to proceed without impact." You'll see in the 'focusing on our academic mission' link that **academic programming and events at Harlow Campus will continue until Aug. 31, 2026** (the end of the current academic year).

Warm regards,
Janet

From: Dyke, Paula <pdyke@mun.ca>
Sent: Tuesday, February 24, 2026 9:20 PM
To: Whelan, Meaghan <mcwhelan@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Osmond, Michelle <mlosmond@mun.ca>
Subject: Re: Important

Popping this to top of inboxes for attention this week.

Get [Outlook for iOS](#)

From: Whelan, Meaghan <mcwhelan@mun.ca>
Sent: Friday, February 20, 2026 4:30:54 PM
To: Dyke, Paula <pdyke@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Osmond, Michelle <mlosmond@mun.ca>
Subject: FW: Important

From: President, The <munpres@mun.ca>
Sent: Friday, February 20, 2026 8:36 AM
To: Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>
Subject: FW: Important

Please see below, which will require a response (which is being requested by Feb 27, next Friday.)

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.

From: [REDACTED] s. 40 (1)
Sent: Friday, February 20, 2026 12:18 AM
To: President, The <munpres@mun.ca>
Subject: Important

Good day, s. 40 (1)

[REDACTED]

We are interested in hearing exactly what brought you to the decision, so we have a few questions we would much appreciate your response to. We wish to represent all sides of this matter fairly [REDACTED] and therefore time sensitive, so we would like to have your response via email or phone by Friday, February 27th.

s. 40 (1)

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

IAP Office

Remarks from media availability – Jan. 28

JUSTIN LADHA, CHAIR OF BOARD OF REGENTS

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.

DR. JANET MORRISON, PRESIDENT OF MEMORIAL UNIVERSITY

Thank you, Justin.

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 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.

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.

The decision is a move towards reducing our physical footprint, and the costs associated with maintaining our facilities. It reflects concerns raised by the Auditor General in the report on facilities management in 2025 and is aligned with 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 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.

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.

JUSTIN LADHA:

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: Request from [REDACTED] - FW: Important

From Morrison, Janet <jmorrison@mun.ca>

s. 40 (1)

Date Thu 2/26/2026 10:53 AM

To Brown, Margot <mbrown@mun.ca>; President, The <munpres@mun.ca>

Yes, thank you!

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

Sent: Thursday, February 26, 2026 10:52:49 AM

To: Morrison, Janet <jmorrison@mun.ca>; President, The <munpres@mun.ca>

Subject: Request from [REDACTED] - FW: Important

s. 40 (1)

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

– Janet, is this good to go?

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

Sent: Wednesday, February 25, 2026 10:11 AM

To: Wright, Jordan <jwwright@mun.ca>; Brown, Margot <mbrown@mun.ca>; President, The <munpres@mun.ca>

Subject: FW: Important

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

Hello [REDACTED]

s. 40 (1)

Thank you for reaching out. [REDACTED] I've attached remarks from the news conference on Jan. 28 and I would also like to draw your attention to our published materials on this topic:

[Harlow consultations complete](#) - Nov. 17, 2025

[Focusing on our academic mission](#) - Jan. 28, 2026

You have permission to use these materials [REDACTED] s. 40 (1)

To your specific question about a planned final decision in August, there was a commitment made in November 2025 (noted in the 'Harlow consultations complete' link) that "learners scheduled to attend Harlow Campus this academic year should expect their experience to proceed without impact." You'll see in the 'focusing on our academic mission' link that **academic programming and events at Harlow Campus will continue until Aug. 31, 2026** (the end of the current academic year).

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

IAP Office



FW: [REDACTED] s. 40 (1)

From Morrison, Janet <jmorrison@mun.ca>

Date Thu 2/26/2026 11:11 AM

To Brown, Margot <mbrown@mun.ca>

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From: Sara Leslie Ann Inkpen <[REDACTED]> s. 40 (1)

Date: Wednesday, January 28, 2026 at 12:48 PM

To: Morrison, Janet <jmorrison@mun.ca>, Garrett Doyle <[REDACTED]>, Anik Rahman (mra200@mun.ca) <mra200@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>

Subject: [REDACTED] s. 40 (1)

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

s. 40 (1)

Thank you all for your time and commitment,
Sara Inkpen



RE: Time Sensitive

From Brown, Trevor <travorb@mun.ca>
Date Mon 3/2/2026 3:49 PM
To Morrison, Janet <jmorrison@mun.ca>

Hi Janet:

s. 40 (1)

Closing the loop. [REDACTED] has been offered a time to meet with me this week.

With thanks
 Trevor

 Trevor C. Brown, PhD (he/him)
 Dean
 Faculty of Business Administration
 Memorial University
 email: travorb@mun.ca
 709-864-8851

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: Brown, Trevor
Sent: March 2, 2026 1:35 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: RE: Time Sensitive

Will do Janet. [REDACTED] was in my calendar so checking to see what happened

With thanks s. 40 (1)
 Trevor

 Trevor C. Brown, PhD (he/him)
 Dean
 Faculty of Business Administration
 Memorial University
 email: travorb@mun.ca
 709-864-8851

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

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

Sent: March 2, 2026 1:18 PM

To: Brown, Trevor <travorb@mun.ca>

Subject: Time Sensitive

s. 40 (1)

Trevor: please see below from [REDACTED] I'm not sure about the attempts to contact Dr. Furey ... but I had signalled to you that [REDACTED] be reaching out to discuss Harlow and alternate scenario planning.

I'm not sure what the issue is re getting time in your calendar, but can you please reach out to [REDACTED] today?

Thanks,
Janet

s. 40 (1)

From: [REDACTED]

s. 40 (1)

Sent: Monday, March 2, 2026 8:00 AM

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

Subject: Harlow Concerns

Good morning Dr. Morrison,

I hope that you are doing well.

I am reaching out today to follow up on our previous conversation at the beginning of the semester. I know before we met and discussed the decision regarding Harlow, it hadn't been made yet, but that decision has been made now which has created alot of uncertainty [REDACTED]

s. 40 (1)

We had a wonderful conversation, and [REDACTED] gauged interest in the semester abroad, and talked about our hopes for what that would look like. Since that conversation, Harlow has been announced close, and although I am not surprised at all, [REDACTED]

s. 40 (1)

As you suggested, I reached out to Dr. Brown and Dr. Furey more recently. Unfortunately, I have not been able to make any headway with facilitating these discussions with them, which has been highly frustrating. I have been trying for well over a month to meet with them to discuss our options and how we can move forward as a faculty, but I have yet to hear a response.

I would love the opportunity to sit down with you to discuss any opportunities or paths forward, or, if you could point me in the right direction for who to talk to, that would be extremely appreciated.

I appreciated all the advice and feedback you gave me in our first meeting. Although I am not discouraged yet, because I strongly believe there are options out there [REDACTED] it is less than a year away, and I want to get these conversations happening sooner rather than later.

s. 40 (1)

I am looking forward to hearing from you.

Best regards,

s. 40 (1)



FW: FW: Harlow Concerns

From Morrison, Janet <jmorrison@mun.ca>
Date Mon 3/9/2026 2:28 PM
To Brown, Trevor <travorb@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>

s. 40 (1)

Trevor: thanks for meeting with [REDACTED] Further to [REDACTED] note below, I'm hoping Jennifer can share the name of the contact at Queen's U who is overseeing the castle.

Thanks to both of you,
 Janet

Get Outlook for Mac

From [REDACTED]
Date: Sunday, March 8, 2026 at 7:09 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: Re: FW: Harlow Concerns

s. 40 (1)

Hi Dr. Morrison,

Thank you so much for your response. I know how busy you are, and I really appreciate you taking the time to get back to me.

s. 40 (1)

I recently met with Dr. Brown and Dr. Furey, and the meeting went very well. They mentioned they are exploring several options to present to [REDACTED] I also let them know that I am fully on board and happy to assist in any way possible to help ensure the semester abroad aligns with [REDACTED]

s. 40 (1)

They were not familiar with Queen's Castle Campus in Sussex, so I shared it with Dr. Furey for her awareness, as it would likely be the most desirable opportunity for us upon research. I was wondering if you might have any direct contacts at that university that could help us explore it further and bring it to the table as a viable option.

Thank you again for your help, it truly means so much to me.

Best regards,

[REDACTED] s. 40 (1)

On Fri, Mar 6, 2026 at 5:52 PM Morrison, Janet <jmorrison@mun.ca> wrote:

s. 40 (1)

s. 40 (1) [REDACTED] my apologies for the delayed response; [REDACTED] I'm very sorry to hear about the challenges with scheduling but understand that you now have an appointment booked with Dean Brown. Please circle back to me thereafter if you have any outstanding questions/concerns.

Thank you again for writing,

Janet

From: [REDACTED] s. 40 (1)

Sent: Monday, March 2, 2026 8:00 AM

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

Subject: Harlow Concerns

Good morning Dr. Morrison,

I hope that you are doing well.

I am reaching out today to follow up on our previous conversation at the beginning of the semester. I know before we met and discussed the decision regarding Harlow, it hadn't been made yet, but that decision has been made now which has created a lot of uncertainty [REDACTED]

s. 40 (1)

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s. 40 (1)

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s. 40 (1)

I am looking forward to hearing from you.

Best regards,

[REDACTED]

s. 40 (1)

--

[REDACTED]

s. 40 (1)



Re: Harlow Concerns

From Brown, Trevor <travorb@mun.ca>
Date Tue 3/17/2026 5:12 PM
To Morrison, Janet <jmorrison@mun.ca>
Cc Lokash, Jennifer <jlokash@mun.ca>

s. 40 (1)

Thanks Janet - rest assured we will continue to explore options with [REDACTED] and our students.

See you at Business Day on Friday

Best,
Trevor

Get [Outlook for iOS](#)

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, March 17, 2026 5:03:00 PM
To: Brown, Trevor <travorb@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>
Subject: Re: FW: Harlow Concerns

s. 40 (1)

Fantastic — thanks for confirming Trevor. I'm happy [REDACTED] to leave this with you/your team; I just wanted to ensure communication was ongoing.

Warmly,
Janet

Get [Outlook for Mac](#)

From: Brown, Trevor <travorb@mun.ca>
Date: Tuesday, March 17, 2026 at 4:58 PM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>
Subject: RE: FW: Harlow Concerns

Hi Janet:

s. 40 (1)

I can confirm that we have the contact information related to Queen's castle. When Mary Furey and I met with [REDACTED] we discussed [REDACTED]

[REDACTED]

s. 29 (1) (a)

s. 29 (1) (a)

s. 40 (1)

██████████ we plan a follow-up meeting with ██████████ – which we envision should be next week. Mary also sent an email to ██████████ following our meeting, assuring ██████████ that would be in touch when we had an update.

s. 40 (1)

Regards,
Travor

Travor C. Brown, PhD (he/him)
Dean
Faculty of Business Administration
Memorial University
email: travorb@mun.ca
709-864-8851

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

From: Morrison, Janet <jmorrison@mun.ca>
Sent: March 17, 2026 8:30 AM
To: Brown, Travor <travorb@mun.ca>
Cc: Lokash, Jennifer <jlokash@mun.ca>
Subject: Re: FW: Harlow Concerns

Travor: can you please confirm that you or Dr. Furey have the name of the person from Queens and have circled back to ██████████ s. 40 (1)

Thanks,
Janet

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From: Morrison, Janet <jmorrison@mun.ca>
Date: Monday, March 9, 2026 at 2:28 PM
To: Brown, Travor <travorb@mun.ca>, Lokash, Jennifer <jlokash@mun.ca>
Subject: FW: FW: Harlow Concerns

s. 40 (1)

Travor: thanks for meeting with ██████████ Further to ██████████ note below, I'm hoping Jennifer can share the name of the contact at Queen's U who is overseeing the castle.

Thanks to both of you,
Janet

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From: ██████████ s. 40 (1)
Date: Sunday, March 8, 2026 at 7:09 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: Re: FW: Harlow Concerns

Hi Dr. Morrison,

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

IAP Office



MUN President's Inbox: Harlow Campus

From [REDACTED] s. 40 (1)

Date Wed 3/18/2026 6:50 AM

To Morrison, Janet <jmorrison@mun.ca>

<https://mattbarter.ca/2026/03/18/mun-presidents-inbox-harlow-campus/>