002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Monday, April 27, 2026 3:07 PM
To: Strong, Matthew William
Subject: FW: Eng Letter & Parent Support Letter - MUN UK
Attachments: MUN (UK) Limited Parental Ltr YearEnd Mar31-25 JM Signed.pdf; Mun (UK) Limited LOE cover letter-JM Signed.pdf; Audit LOE - Harlow Trust-JM Signed.pdf

Hi, Matthew,

Email approval from the President is below, and I have affixed her signature to the letter/forms attached.

Best regards,
Rose
Rose M. Frew, Executive Assistant to the President (Correspondence)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t. 709 864.8212 | f. 709 864.2059 | email. president@mun.ca



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: Monday, April 27, 2026 2:37 PM
To: President, The <munpres@mun.ca>
Subject: Re: FOR APPROVAL - FW: Eng Letter & Parent Support Letter - MUN UK

Approved for signature, based on Matthew's email below.

JM

Get Outlook for Mac

From: President, The <munpres@mun.ca>
Date: Monday, April 27, 2026 at 2:32 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: FW: FOR APPROVAL - FW: Eng Letter & Parent Support Letter - MUN UK

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

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

IAP Office

002-17-472-26

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

April 27, 2026

MUN (UK) Limited
Harlow Campus
The Maltings
St John's Walk
Harlow
CM17 0A

Dear Directors of MUN U.K. Ltd

Re: Financial Year Ended 31 March 2025

We refer to your request that we provide you with comfort in respect of the provision of financial support to you by Memorial University, to assist you in meeting your liabilities as and when they fall due, but only to the extent that money is not otherwise available to you to meet such liabilities.

We confirm that we have the ability to provide such support, and we will provide this support to you, to the extent outlined above, for a period of at least 12 months from the date of approval of your balance sheet.

Yours faithfully,

[redacted] s. 40 (1)
For and on behalf of parent company

April 27, 2026
Date

Janet Morrison, PhD
Name

President and Vice-Chancellor
Position

Ref: O/JM/MUN (UK) Limited Parental Ltr YearEnd Mar31-25 (2026)

002-17-472-26

SUMER AUDIT

Private and Confidential
The Directors
Mun (UK) Limited
The Maltings
St. Johns Walk
Harlow
CM17 0AJ

10 February 2026

Our ref: MPO/DPH/241906

Dear Sirs

Provision of Audit Services – Terms of Engagement

Welcome to Sumer Audit.

Thank you for engaging us for the provision of audit services. This letter and the attached detailed Schedule of Services (*Appendix A*), together with our Standard Terms of Business (*Appendix B*), set out the basis on which we are to provide those services.

We are bound by the code of ethics of the Institute of Chartered Accountants of England and Wales and accept instructions to act for you on the basis that we will act in accordance with those ethical guidelines.

Scope of Services

Only the work which is listed on the attached Schedule of Services are included within the scope of our instructions.

Contacts

Mark Powell will be the person responsible for co-ordinating the services provided by Sumer Auditco Limited, as your senior statutory auditor. The person who will have day to day care of your work will be David Phillips. If you have any questions, please feel free to call either of them.

Matthew Strong, Interim Chief Financial Officer, is your primary audit contact with whom we shall initially liaise each year regarding your audit.

Fees

Our estimated fees for the services covered by this engagement in the first year are as set out in the Audit Planning Letter each year. In addition to our estimated audit fees, our invoices will include applicable taxes and disbursements incurred in delivering the services in accordance with our Standard Terms of Business. Our estimate of the audit fees for the services are subject to the requirements and assumptions set out in the Audit Planning Letter and may change during delivering the services. Should these requirements not be met we reserve the right to notify you of a revised figure or range and seek your agreement to the change.

Unless otherwise agreed in the Audit Planning Letter, we will render invoices in respect of our fees together with any out of pocket expenses or other charges monthly in arrears and submit a final invoice on completion of the services. Our fees are calculated on the basis of the time and level of staff required to conduct the

Sumer Audit is the trading name of Sumer Auditco Limited, a limited company registered in England under company number 14308154. Registered to carry on audit work in the UK by the Institute of Chartered Accountants in England & Wales under number No. C011001214.

Our registered office is Acre House, 11-15 William Road, London, NW1 3ER. A list of the directors' names is available for inspection on request, with a full list of offices at www.sumer.co.uk/our-champions.

Sumer Auditco Limited is independent of Sumer Group Holdings Limited. Sumer Group Bidco Limited provides services to Sumer Auditco Limited under a formal arm's length agreement.

002-17-472-26

SUMER AUDIT

services during normal office hours. Our invoices are due for settlement within 30 days of the date of the invoice.

Further detail on the basis of these fees is set out in our Standard Terms of Business at clause 12 (Our Fees).

Limitation of liability

Our Standard Terms of Business contain various clauses that restrict or exclude our liability. Clause 18.2 and Clause 19 (Limitation of Liability) do not apply in respect of statutory audit services conducted under the Companies Act 2006.

For services other than statutory audit services conducted under the Companies Act 2006, we draw your attention to clause 19 (Limitation of Liability). In particular, we draw to your attention that we have included a liability cap in the terms of business (at clause 19.3). Its overall effect, in summary, is to limit our liability to you to the sum of £100,000 other than for statutory audit services conducted under the Companies Act 2006.

Agreement of terms

This letter supersedes any previous engagement letter for the period covered. The terms set out in this letter and attached schedules shall take effect immediately upon your countersigning this letter and returning it to us.

If we are instructed to start work before receiving a signed copy of this letter we will treat that as acceptance of all the terms of this engagement letter, unless we hear from you to the contrary within 14 days of you giving that instruction.

Further assistance

If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, please let us know by contacting Mark Powell.

Data Protection

We are committed to ensuring the protection and privacy of personal data. We would like to draw your attention to our data protection clause in our Standard Terms of Business (clause 11) which details how we treat personal data received by us in the provision of services during our engagement with you. By signing the Client Response, you confirm that you have read and understood clause 11 and any privacy notice to which it refers.

Confirmation of your agreement

Please confirm your agreement to all the terms of this letter and the attached schedules by approving the Client Response. Once it has been agreed, this letter will remain effective until it is replaced.

This letter, together with the attached schedules, constitutes the entire contract between us.

If this letter and the attached schedules are not in accordance with your understanding of our terms of appointment, please contact us.

Yours sincerely

[redacted] s. 40 (1)

Mark Powell

Partner

Sumer Audit

002-17-472-26

SUMER AUDIT

Mun (UK) Limited

We acknowledge receipt of this letter and confirm we have read and understood the contents of this letter, the Schedule of Service and the Standard Terms of Business.

We also confirm that this letter, together with the Schedule of Service and the Standard Terms of Business, fully records the agreement between us concerning your appointment to carry out the work described in the schedules.

s. 40 (1)

Name Janet Morrison, PhD President and Vice-Chancellor Signed [redacted] Date 27-APR-2026

Director

Name _____ Signed _____ Date _____

Director

For and on behalf of Mun (UK) Limited

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002-17-472-26

SUMER AUDIT

Private and Confidential
The Trustees
The Harlow Campus of the Memorial University of
Newfoundland Scholarship and Bursary Trust
The Maltings
St. Johns Walk
Harlow
SM17 0AJ

Our ref: MPO/DPH/241908

02 March 2026

Dear Trustees

Provision of Audit Services – Terms of Engagement

Welcome to Sumer Audit

Thank you for engaging us for the provision of audit services. This letter and the attached detailed Schedule of Services (*Appendix A*), together with our Standard Terms of Business (*Appendix B*), set out the basis on which we are to provide those services.

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Scope of Services

Only the work which is listed on the attached Schedule of Services are included within the scope of our instructions.

Contacts

Mark Powell will be the person responsible for co-ordinating the services provided by Sumer Auditco Limited, as your senior statutory auditor. The person who will have day to day care of your work will be David Phillips If you have any questions, please feel free to call either of them.

Matthew Strong, Interim Chief Financial Officer, is your primary audit contact with whom we shall initially liaise each year regarding your audit

Fees

Our estimated fees for the services covered by this engagement in the first year will be set out in our Audit Planning Letter each year. In addition to our estimated audit fees, our invoices will include applicable taxes and disbursements incurred in delivering the services in accordance with our Standard Terms of Business. Our estimate of the audit fees for the services are subject to the requirements and assumptions set out in the Audit Planning Letter and may change during delivering the services. Should these requirements not be met we reserve the right to notify you of a revised figure or range and seek your agreement to the change.

Unless otherwise agreed in the Audit Planning Letter, we will render invoices in respect of our fees together with any out of pocket expenses or other charges monthly in arrears and submit a final invoice on completion of the services. Our fees are calculated on the basis of the time and level of staff required to conduct the services during normal office hours.

Sumer Audit is the trading name of Sumer Auditco Limited, a limited company registered in England under company number 14308154. Registered to carry on audit work in the UK by the Institute of Chartered Accountants in England & Wales under number No. C011001214

Our registered office is Acre House, 11-15 William Road, London, NW1 3ER. A list of the directors' names is available for inspection on request, with a full list of offices at www.sumer.co.uk/our-champions.

Sumer Auditco Limited is independent of Sumer Group Holdings Limited. Sumer Group Bidco Limited provides services to Sumer Auditco Limited under a formal arm's length agreement.

002-17-472-26

SUMER AUDIT

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Limitation of liability

Our Standard Terms of Business contain various clauses that restrict or exclude our liability. We draw your attention to clause 19 (Limitation of Liability. In particular, we draw to your attention that we have included a liability cap in the terms of business (at clause 19.3). Its overall effect, in summary, is to limit our liability to you to the sum of £100,000.

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This letter supersedes any previous engagement letter for the period covered. The terms set out in this letter and attached schedules shall take effect immediately upon your countersigning this letter and returning it to us.

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Confirmation of your agreement

Please confirm your agreement to all the terms of this letter and the attached schedules by approving the Client Response. Once it has been agreed, this letter will remain effective until it is replaced.

This letter, together with the attached schedules, constitutes the entire contract between us.

If this letter and the attached schedules are not in accordance with your understanding of our terms of appointment, please contact us.

Yours sincerely

[redacted] s. 40 (1)

Mark Powell
Partner
Sumer Audit

002-17-472-26

SUMER
AUDIT

The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust

We acknowledge receipt of this letter and confirm we have read and understood the contents of this letter, the Schedule of Service and the Standard Terms of Business.

We also confirm that this letter, together with the Schedule of Service and the Standard Terms of Business, fully records the agreement between us concerning your appointment to carry out the work described in the schedules.

s. 40 (1)

Name Janet Morrison, PhD President and Vice-Chancellor Signed [redacted] Date 27-APR-2026

Trustee

Name _____ Signed _____ Date _____

Trustee

For and on behalf of The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Wednesday, April 29, 2026 1:15 PM
To: Brown, Margot
Subject: FW: Harlow Campus

Margot
Please see below [redacted] s. 29 (1)(a)

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

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

-----Original Message-----
From: [redacted] s. 40 (1)
Sent: Wednesday, April 29, 2026 12:46 PM
To: President, The <munpres@mun.ca>
Subject: Harlow Campus

Dear Dr. Morrison,

s. 40 (1) [redacted] very sad to hear that the Campus might be closing this year.

s. 40 (1) [redacted]

On your website I found the comment

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.

002-17-472-26

s. 40 (1)

[redacted]

Regards

[redacted] s. 40 (1)

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Thursday, April 30, 2026 9:15 AM
To: Morrison, Janet
Subject: URGENT - FW: MUN (UK) Final Statements March 31 2025 - For Janet's Signature
Attachments: MUN final accounts 2025 - V6.pdf; MUN letter of rep.docx

Importance: High

Janet, for your approval.

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: Strong, Matthew William <v39mws@mun.ca>
Sent: Thursday, April 30, 2026 8:50 AM
To: President, The <munpres@mun.ca>
Cc: Frew, Rose Mary <rmfrew@mun.ca>; Brown, Margot <mbrown@mun.ca>; Bishop, Scott <scottbishop@mun.ca>
Subject: MUN (UK) Final Statements March 31 2025 - For Janet's Signature
Importance: High

Hi Rose,

Please see attached the final MUN (UK) statements to be signed along with the rep letter. Given the time zone difference, we are under tight deadline for the UK auditors to file today, which is being done by courier this morning.

Asttached are the following for Janet's signature.

- Financial Statements
  - page 3 at end of "Directors Report"
  - page 10; end of Balance Seet
- Rep Letter – to be issued on MUN Letter head and signed and dated

Once we have the signed FS back, the Auditors will insert their signature.

Thanks,
Matt

002-17-472-26

Matthew W.T. Strong CPA, CA
Director, Financial Services
Office of AVP (Finance) and CFO
Memorial University of Newfoundland
A2022 – 230 Elizabeth Ave., St. John's, NL A1C 5S7
Ph. 709-864-4896 Email: mstrong@mun.ca

002-17-472-26

Register No. 6132072

MUN (UK) Limited - a company limited by guarantee

Report and Financial Statements

31 March 2025

002-17-472-26

MUN (UK) Limited
Register No: 6132072

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Balance Sheet	10
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002-17-472-26

MUN (UK) Limited
Register No: 6132072

Company Information

Directors
Dr Jennifer Lokash
Mr Masfiqur Rahman Anik
Dr Janet Kathleen Morrison

Secretary
ABVK Limited
Ability House
121 Brooker Road
Waltham Abbey
England
EN9 1JH

Auditors
Sumer Auditco Limited
Lennox House
3 Pierrepont Street
Bath
BA14 7FJ

Bankers
Barclays Bank Plc
14 The Water Gardens Centre
Harlow
Essex
United Kingdom
CM20 1AN

Registered office
The Maltings
St Johns Walk
Harlow
United Kingdom
Essex

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002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Directors' Report

The directors present their report and financial statements for the year ended 31 March 2025

Principal activities and review of the business

The principal activity of the company is the operation of the Harlow Campus of the Memorial University of Newfoundland. The company commenced trading from 01 April 2007, following the transfer of the net assets from the charity, The Harlow Campus of the Memorial University of Newfoundland Trust. The directors and campus staff remain committed to providing an environment in Harlow conducive to social and economic advancement.

Directors

The following persons served as directors during the year:

Mr Garett Doyle (Resigned 28 January 2026)
Dr Noreen Golfman (Resigned on 13 July 2024)
Ms Sara Inkpen (Resigned 28 January 2026)
Dr Jennifer Lokash
Mr Masfiqur Rahman Anik (Appointed on 11 November 2024)
Dr Janet Kathleen Morrison (Appointed on 11 August 2025)
Dr Lois Farquharson (Resigned on 22 November 2024)
Dr Anthony Payne (Resigned on 22 November 2024)
Ms Jane Delbene (Resigned on 05 November 2024)
Dr Neil Bose (Resigned on 04 April 2025)

Third Party Indemnity Insurance

The indemnity insurance provides cover up to £1,000,000 on any one claim and the cost for the period ended 31 March 2025 was £3483.20.

Principal risks and uncertainties

The directors have considered the major risks to which the company is exposed, which includes, operational, financial, legal and technological risks, and have reviewed these risks and established systems and procedures to manage them.

Directors' statement as to disclosure of information to auditors

The directors who were members of the board at the time of approving the directors' report are listed on page 1 . Having made enquiries of fellow directors and of the company's auditors, each of these directors confirms that:

- to the best of each director's knowledge and belief, there is no information relevant to the preparation of their report of which the company's auditors are unaware; and
- each director has taken all the steps a director might reasonably be expected to have taken to be aware of relevant audit information and to establish that the company's auditors are aware of that information.
- these accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Directors' Report (Continued)

Going concern

In the year ending March 2025, Memorial University provided an operating grant of £525,139 (2024: £565,011). During the year, the Harlow Campus hosted programmes from Memorial University for Archaeology, Arts & Science, Botanical Gardens, Business, Education, Humanities & Social Science, Theatre and Visual Arts. These programmes attracted a total of 149 students and faculty members, generating revenue of £132,455.

For the 2025-26 financial year, Memorial University initially allocated a grant of £292,773 to support the Harlow Campus, which was subsequently revised to £423,959 (2024-25: £525,139). By November 2025, bookings for 2025–26 are estimated at £196,130. However, on 27 January 2026, the controlling party, Memorial University of Newfoundland, resolved to pursue divestment due to financial considerations. Consequently, MUN (UK) Limited is expected to commence the wind-down of its operations from 31 August 2026, given this, the company will cease trading in the UK, and have therefore prepared these accounts on a non-going concern basis.

Until the divestment takes place, the company continues to meet all its contractual liabilities and still continues to receive the full backing and support from its the controlling party, Memorial University of Newfoundland, where funding is provided as and when required.

Auditors

Sumer Auditco Limited were appointed as auditors by the members at the Annual General Meeting in 2025.

The report has been prepared in accordance with the special provisions of s419 (2) of the Companies Act 2006 relating to small companies. In preparing this report, the directors have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006

By order of the board

Dr. Janet Kathleen Morrison
Director

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Statement of Directors' Responsibilities

The directors are responsible for preparing the report and financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (Financial Reporting Standard 102 and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable,
- provide additional disclosures when compliance with the specific requirements in FRS102 is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the company financial position and financial performance;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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002-17-472-26

MUN (UK) Limited
Independent auditor's report
to the member of MUN (UK) Limited

Opinion
We have audited the financial statements of MUN (UK) Limited (the 'company') for the year ended 31 March 2025 which comprise the Income Statement, the Statement of Comprehensive Income, Balance Sheet, the Statement of Changes in Equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the company's affairs as at 31 March 2025 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - financial statements prepared on a basis other than going concern
We draw attention to the disclosure made in note 1 to the financial statements which explains that the financial statements have not been prepared on the going concern basis for the reasons set out in that note. Our opinion is not modified in respect of this matter.

Our responsibilities and the responsibilities of the director with respect to going concern are described in the relevant sections of this report.

Other information
The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit
- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements

002-17-472-26

MUN (UK) Limited
Independent auditor's report
to the member of MUN (UK) Limited

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Directors' Report.

Responsibilities of directors
As explained more fully in the Statement of Directors' Responsibilities set out on page three, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK Financial Reporting Standards and UK taxation legislation.

We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.

002-17-472-26

MUN (UK) Limited
Independent auditor's report
to the member of MUN (UK) Limited

We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report
This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mark Powell (Senior Statutory Auditor)
for and on behalf of Sumer Audit
Statutory Auditor
Chartered Accountants
Lennox House
3 Pierrepont Street
Bath
BA1 1LB

Date: .....

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Income Statement
for the year ended 31 March 2025

	Notes	2025 £	2024 £
Turnover	3	139,420	173,730
Cost of sales		(105,079)	(131,535)
Gross profit		34,341	42,195
Administrative expenses		(632,821)	(561,531)
Other operating income		592,972	508,946
Operating (loss)/profit	4	(5,508)	(10,390)
Interest receivable		1,443	928
(Loss)/profit before taxation		(4,065)	(9,462)
Tax on (loss)/profit	7	-	-
(Loss)/profit for the financial year		(4,065)	(9,462)

The notes on pages 12 to 18 form part of the financial statements.
All operations are continuing.

002-17-472-26

MUN (UK) Limited
Registered No 6132072

Statement of Comprehensive Income
for the year ended 31 March 2025

	Notes	2025 £	2024 £
Loss for the financial year		(4,065)	(9,462)
Other comprehensive (expense)/ income			
Total comprehensive (expense)/income for the year		(4,065)	(9,462)

The notes on pages 12 to 18 form part of the financial statements.
All operations are continuing.

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Balance Sheet
as at 31 March 2025

	Notes		2025 £		2024 £
Fixed assets					
Tangible assets	8		14,564		8,588
Current assets					
Stocks	9	652		-	
Debtors	10	35,336		40,016	
Cash at bank and in hand		61,119		80,726	
		97,107		120,742	
Creditors: amounts falling due within one year	11	(125,128)		(138,722)	
Net current liabilities			(28,021)		(17,980)
Net liabilities			(13,457)		(9,392)
Capital and reserves					
Profit and loss account	12		(13,457)		(9,392)
Total equity			(13,457)		(9,392)

The notes on pages 12 to 18 form part of the financial statements

These financial statements have been prepared in accordance with the provisions applicable to the small companies' regime.

Dr. Janet Kathleen Morrison
Director

Approved by the board on

96

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Statement of Changes in Equity for the year ended 31 March 2025

	Share capital	Profit and loss account	Total
	£	£	£
At 1 April 2023	-	70	70
Loss for the financial year		(9,462)	(9,462)
At 31 March 2024	-	(9,392)	(9,392)
At 1 April 2024	-	(9,392)	(9,392)
Loss for the financial year		(4,065)	(4,065)
At 31 March 2025	-	(13,457)	(13,457)

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Notes to the Accounts
for the year ended 31 March 2025

1 Summary of significant accounting policies

Company information

The principal activity of the company is the operation of the Harlow Campus of the Memorial University of Newfoundland. The company commenced trading from 01 April 2007, following the transfer of the net assets from the charity, The Harlow Campus of the Memorial University of Newfoundland Trust. The directors and campus staff remain committed to providing an environment in Harlow conducive to social and economic advancement.

The company is a company limited by guarantee, incorporated in the United Kingdom and its registered office address is The Maltings, St Johns Walk, Harlow, Essex, United Kingdom CM17 0AJ.

Basis of preparation

The financial statements have been prepared in compliance with United Kingdom Accounting Standards including Financial Reporting Standard (FRS) 102 and the Companies Act 2006, under the historical cost convention. The financial statements are presented in Sterling (£), which is also the company's functional currency, and all values are rounded to the nearest Pound Sterling.

Exemptions for qualiying entities under FRS102

FRS 102 allows a qualifying entity certain disclosure exemptions. The company has taken advantage of the exemption, under FRS 102 paragraph 1.12 (b), from preparing a statement of cash flows, on the basis that it is a qualifying entity.

i) The company is exempt due to being part of a consolidated group
ii) The financial results of the exempted entity have been included in the consolidated financial statements of the parent
iii) The parent company is The Memorial University of Newfoundland, it's registered office is Vice President, Administration, Finance and Advancement, 230 Elizabeth Avenue, Newfoundland and Labrador, Canada A1B 1T5
iv) The financial statements can be obtained from https://www.mun.ca/finance/financial-statements/list-of-financial-statements/

Going concern

In the year ending March 2025, Memorial University provided an operating grant of £525,139 (2024: £565,011). During the year, the Harlow Campus hosted programmes from Memorial University for Archaeology, Arts & Science, Botanical Gardens, Business, Education, Humanities & Social Science, Theatre and Visual Arts. These programmes attracted a total of 149 students and faculty members, generating revenue of £132,455.

For the 2025-26 financial year, Memorial University initially allocated a grant of £292,773 to support the Harlow Campus, which was subsequently revised to £423,959 (2024-25: £525,139) By November 2025, bookings for 2025–26 are estimated at £196,130. However, on 27 January 2026, the controlling party, Memorial University of Newfoundland, resolved to pursue divestment due to financial considerations. Consequently, MUN (UK) Limited is expected to commence the wind-down of its operations from 31 August 2026, given this, the company will cease trading in the UK, and have therefore prepared these accounts on a non-going concern basis.

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Notes to the Accounts for the year ended 31 March 2025

1 Summary of significant accounting policies (Continued)

Going concern (Continued)
Until the divestment takes place, the company continues to meet all its contractual liabilities and still continues to receive the full backing and support from its the controlling party, Memorial University of Newfoundland, where funding is provided as and when required.

Turnover
Turnover is measured at the fair value of the consideration received or receivable, net of discounts and value added taxes. Turnover includes revenue earned from providing accommodation and related services to higher education students and faculties.

Operating grants
Operating grants are recognised when it is reasonable to expect that the grants will be received and that all related conditions are met, usually from the approval of the grants in the board meeting. Grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate. The unspent operating grants will be deferred to match with future expenditure.

Revenue recognition
Revenue is recognised to the extent that the company obtains the right to consideration in exchange for its performance. Revenue is measured at the fair value of the consideration received or receivable.

Tangible fixed assets
Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses. Depreciation is provided on all tangible assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset over it's estimated useful life. As the depreciation is accounting estimates, the company's policy is not to depreciate any asset in the year of acquisition.

Plant and machinery	5 years straight line
Furniture, fixtures and fittings	10 years straight line
Computer equipment	3 years straight line

1 Summary of significant accounting policies (Continued)

Stocks
Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first in first out method. The carrying amount of stock sold is recognised as an expense in the period in which the related revenue is recognised.

Debtors
Short term debtors are measured at transaction price (which is usually the invoice price), less any impairment losses for bad and doubtful debts. Loans and other financial assets are initially recognised at transaction price including any transaction costs and subsequently measured at amortised cost determined using the effective interest method, less any impairment losses for bad and doubtful debts.

Notes to the Accounts
for the year ended 31 March 2025

Creditors

Short term creditors are measured at transaction price (which is usually the invoice price). Loans and other financial liabilities are initially recognised at transaction price net of any transaction costs and subsequently measured at amortised cost determined using the effective interest method.

Taxation

A current tax liability is recognised for the tax payable on the taxable profit of the current and past periods. A current tax asset is recognised in respect of a tax loss that can be carried back to recover tax paid in a previous period. Deferred tax is recognised in respect of all timing differences between the recognition of income and expenses in the financial statements and their inclusion in tax assessments. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing difference, except for revalued land and investment property where the tax rate that applies to the sale of the asset is used. Current and deferred tax assets and liabilities are not discounted.

Provisions

Provisions (ie liabilities of uncertain timing or amount) are recognised when there is an obligation at the reporting date as a result of a past event, it is probable that economic benefit will be transferred to settle the obligation and the amount of the obligation can be estimated reliably.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken to the income statement.

Pensions

The company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the company. The annual contributions payable are charged to the profit and loss account.

2 Critical accounting estimates and judgements

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. There are no critical judgements or key source of estimation uncertainty that are considered to have had a significant effect on amounts recognised in the financial statements.

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Notes to the Accounts
for the year ended 31 March 2025

3 Analysis of turnover	2025 £	2024 £
Sale of goods	139,420	173,730
By geographical market:		
UK	139,420	173,730

4 Operating profit	2025 £	2024 £
This is stated after charging:		
Depreciation of owned fixed assets	4,828	4,960
Auditors' remuneration for audit services	18,391	16,800
Auditors' remuneration for other services	-	2,460

5 Director's emoluments

No director (including directors of the company during the year who were also employees of Memorial University of Newfoundland, the ultimate controlling holding party) or any person related or connected by business to them, received any remuneration from MUN (UK) Ltd during the period.

Throughout their service as directors of MUN (UK) Ltd, the duties of any directors of MUN (UK) Ltd who were also employees of Memorial University of Newfoundland were considered an integral part of their employment at Memorial University of Newfoundland.

6 Staff costs	2025 £	2024 £
Wages and salaries	303,482	315,294
Social security costs	22,505	21,334
Other pension costs	39,321	28,217
	365,308	364,845

Average number of employees during the year	2025 Number	2024 Number
Administration	4	5
Other staff	8	10
	12	15

002-17-472-26

MUN (UK) Limited
Registered No. 6132072

Notes to the Accounts
for the year ended 31 March 2025

7 Taxation

	2025	2024
	£	£
Analysis of charge in period		
Tax on profit on ordinary activities	-	-

Factors affecting tax charge for period
The differences between the tax assessed for the period and the standard rate of corporation tax are explained as follows:

	2025	2024
	£	£
(Loss)/Profit on ordinary activities before tax	(4,065)	(9,462)
Standard rate of corporation tax in the UK	19%	19%
	£	£
Loss on ordinary activities multiplied by the standard rate of corporation tax	(772)	(1,798)
Effects of:		
Expenses not deductible for tax purposes	772	1,798
Current tax charge for period	-	-

8 Tangible fixed assets

	Plant and machinery	Fixtures & Fittings	Computer equipment	Total
	At cost	*At cost*	*At cost*	
	£	£	£	£
Cost or valuation				
At 1 April 2024	123,668	25,102	128,202	276,972
Additions	8,505	130	2,169	10,804
At 31 March 2025	132,173	25,232	130,371	287,776
Depreciation				
At 1 April 2024	117,580	25,097	125,707	268,384
Charge for the year	2,783	5	2,040	4,828
At 31 March 2025	120,363	25,102	127,747	273,212

002-17-472-26

MUN (UK) Limited
Registered No. 6132072

Notes to the Accounts
for the year ended 31 March 2025

Carrying amount				
At 31 March 2025	11,810	130	2,624	14,564
At 31 March 2024	6,088	5	2,495	8,588

9 Stocks	**2025**	**2024**
	£	**£**
Finished goods and goods for resale	652	-

10 Debtors	**2025**	**2024**
	£	**£**
Trade debtors	19,444	39,959
Other debtors	15,892	57
	35,336	40,016

11 Creditors: amounts falling due within one year	**2025**	**2024**
	£	**£**
Trade creditors	51,982	16,480
Other taxes and social security costs	9,245	4,986
Other creditors	-	6,250
Accruals	41,531	39,540
Deferred income	12,382	61,478
Loan from Memorial University	9,988	9,988
	125,128	138,722

12 Profit and loss account	**2025**	**2024**
	£	**£**
At 1 April	(9,392)	70
(Loss)/Profit for the financial year	(4,065)	(9,462)
At 31 March	(13,457)	(9,392)

002-17-472-26

MUN (UK) Limited
Registered No: 6132072

Notes to the Accounts
for the year ended 31 March 2025

13 Post balance sheet events

On 27 January 2026, the controlling party, Memorial University of Newfoundland, resolved to pursue divestment due to financial considerations. Consequently, MUN (UK) Limited is expected to commence the wind-down of its operations from 31 August 2026. Refer to the disclosures on page 12 regarding the going concern status of the company.

14 Called up share capital

The company is a company limited by guarantee and does not have a share capital. The limit of each member's guarantee is £1.

15 Related party transactions

In the year ending 31 March 2025, Memorial University provide an operating grant of £525,139 (2024: £565,011). The company has released £50,000 from deferred income to match the additional expenditure incurred in 2025.

On 15 August 2014 Memorial University of Newfoundland provided an interest free loan to the company of £9,988, which will not be recalled whilst the company has no overdraft facility with its bank, Barclays Bank plc.

During the year, MUN (UK) Limited received £7,836 from the Harlow Scholarship & Bursary Trust (a trust established by Memorial University of Newfoundland) in respect of scholarship awards to students. Of this amount, £4,836 inclusive of bank charges, was paid to students, and £9,250 was returned to the Trust.

At the year end of 31 March 2025, an amount of £1,000 was owed by the Harlow Scholarship & Bursary Trust, relating to missed reimbursement of scholarships paid to four students.

MUN (UK) Limited will pay for the Trust's audit fee for the year, estimated to be £4,500 (2024: £7,000).

16 Ultimate controlling party

The ultimate controlling party is the Memorial University of Newfoundland (a corporation operating under the authority of the Memorial University Act in the Province of Newfoundland and Labrador).

002-17-472-26

MUN (UK) Limited
Detailed profit and loss account
for the year ended 31 March 2025
This schedule does not form part of the statutory accounts

	2025 £	2024 £
Sales	139,420	173,730
Cost of sales	(105,079)	(131,535)
Gross profit	34,341	42,195
Administrative expenses	(632,821)	(561,531)
Other operating income	592,972	508,946
Operating loss	(5,508)	(10,390)
Interest receivable	1,443	928
Loss before tax	(4,065)	(9,462)

002-17-472-26

MUN (UK) Limited
Detailed profit and loss account
for the year ended 31 March 2025
This schedule does not form part of the statutory accounts

	2025 £	2024 £
Sales		
Sales	139,420	173,730
Cost of sales		
Other direct costs	105,079	131,535
Administrative expenses		
Employee costs:		
Wages and salaries	303,482	315 294
Pensions	39,321	28 217
Employer's NI	22,505	21,334
Temporary staff and recruitment	69,579	1,706
Staff training and welfare	1,214	1,804
Travel and subsistence	4,515	2,325
Entertaining	-	223
	440,616	370,903
Premises costs:		
Rates	11,227	10,888
	11,227	10,888
General administrative expenses:		
Telephone and internet	15,757	16,968
Stationery and printing	1,289	2,333
Subscriptions	1,920	304
Bank charges	4,195	3,950
Loss/(profit) on foreign exchange exchange transactions	14	18
Fine and penalty	350	-
Insurance	15,506	15,528
Equipment expensed	51	128
Software	2,118	6,562
Repairs and maintenance	28,562	88,168
Depreciation	4,829	4,957
Sundry expenses	156	159
	74,747	139,075
Legal and professional costs:		
Audit fees	18,391	19,260
Accountancy fees	30,127	11,832
Solicitors fees	28,957	-
Advertising and PR	393	-
Other legal and professional	28,363	9,573
	106,231	40,665
	632,821	561,531
Other operating income		
Other operating income	592,972	508,946

002-17-472-26

TO BE ADDED TO CLIENT LETTERHEAD

Sumer Auditco Limited
Lennox House
3 Pierrepont Street
Bath
BA1 1LB

MUN (UK) Limited

Dear Sirs,

This representation letter is provided in connection with your audit of the financial statements of MUN (UK) Limited for the year ended 31 March 2025 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with UK Generally Accepted Accounting Practice including FRS 102.

By a resolution of the board, passed today, I am directed to confirm to you, in respect of the financial statements of the company (and its subsidiary) for the year ended 31 March 2025 the following:-

1. We have fulfilled our responsibilities under the Companies Act 2006 for preparing financial statements which give a true and fair view in accordance with the relevant accounting standards and for making accurate representations to you.
2. We have provided you with:
    - access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
    - additional information that you have requested from us for the purpose of the audit; and
    - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
3. All transactions have been recorded in the accounting records and are reflected in the financial statements.
4. We acknowledge as directors our responsibilities for the design and implementation of internal control in order to prevent and detect fraud and to prevent and detect error.
5. We confirm that we have disclosed separately to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
6. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that effects the entity and involves:
    - Management;
    - employees who have significant roles in internal control; and
    - others where the fraud could have a material effect on the financial statements.
7. We are not aware of any allegations of fraud or suspected fraud with a potential effect on the financial statements which have been communicated to us by employees, former employees, regulators or other third parties.
8. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.
9. We have disclosed to you the identity of the company's related parties and all related party relationships and transactions of which we are aware.
10. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of the relevant accounting standards.

002-17-472-26

11. In particular, no director, shadow director, their connected persons or other officers had any indebtedness, agreement concerning indebtedness or disclosable interest in a transaction with the company at any time during the period.

12. The following have been properly recorded and, when appropriate, adequately disclosed in the financial statements:

    - losses arising from sale and purchase commitments;
    - agreements and options to buy back assets previously sold;
    - assets pledged as collateral.

13. We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

14. We have no plans to abandon activities or other plans or intentions that will result in any excess or obsolete stocks, and no stock is stated at an amount in excess of net realisable value.

15. The company has satisfactory title to all assets and there are no liens or encumbrances on the company's assets, other than as disclosed in the financial statements.

16. We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent, and all guarantees that we have given to third parties.

17. We confirm that amounts disclosed as provisions are a reasonable estimate for potential future costs arising from obligating events.

18. Should any material events occur which may necessitate revision of the figures included in the financial statements or inclusion in the notes thereto, we will advise you accordingly.

19. The company has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.

20. Except as disclosed in the financial statements, the results for the period were not materially affected by:

    - any change in accounting policies;
    - transactions of a type not usually undertaken by the company;
    - circumstances of an exceptional or non-recurrent nature; or
    - charges or credits relating to prior periods.

21. We have disclosed to you all known actual or possible litigation or claims whose effects should be considered when preparing the financial statements and that they have been accounted for and disclosed in accordance with relevant accounting standards.

22. [redacted] s. 29 (1)(a)

23. We confirm the financial statements are free of material misstatements, including omissions, after audit adjustments per the appendix to the Audit Summary letter have been made.

24. We confirm that unadjusted items are immaterial to the financial statements.

25. We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

002-17-472-26

We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

Yours faithfully

.....
[Director]
Signed on behalf of the board
On

002-17-472-26

Fitzgerald, Renee

From: Morrison, Janet
Sent: Monday, May 4, 2026 6:23 PM
To: Lokash,Jennifer; Wright, Jordan
Cc: Vice-President (Academic); President, The; Brown, Margot
Subject: Re: Harlow Campus

Thanks Rose, Margot.

[redacted] s. 29 (1)(a) Jordan: [redacted] s. 29 (1)(a)

[redacted]

JM

Get Outlook for Mac

From: President, The <munpres@mun.ca>
Date: Wednesday, April 29, 2026 at 2:19 PM
To: Morrison, Janet <jmorrison@mun.ca>, Lokash,Jennifer <jlokash@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>
Subject: FW: Harlow Campus

Janet and Jennifer,
Please see email below which will require a response.
(Margot suggested I send to you both.)

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

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

-----Original Message-----
From: [redacted] s. 40 (1)
Sent: Wednesday, April 29, 2026 12:46 PM
To: President, The <munpres@mun.ca>
Subject: Harlow Campus

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: Millan, Roxanne
Sent: Tuesday, May 5, 2026 7:46 AM
To: Wright, Jordan
Cc: Vice-President (Academic); President, The
Subject: RE: Harlow Campus - [redacted] s. 29 (1)(a)

Thanks Jordan.

From: Wright, Jordan <jwwright@mun.ca>
Sent: Monday, May 4, 2026 9:55 PM
To: Millan, Roxanne <rmillan@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; President, The <munpres@mun.ca>
Subject: Re: Harlow Campus - [redacted] s. 29 (1)(a)

Thank you Roxanne.

This was also shared by Janet and Jennifer [redacted] s. 29 (1)(a)

[redacted]

Thank you again.

Jordan

Get Outlook for Android

From: Millan, Roxanne <rmillan@mun.ca>
Sent: Friday, May 1, 2026 4:28:24 PM
To: Wright, Jordan <jwwright@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; President, The <munpres@mun.ca>
Subject: FW: Harlow Campus - [redacted] s. 29 (1)(a)

Hi Jordan,

s. 29 (1)(a)

[redacted]

As part of your upcoming divestment visit to Harlow, [redacted] s. 29 (1)(a)

Many thanks,
Roxanne

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

002-17-472-26

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

T 709 864 8246

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

---Original Message---
From: Vice-President (Academic) <vpacad@mun.ca>
Sent: Wednesday, April 29, 2026 2:24 PM
To: Millan, Roxanne <rmillan@mun.ca>
Subject: FW: Harlow Campus

-----Original Message-----
From: President, The <munpres@mun.ca>
Sent: Wednesday, April 29, 2026 2:19 PM
To: Morrison, Janet <jmorrison@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>
Subject: FW: Harlow Campus

Janet and Jennifer,
Please see email below which will require a response.
(Margot suggested I send to you both.)

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

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

-----Original Message-----
From: [redacted] s. 40 (1)
Sent: Wednesday, April 29, 2026 12:46 PM
To: President, The <munpres@mun.ca>
Subject: Harlow Campus

Dear Dr. Morrison,

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: Wright, Jordan
Sent: Wednesday, May 6, 2026 8:11 AM
To: Morrison, Janet; Lokash,Jennifer
Cc: Vice-President (Academic); President, The; Brown, Margot
Subject: RE: Harlow Campus

Certainly Janet. I will check in with Rose today.

Best.

Jordan

Jordan Wright BA, MBA, PMP
he/him
Senior Advisor and Project Manager

Memorial University
Office of the President

T +1 709 864 6238

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Monday, May 4, 2026 9:54 PM
To: Wright, Jordan <jwwright@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Campus

Thank you. Can you please coordinate with Rose when your back?

JM

Get Outlook for iOS

From: Wright, Jordan <jwwright@mun.ca>
Sent: Monday, May 4, 2026 9:51:41 PM
To: Lokash,Jennifer <jlokash@mun.ca>; Morrison, Janet <jmorrison@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Campus

Hi Janet and Jennifer.

Roxanne shared this with me as well and suggested [redacted] s. 29 (1)(a)

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

002-17-472-26

s. 29 (1)(a)

[redacted]

Best.

Jordan

Get Outlook for Android

From: Lokash,Jennifer <jlokash@mun.ca>
Sent: Monday, May 4, 2026 6:31:02 p.m.
To: Morrison, Janet <jmorrison@mun.ca>; Wright, Jordan <jwwright@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Campus

[redacted]

s. 29 (1)(a)

JL

Get Outlook for iOS

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Monday, May 4, 2026 6:23:21 PM
To: Lokash,Jennifer <jlokash@mun.ca>; Wright, Jordan <jwwright@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>; President, The <munpres@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: Re: Harlow Campus

Thanks Rose, Margot.

s. 29 (1)(a)

[redacted] Jordan: [redacted]

s. 29 (1)(a)

JM

Get Outlook for Mac

From: President, The <munpres@mun.ca>
Date: Wednesday, April 29, 2026 at 2:19 PM
To: Morrison, Janet <jmorrison@mun.ca>, Lokash,Jennifer <jlokash@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>
Subject: FW: Harlow Campus

Janet and Jennifer,
Please see email below which will require a response.

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Wednesday, May 6, 2026 11:56 AM
To: [redacted]
Cc: 'Wright, Jordan'
Subject: RE: Harlow Campus

Thank you for your email. I am acknowledging receipt on behalf of the President's Office. (My sincerest apologies for the delay.)

Your email has been forwarded to our Jordan Wright, who is the main point of contact for the divestment process. (I am copying Jordan on this email as an e-introduction for you both.)

Memorial is currently going through the process of reviewing inventory, [redacted] s. 40 (1) but Jordan will be in touch within the coming days to discuss your email below.

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

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

-----Original Message-----
From: [redacted] s. 40 (1)
Sent: Wednesday, April 29, 2026 12:46 PM
To: President, The <munpres@mun.ca>
Subject: Harlow Campus

Dear Dr. Morrison,

[redacted] s. 40 (1) very sad to hear that the Campus might be closing this year.

[redacted] s. 40 (1)

On your website I found the comment

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: Wright, Jordan
Sent: Wednesday, May 6, 2026 2:43 PM
To: s. 40 (1) [redacted]
Subject: RE: Harlow Campus

Thank you Rose and good afternoon [redacted] s. 40 (1)

As mentioned, we're currently working through the next steps of our divestment process which includes completing an inventory of articles at the campus.

I will actually be onsite toward the end of next week with another colleague of mine, and could potential meet with you to discuss this further if you have availability on Friday, May 15th?

Please let me know if this works for you and I would be happy to get together for this discussion.

Thank you again for reaching out and I look forward to hearing from 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

From: President, The <munpres@mun.ca>
Sent: Wednesday, May 6, 2026 11:56 AM
To: [redacted] s. 40 (1)
Cc: Wright, Jordan <jwwright@mun.ca>
Subject: RE: Harlow Campus

Thank you for your email. I am acknowledging receipt on behalf of the President's Office. (My sincerest apologies for the delay.)

Your email has been forwarded to our Jordan Wright, who is the main point of contact for the divestment process. (I am copying Jordan on this email as an e-introduction for you both.)

Memorial is currently going through the process of reviewing inventory, [redacted]
s. 40 (1) [redacted] but Jordan will be in touch within the coming days to discuss your email below.

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

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Wednesday, May 27, 2026 10:49 AM
To: Morrison, Janet; Brown, Margot
Subject: FW: MUN President's Inbox: Harlow Campus Part 2

Forwarding for your information.

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, May 27, 2026 5:42 AM
To: President, The <munpres@mun.ca>
Subject: MUN President's Inbox: Harlow Campus Part 2

https://mattbarter.ca/2026/05/27/mun-presidents-inbox-harlow-campus-part-2/

002-17-472-26

Fitzgerald, Renee

From: [redacted] s. 40 (1)
Sent: Sunday, May 31, 2026 1:06 PM
To: President, The
Subject: Expression of Interest to Purchase Harlow Campus - [redacted] s. 40 (1)

Good day,
My name is [redacted] s. 40 (1)
[redacted] interested in presenting you with an Expression of Interest for the purchase of the Harlow Campus. The letter EOI is attached. If there is someone more appropriate please to let me know. [redacted] s. 40 (1) [redacted] I look forward to hearing from you.

Cheers,

[redacted] s. 40 (1)

002-17-472-26

Outlook

Re: Harlow Trust audit 2025 and winding up

From Morrison, Janet <jmorrison@mun.ca>
Date Sat 6/13/2026 1:25 PM
To Brown, Margot <mbrown@mun.ca>

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

Thx,
JM

Get Outlook for Mac

From: Brown, Margot <mbrown@mun.ca>
Date: Wednesday, May 20, 2026 at 1:27 PM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: FW: Harlow Trust audit 2025 and winding up

Let's discuss

From: Jayne Platt <[redacted]
Sent: Tuesday, May 19, 2026 7:33 PM
To: [redacted] s. 40 (1)
Cc: Millan, Roxanne <rmillan@mun.ca>; Filmer, Matthew <mfilmer@mun.ca>; Strong, Matthew William <v39mws@mun.ca>; David Phillips <[redacted]
Subject: Re: Harlow Trust audit 2025 and winding up

Dear Vicky and All

MUN UK is a separate legal entity to the Scholarship Trust charity.

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

[redacted]

I hope this helps the Auditors.

Kind regards

Jayne Platt

s. 40 (1)

On Tue, 19 May 2026 at 16:16, <[redacted]> wrote:

> Hi Jayne,

002-17-472-26

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

[redacted]

If anyone has any information or ideas regarding this matter, please feel free to share.

Kind regards,

Vicky

Accountants and Business Advisors
Vicky Kong FCCA, BA (Hons) | Chartered Certified Accountants and Business Advisors
Tel +44 (0) 208 532 9205 | Mob [redacted] s. 40 (1)
M25 Business Centre | Ability House | 121 Brooker Road | Waltham Abbey | EN9 1JH
www.abvk.co.uk

002-17-472-26

Outlook

FW: Harlow Trust audit 2025 and winding up

From Morrison, Janet <jmorrison@mun.ca>
Date Tue 6/16/2026 2:41 PM
To [redacted] s. 40 (1)
Cc Millan, Roxanne <rmillan@mun.ca>; Filmer, Matthew <mfilmer@mun.ca>; Strong, Matthew William <v39mws@mun.ca>; David Phillips [redacted]; Wright, Jordan <jwwright@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Worsfold, Scott <dsworsfold@mun.ca>

Dear Jayne,

My apologies for the delayed response but I wanted you circle back re your email below [redacted] s. 29 (1)(a), s. 35 (1)(b)

[redacted] Further to prior communications, however, we are proceeding with the divestment of the Harlow Campus property; as a result, there will not be any students in residence after August 31s.. [redacted] s. 29 (1)(a), s. 35 (1)(b)

Please be in touch if you'd like to schedule a call to discuss this further.

Warmly,
Janet

From: Jayne Platt [redacted]
Sent: Tuesday, May 19, 2026 7:33 PM
To: [redacted] s. 40 (1)
Cc: Millan, Roxanne <rmillan@mun.ca>; Filmer, Matthew <mfilmer@mun.ca>; Strong, Matthew William <v39mws@mun.ca>; David Phillips <[redacted]
Subject: Re: Harlow Trust audit 2025 and winding up

Dear Vicky and All

MUN UK is a separate legal entity to the Scholarship Trust charity. s. 29 (1)(a), s. 35 (1)(b)

[redacted]

I hope this helps the Auditors.

Kind regards

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: Wright, Jordan
Sent: Friday, July 3, 2026 8:21 AM
To: Grace Lewis; Gary Salisbury; Morrison, Janet
Cc: Hannah Marriott; President, The
Subject: RE: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

Thank you for confirming Grace. We'll review next week and will be in touch.

Best.

Jordan

Jordan Wright BA, MBA, PMP
he/him
Lead, Transformation Office

Memorial University
Office of the Vice-President (Finance and Administration)

T +1 709 864 6238

From: Grace Lewis <grace.lewis@harlow.gov.uk>
Sent: Friday, July 3, 2026 5:10 AM
To: Wright, Jordan <jwwright@mun.ca>; Gary Salisbury <gsalisbury@harlow-college.ac.uk>; Morrison, Janet <jmorrison@mun.ca>
Cc: Hannah Marriott <hannah.marriott@harlow.gov.uk>; President, The <munpres@mun.ca>
Subject: RE: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

Hello Jordan

Apologies, I should have clarified these are UK BST times, during the working hours of Councillor Swords.

If these times prove difficult, I will see if something outside of hours can be arranged.

Kind regards
Grace

Grace Lewis
Executive Officer
Executive Office

Main contact: **01279 446655**
grace.lewis@harlow.gov.uk | www.harlow.gov.uk
Harlow Council, Civic Centre, The Water Gardens, Harlow, CM20 1WG

002-17-472-26





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From: Wright, Jordan <jwwright@mun.ca>
Sent: 02 July 2026 16:01
To: Grace Lewis <grace.lewis@harlow.gov.uk>; Gary Salisbury <gsalisbury@harlow-college.ac.uk>; Morrison, Janet <jmorrison@mun.ca>
Cc: Hannah Marriott <hannah.marriott@harlow.gov.uk>; President, The <munpres@mun.ca>
Subject: RE: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

Thank you for this Grace.

We certainly appreciate the outreach and would be happy to speak with Cllr Swords.

I have cc'd the President's office to assist us with scheduling. I'm wondering if you could confirm if the times listed are UK or here local in Newfoundland?

Best.

Jordan

Jordan Wright BA, MBA, PMP
he/him
Lead, Transformation Office

Memorial University
Office of the Vice-President (Finance and Administration)

T +1 709 864 6238

From: Grace Lewis <grace.lewis@harlow.gov.uk>
Sent: Thursday, July 2, 2026 12:09 PM
To: Wright, Jordan <jwwright@mun.ca>; Gary Salisbury <gsalisbury@harlow-college.ac.uk>; Morrison, Janet <jmorrison@mun.ca>
Cc: Hannah Marriott <hannah.marriott@harlow.gov.uk>
Subject: Personal introductions concerning the Harlow Campus of Memorial University of Newfoundland

Dear all

I hope you are well.

002-17-472-26

I am emailing to set up the above, albeit a little delayed but very keen to get this scheduled in.

Please see below some days/times Cllr Swords would be available for a Teams call:

15th July at 2pm
3rd August – anytime after 10am
4th August – anytime after 10am
6th August between 10-12pm
7th August – between 10-12pm

Kind regards
Grace

Grace Lewis
Executive Officer
Executive Office

Main contact: **01279 446655**
grace.lewis@harlow.gov.uk | www.harlow.gov.uk
Harlow Council, Civic Centre, The Water Gardens, Harlow, CM20 1WG





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This E-Mail and any attachments are intended for the addressee only, and may contain confidential or privileged information. If you are not, or suspect you are not, the intended recipient, you must not copy, distribute or take any action in reliance on it. If you have received this E-Mail in error please notify us immediately and delete this E-Mail and any attachments. Please note that although this message has been checked for viruses, we cannot guarantee that this message or any attachment is virus free or has not been intercepted or amended. The information contained in this E-Mail may be subject to public disclosure under the Freedom of Information Act 2000. Unless the information is legally exempt from disclosure, the confidentiality of this E-Mail and your reply cannot be guaranteed. The views of the author

002-17-472-26

may not necessarily reflect those of the Council. All communications sent to or from the Council may be subject to recording and / or monitoring in accordance with relevant legislation.

002-17-472-26

Fitzgerald, Renee

From: [redacted] s. 40 (1)
Sent: Thursday, July 30, 2026 7:21 AM
To: President, The
Subject: Former Vice President of Harlow Campus Threatened MUN With £17.5 Million UK GDPR Fine Over Contract Disclosure

https://mattbarter.ca/2026/07/30/former-vice-president-of-harlow-campus-threatened-mun-with-17-5-million-uk-gdpr-fine-over-contract-disclosure/

002-17-472-26

Fitzgerald, Renee

From: Brown, Margot
Sent: Thursday, July 30, 2026 7:26 AM
To: Fitzgerald, Renee; President, The
Subject: Re: Harlow

Thanks Renee; also Rose, could you send a PVP invite to the additional invitees?

Get Outlook for iOS

From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Thursday, 30 July 2026 03:03:48
To: Brown, Margot <mbrown@mun.ca>; President, The <munpres@mun.ca>
Subject: Harlow

Morning (or middle of the night). s. 40 (1) [redacted] can you send out an invite for a Harlow meeting for 8:30 Friday morning. Anik responded that he was good finally and Linda Tilley is holding it in Jennifer's calendar. Roxanne was supposed to have a BN ready but don't see it in my emails. She probably got it sent to president email. Roxanne said she will be there too

I'll be in touch
Thanks
Renee

Get Outlook for iOS

002-17-472-26

Fitzgerald, Renee

From: Raske, Matthew
Sent: Thursday, July 30, 2026 11:58 AM
To: President, The
Subject: Re: Harlow

Hi Rose,

I'm out of the office, but I've forwarded the invite to Scott who will be around tomorrow. You might want to check in with him to confirm his availability.

Thanks,
Matthew

MATTHEW RASKE | ASSOCIATE COUNSEL
Office of the General Counsel
Memorial University of Newfoundland
Arts and Administration Building | Room A1005
St. John's, NL
709-864-4017 | mraske@mun.ca

This email is governed by Memorial's Electronic Communications Disclaimer.

From: President, The <munpres@mun.ca>
Sent: Thursday, July 30, 2026 11:28 AM
To: President, The <munpres@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; Anik Rahman (mra200@mun.ca) <mra200@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Raske, Matthew <mraske@mun.ca>
Cc: Vice-President (Academic) <vpacad@mun.ca>
Subject: Harlow
When: Fri 7/31/2026 8:30 AM - 9:00 AM
Where: Microsoft Teams Meeting

Microsoft Teams meeting

Join:

https://teams.microsoft.com/meet/[redacted]

Meeting ID: [redacted]

Passcode: [redacted]

s. 31 (1)(l)

Need help? | System reference

002-17-472-26

For organizers: Meeting options

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Friday, July 31, 2026 10:17 AM
To: Brown, Margot
Subject: FW: Former Vice-President of Harlow Campus Threatened MUN With £17.5 Million UK GDPR Fine Over Contract Disclosure

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

[redacted]

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: Thursday, July 30, 2026 7:21 AM
To: President, The <munpres@mun.ca>
Subject: Former Vice-President of Harlow Campus Threatened MUN With £17.5 Million UK GDPR Fine Over Contract Disclosure

https://mattbarter.ca/2026/07/30/former-vice-president-of-harlow-campus-threatened-mun-with-17-5-million-uk-gdpr-fine-over-contract-disclosure/

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Monday, August 3, 2026 9:15 AM
To: Brown, Margot
Subject: FW: MUN President Janet Morrison's Letter to Vice-President of Harlow Campus Jingjing Xu

Margot,
For your information.

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: Sunday, August 2, 2026 4:58 AM
To: President, The <munpres@mun.ca>
Subject: MUN President Janet Morrison's Letter to Vice-President of Harlow Campus Jingjing Xu

https://mattbarter.ca/2026/08/02/mun-president-janet-morrisons-letter-to-vice-president-of-harlow-campus-jingjing-xu/

002-17-472-26

Fitzgerald, Renee

From: Osmond, Michelle
Sent: Wednesday, August 12, 2026 8:26 AM
To: Morrison, Janet; Lokash,Jennifer; Dyke, Paula
Cc: Wright, Jordan; Millan, Roxanne; President, The; LeGresley, Amy Melissa
Subject: FW: URGENT: BBC enquiry re Harlow university campus closure

Importance: High

Good morning folks,
We received this request from the BBC regarding Harlow. Mathew Filmer has confirmed that it is not a Harlow employee. We will draft a response today and send to this group for review.

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 709 728 2364

MEMORIAL UNIVERSITY 100

LOOKING BACK | LAUNCHING FORTH

mun.ca/100

From: Stuart Woodward <stuart.woodward@bbc.co.uk>
Sent: Wednesday, August 12, 2026 6:52 AM
To: Harlow Campus <harlow@mun.ca>; Pelley, Chad <chad.pelley@mun.ca>; Osmond, Michelle <mlosmond@mun.ca>
Cc: Rachel Sharman <rachel.sharman@bbc.co.uk>; Claire Sawyer <claire.sawyer@bbc.co.uk>
Subject: URGENT: BBC enquiry re Harlow university campus closure
Importance: High

s. 40 (1)

Good morning, Stuart from the BBC in Essex here. We have been approached [redacted] who is concerned about the campus' impending closure at the end of this month due to financial reasons and a drop in student enrolments.

Below is a copy of a letter which he has written to several Canadian officials - including the Prime Minister Mark Carney - and the UK Secretary of State for Education, Bridget Phillipson - asking them to intervene in this matter and try to prevent the closure.

I am due to go and meet him at the university campus today, as well as speaking to some other alumni of the university who should be there at the same time. The current plan is for this story to be for BBC TV, radio and online.

002-17-472-26

Please can you provide us with an updated statement from the university, which addresses the following matters:

- Confirmation of how many students / staff are still at the Harlow campus
- Confirmation of when they will leave (31 August still?)
- Reasons for the closure (specifically how much debt the university is in and the percentage drop in student numbers, as mentioned here in your release)
- How many staff have been made redundant
- How many buildings are on the campus site
- What is the plan for these buildings, and have any already been bought or reached an agreement in principle with a buyer
- How much revenue is the university hoping to recoup from the sale of these buildings?

And then for some extra background information, if you're able to tell us any of the following information please, that would be very helpful:

- What subjects have been taught at the university's Harlow campus over the last year, or historically before this last year?
- How many students have been taught at the Harlow campus?
- Have students at the university all been Canadians who have travelled to Harlow to study, or have there been any non-Canadian students who've studied there (i.e. could a UK student have applied to study there?)
- Have they been a mixture of undergraduate and postgraduate students?

We would be very grateful if this information could be provided in addition to a quote which we can attribute to someone from the university.

If you could please send me your response **by the close of play today** (5pm Ottawa time on Wednesday 12 Aug), I would be very grateful so we can include it within our coverage. Please can you copy in my colleagues Claire and Rachel on any reply.

Kind regards,

Stuart Woodward
Senior Reporter
BBC Essex / BBC Look East / BBC News Online
01245 616066 / 07720 078992

To the Right Honorable Prime Minister Mark Carney and The Honourable Minister of Finance François-Philippe Champagne, The Honourable Premier Tony Wakeham (and Provincial Leaders), The Honourable Carol Anstey (MP Long Range Mountains); Honourable Secretary of State for Education (UK) Bridget Phillipson.

002-17-472-26

Canada is at a crucial juncture in attempts to diversify its trading partners and to forge closer relationships with friendly countries including the United Kingdom and members of the EU. Newfoundland and Labrador, as the easternmost province, is the gateway to our European neighbours.

For decades students from Newfoundland and Labrador have travelled to the United Kingdom (UK), and from there throughout the EU, staying at the Harlow Campus of Memorial University. The Campus was originally a charitable gift by Lord Taylor. Taylor was vital to the creation of the UK's NHS and to setting up the health care system in Canada and Newfoundland and Labrador.

Students at Harlow have for years provided growing, meaningful links between Canada and the UK and Europe at large. Some have even settled in the UK, starting families. It has especially given students from rural communities in the province a unique opportunity to make connections in Europe and to spread knowledge about the cultural history of Newfoundland and Labrador in Europe.

The Harlow Campus is located in the beautiful historic town of Old Harlow and is also only a 40 minute train ride from London Liverpool Street station and the heart of London's financial district. Through an improved business plan the campus could maximize use of the space while providing a vital hub for Canadian academics, as well as cultural and financial leaders and researchers in the UK. It's located in a quiet and safe location, surrounded by fields and sites of historical importance, while still allowing access to London's busy downtown core.

As of now Memorial University is set to sell away Harlow Campus - an institution donated to the university as a charitable gift and one that has touched countless lives. However, this sale requires Canadian Federal Government approval to be completed.
So I implore you, as Federal leaders, to instead step in and help re-imagine Harlow Campus as more than just the beacon of connection it has been and can be in this moment, but as a launch pad for stronger international relationships. The cost to repair and maintain Harlow Campus, shared between the Federal Government and Memorial University would be miniscule - but the rewards are invaluable - let alone if other academic institutions in Canada and the UK or the UK Government were to become involved.

With Federal support it could not only continue to host students from Newfoundland and Labrador and all of Canada - through Memorial University and other academic institutions - but could serve as a research institute to study and forge the connections Canada needs right now to closer integrate as well as create trade and cultural ties with the UK and EU.

This is an easy win for students from Newfoundland and Labrador and across Canada, for opportunities for Canadians, for building and diversifying the Canadian economy, and for meeting the world as it is while making the most of what we have already built.

The town of Old Harlow already has strong links with Canada - many in Harlow do not want to see the end of the presence of Canadians in their community - which has added to the richness of the area and forged strong bonds. The connection is so strong that there's even a full scale Tim Hortons in Harlow.

Prime Minister Mark Carney, you are known for saying you want to hear what we can do, not what we can't do - what people are for rather than what they are against. Re-imagining Harlow Campus, and building on it, is rooted in asking what we can do.
I've seen first hand how access to the Harlow Campus has driven innovation and changed lives for the better. Losing this resource forever - and this opportunity to move forward - would be such a meaningless waste. There is still time to save the campus and our opportunities in the UK and EU.

002-17-472-26

I look forward to your response and [redacted] s. 40 (1)

002-17-472-26

Fitzgerald, Renee

From: Osmond, Michelle
Sent: Wednesday, August 12, 2026 12:43 PM
To: Dyke, Paula; Griffin, Courtenay; LeGresley, Amy Melissa; Lokash,Jennifer; Millan, Roxanne; Morrison, Janet; President, The; Wright, Jordan
Subject: Osmond, Michelle shared "BBC response - Harlow - Aug. 12, 2026" with you



Osmond, Michelle invited you to edit a file

Hi all, here is our draft response to the BBC request for your review. They have asked that we respond by end of day. We've also had two local media enquiries this week - one regarding Geo and one on Harlow - and our response was that the assets are not for sale yet and that we will let the community know as the divestment progresses.

Thanks in advance,
Michelle



BBC response - Harlow - Aug. 12, 2026



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

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002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Monday, August 17, 2026 11:18 AM
To: Brown, Margot
Subject: FW: BBC story on Harlow

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: Osmond, Michelle <mlosmond@mun.ca>
Sent: Monday, August 17, 2026 8:52 AM
To: Morrison, Janet <jmorrison@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Dyke, Paula <pdyke@mun.ca>
Cc: President, The <munpres@mun.ca>; Whelan, Meaghan <mcwhelan@mun.ca>; Millan, Roxanne <rmillan@mun.ca>
Subject: BBC story on Harlow

Good morning folks,
The BBC published their story on Harlow this morning: https://www.bbc.com/news/articles/c77g5v401gxo. It is fairly neutral in tone and does not feature prominently on the website. I had to do a search to find it.

Cheers,
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)

MEMORIAL UNIVERSITY 100
LOOKING BACK | LAUNCHING FORTH

mun.ca/100

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Monday, August 17, 2026 12:41 PM
To: Morrison, Janet
Cc: Brown, Margot; Lokash,Jennifer; Millan, Roxanne; Vice President (Academic)
Subject: FW: Harlow Campus

Forwarding for your information.

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



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From: alant . <alant@eaglesec.co.uk>
Sent: Monday, August 17, 2026 11:53 AM
To: Filmer, Matthew <mfilmer@mun.ca>
Cc: Worsfold, Scott <dsworsfold@mun.ca>; President, The <munpres@mun.ca>; Eagles Security <security@eaglesec.co.uk>; b gutsa <b.gutsa@eaglesec.co.uk>
Subject: Harlow Campus

Hello Mr Filmer and I hope this email finds you well?

As you know we provide onsite guarding services during the weekends and various other times and have done for quite some time.

We understand that the situation at site will be changing very quickly as we are led to believe the site is closing and that eventually sold to a buyer once identified.

Basically, if we can be of any help during this period and you feel that the empty premises require dedicated security then please do consider calling us as we would be more than happy to assist you.

If the information I have is incorrect the please accept my apologies.

We hope all goes well for you but remember that the security officers employed by Harlow Campus can be assisted especially during night shifts.

Will be pleased to hear from you at any time

Thank you

002-17-472-26

Alan Thomas
Business Development Director
Mobile [redacted] s. 40 (1)

EAGLES SECURITY SERVICES

Unit 73, Greenway Business Centre, Harlow, Essex CM19 5QE
Tel 020 8696 1871 | 01279 441 649 Email alant@eaglesec.co.uk

eaglesec.co.uk

We support www.victimsupport.org.uk helping people move beyond the impact of crime.

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Registered Address: Unit 73, Greenway Business Centre, Harlow, Essex CM19 5QE

Company Accreditations & Approvals: SIA Approved Contractor | Safe Contractor Approved (N000134219) | ISO 9001:2015 (6898QMS001) Constructionline Gold (00405932) | CHAS | Achilles (ID 5136720)

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Please consider the environment, do not print this email unless you need to.

002-17-472-26

Fitzgerald, Renee

From: alant . <alant@eaglesec.co.uk>
Sent: Tuesday, August 18, 2026 8:22 AM
To: Filmer, Matthew
Cc: Worsfold, Scott; President, The; Eagles Security; b gutsa
Subject: Re: Harlow Campus

Hello Matthew

Thanks for responding to me and I will look forward to talking to you soon.

Cheers

Alan Thomas
Business Development Director

Mobile [redacted] s. 40 (1)

EAGLES SECURITY SERVICES

Tel 020 8696 1871 | 01279 441 649
Email alant@eaglesec.co.uk | Web www.eaglesec.co.uk

From: Filmer, Matthew <mfilmer@mun.ca>
Sent: 17 August 2026 19:12
To: alant . <alant@eaglesec.co.uk>
Cc: Worsfold, Scott <dsworsfold@mun.ca>; President, The <munpres@mun.ca>; Eagles Security <security@eaglesec.co.uk>; b gutsa <b.gutsa@eaglesec.co.uk>
Subject: Re: Harlow Campus

Hi Alan,

Thanks for reaching out.

I was planning on contacting you shortly.

Speak soon

Kind regards,

Matthew Filmer

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Tuesday, August 18, 2026 10:52 AM
To: Morrison, Janet
Cc: Brown, Margot
Subject: FW: Dozens of Redactions Removed From Second Batch of Harlow Files Following OIPC Investigation

Forwarding for your information.

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: Tuesday, August 18, 2026 5:54 AM
To: President, The <munpres@mun.ca>
Subject: Dozens of Redactions Removed From Second Batch of Harlow Files Following OIPC Investigation

https://mattbarter.ca/2026/08/18/dozens-of-redactions-removed-from-second-batch-of-harlow-files-following-oipc-investigation/

002-17-472-26

Fitzgerald, Renee

From: alant . <alant@eaglesec.co.uk>
Sent: Wednesday, August 19, 2026 5:43 AM
To: Filmer, Matthew
Cc: Worsfold, Scott; President, The; Eagles Security; b gutsa
Subject: Re: Harlow Campus

Good Morning Matthew and I hope this email finds you well?

With regards to your reply to me [redacted] s. 40 (1) is there a chance that you could call me today [redacted] so that we can understand what you might require from us moving ahead.

If you are unable to contact me today then please do call me next week, however my colleague Sylvester will always answer my phone when I am not available should you wish to discuss matters more urgently.

Thanks for your patience and understanding and I do look forward to talking to you as and when you are able to, you must be very busy at this time so fully understand.

Thanks again

Alan Thomas
Business Development Director

Mobile [redacted] s. 40 (1)

EAGLES SECURITY SERVICES

Tel 020 8696 1871 | 01279 441 649
Email alant@eaglesec.co.uk | Web www.eaglesec.co.uk

From: Filmer, Matthew <mfilmer@mun.ca>
Sent: 17 August 2026 19:12
To: alant . <alant@eaglesec.co.uk>
Cc: Worsfold, Scott <dsworsfold@mun.ca>; President, The <munpres@mun.ca>; Eagles Security <security@eaglesec.co.uk>; b gutsa <b.gutsa@eaglesec.co.uk>
Subject: Re: Harlow Campus

Hi Alan,

Thanks for reaching out.

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Wednesday, August 19, 2026 9:16 AM
To: Morrison, Janet
Cc: Brown, Margot; Lokash,Jennifer; Millan, Roxanne
Subject: FW: Harlow Campus

Forwarding for your information and awareness.

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



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From: alant . <alant@eaglesec.co.uk>
Sent: Wednesday, August 19, 2026 5:43 AM
To: Filmer, Matthew <mfilmer@mun.ca>
Cc: Worsfold, Scott <dsworsfold@mun.ca>; President, The <munpres@mun.ca>; Eagles Security <security@eaglesec.co.uk>; b gutsa <b.gutsa@eaglesec.co.uk>
Subject: Re: Harlow Campus

Good Morning Matthew and I hope this email finds you well?

With regards to your reply to me [redacted] s. 40 (1) is there a chance that you could call me today [redacted] so that we can understand what you might require from us moving ahead.

If you are unable to contact me today then please do call me next week, however my colleague Sylvester will always answer my phone when I am not available should you wish to discuss matters more urgently.

Thanks for your patience and understanding and I do look forward to talking to you as and when you are able to, you must be very busy at this time so fully understand.

Thanks again

Alan Thomas
Business Development Director

Mobile [redacted] s. 40 (1)

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

IAP Office

002-17-472-26

Fitzgerald, Renee

From: Pelley, Chad
Sent: Monday, August 24, 2026 3:59 PM
To: President, The
Subject: Re: Information/ Statement Request - The Independent - Newfoundland & Labrador

No worries, I am on it!

CHAD PELLEY | MANAGER OF COMMUNICATIONS AND MEDIA RELATIONS

Have a story you want to share with media? Use our news pitch form.

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

From: President, The <munpres@mun.ca>
Date: Monday, August 24, 2026 at 3:52 PM
To: Pelley, Chad <chad.pelley@mun.ca>
Subject: FW: Information/ Statement Request - The Independent - Newfoundland & Labrador

Chad, apologies… I forwarded this to Paula by mistake… for your attention.
Sender issued to Janet directly as noted below.

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

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

From: President, The
Sent: Monday, August 24, 2026 3:28 PM
To: Dyke, Paula (pdyke@mun.ca) <pdyke@mun.ca>; Brown, Margot <mbrown@mun.ca>
Subject: FW: Information/ Statement Request - The Independent - Newfoundland & Labrador

Please see below - Sender issued directly to 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

002-17-472-26

[redacted]

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---

From: Kenny Sharpe <kenny.sharpe@theindependent.ca>
Sent: Monday, August 24, 2026 3:23 PM
To: President, The <munpres@mun.ca>; President, The <munpres@mun.ca>; Morrison, Janet <jmorrison@mun.ca>
Subject: Information/ Statement Request - The Independent - Newfoundland & Labrador

Information/ Statements Request - The Independent - Newfoundland & Labrador

Hi there, this is a statements request for Memorial University President Janet Morrison.

My name is Kenny Sharpe, I am a reporter with The Independent - Newfoundland & Labrador.

Nice to meet you, I hope you are finding time to enjoy summer, and thank you in advance for your time on this request, as I know time is valuable.

We are working on a file regarding the pending closure of Harlow Campus.

If you could provide statement/ written responses to each of these numbered questions separately that would be appreciated.

1- Is Harlow still slated to close as of August 31st?
a. What is the update timeline for its divesture?

2- What provision exists, if any, that Harlow Campus must first attempted to be transferred to another educational institution, before it is made available for broader private interest for sale?

3- Current and past staff and alumni have accused your administration of using false data to justify the sale of Harlow. For example they accuse your administration of under estimating student enrolment in recent years? What is your response?

4- Since 2023 an approximate average of $900,000 each year has been transferred to Harlow in grants. Why is this the case?

5- In a presentation involving the Board of Regents, it is said that multiple initiatives to revitalize Harlow as a gateway to Europe have failed. Can you please indicate what specific attempts were made, and this determination was achieved?

6- Current and past staff and alumni say there has been a negative focus pushed by your administration and Board of Regents since Harlow's closure was first announced. And that positive impacts and benefits of Harlow have been ignored. What is your response to this?

7- The sale and subsequent loss of Harlow Campus is currently set to happen under your supervision, what impact do you think that will have on your tenure as president of Memorial University?

8- If you wish, please provide additional information as you see fit.

A deadline for responses of Wednesday August 26th, 2026 at 3pm NDT is requested.

Thanks for your time on this, once again I know it is valuable,

-kenny

--
Kenny Sharpe

002-17-472-26

Reporter, The Independent
St. John's - Metro - Avalon Peninsula
INDEPENDENT
theindependent.ca

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Thursday, September 3, 2026 4:06 PM
To: Squires, Colleen Margaret
Subject: OAG Board items from June
Attachments: UPDATE-OAG-2023-RPT-PERF-AUDIT-BN 0612.docx; UPDATE-OAG-2023-RPT-PERF-AUDIT-A-0612.pdf

Colleen,
As requested, the BN and attachment that went to Board in June re: update-OAG.

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

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

NOTE TO APPLICANT: Pages 1, 2, 4 and 5 have been removed as they are not responsive to the wording of your request.

IAP Office

002-17-472-26

underway. However, these significant administrative structure changes and evaluation of the centralization of administrative functions will be ongoing throughout the year.

The OAG also recommended [redacted] s. 29 (1)(a)

[redacted]

Harlow Campus

The decision to close the Harlow campus significantly changes the requirements previously anticipated for addressing the related OAG recommendations. The campus closure enables certain items to be considered "otherwise resolved", given the significant change in circumstances. For example, Recommendation 2 includes an item to evaluate the significance of the Harlow campus to determine whether it should be consolidated into the university's financial statements. This item is considered complete as the evaluation of Harlow Campus has confirmed the decision to close the campus, and consolidation of its financial statements is considered otherwise resolved. Furthermore, as Harlow operates within the United Kingdom, consolidation is not feasible due to differing accounting standards.

s. 29 (1)(a)

[redacted]

002-17-472-26

Outlook

Re: Harlow social accounts

From Morrison, Janet <jmorrison@mun.ca>
Date Fri 9/4/2026 2:06 PM
To Osmond, Michelle <mlosmond@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>
Cc Brown, Margot <mbrown@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Dyke, Paula <pdyke@mun.ca>

No concerns. Thank you.

Get Outlook for iOS

From: Osmond, Michelle <mlosmond@mun.ca>
Sent: Friday, 04 September 2026 12:22:45
To: Morrison, Janet <jmorrison@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>; Wright, Jordan <jwwright@mun.ca>; Dyke, Paula <pdyke@mun.ca>
Subject: Harlow social accounts

Hi folks,
We wanted to let you know that we have a plan to sunset the Harlow Campus social media accounts, likely by next week, if there are no issues from your perspectives.

Facebook is not active so we will delete that account but for Instagram and LinkedIn will post the following message and delete the accounts after one year:

> *With the closure of Harlow Campus, this account will no longer be monitored or updated. Thank you to the students, faculty, staff, alumni and community members who were part of this campus and helped shape its story.*
>
> *For university news and updates, follow @memorialunivesrity.*

Any concerns, please let me know before I reach out to Matthew Filmer to let him know.

Thanks so much,
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)

002-17-472-26



mun.ca/100