

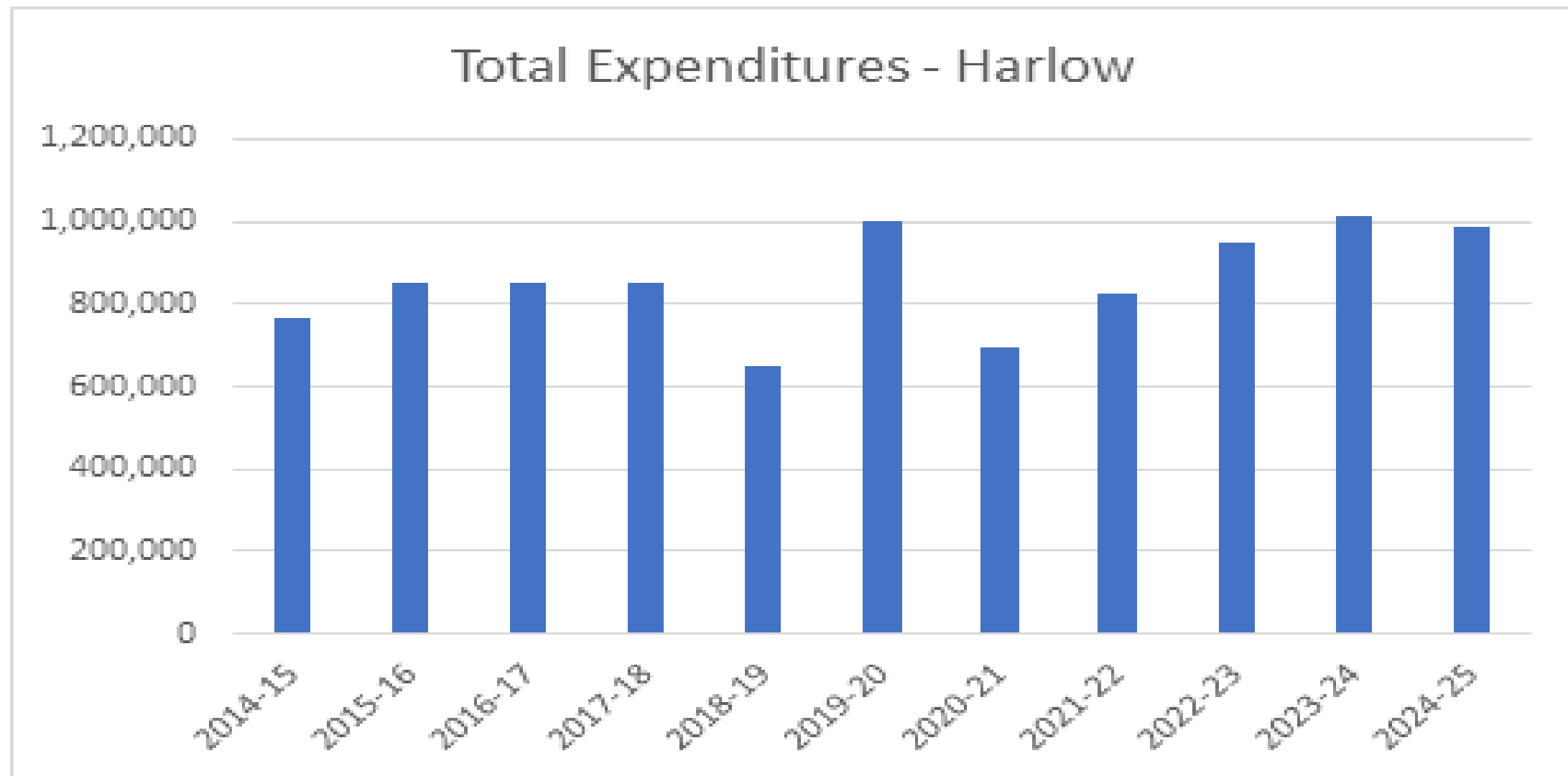
HARLOW CAMPUS

A conversation with alumni, faculty, staff and students

INTERNATIONAL OPPORTUNITIES

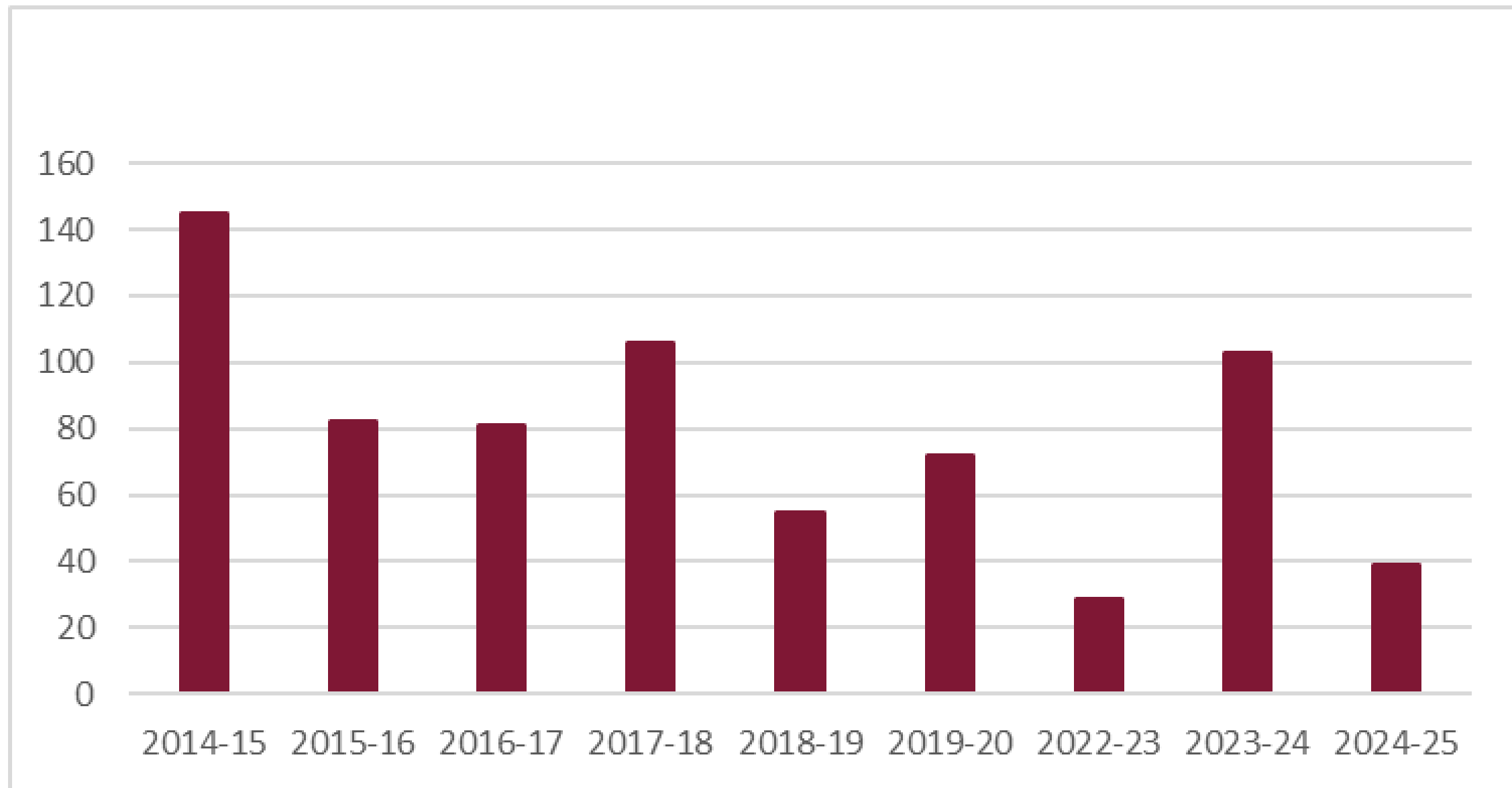
- Harlow Campus is one of several international experiences Memorial offers to students
- Study abroad opportunities exist in many countries: Memorial partners with 180+ universities in 50+ countries.
 - International work terms
 - Language programs
 - Internships & research
 - Exchanges
- Memorial is firmly committed to continuing with these rich experiential experiences to prepare our students to become engaged global citizens
- Enrolment at Harlow Campus has decreased significantly over the past decade (escalating cost pressures for students and academic units, stricter visa requirements for instructors, etc.)
- These challenges have made it difficult to sustain the campus in alignment with Memorial's academic mission.

10-YEAR OPERATIONAL COSTS HARLOW CAMPUS

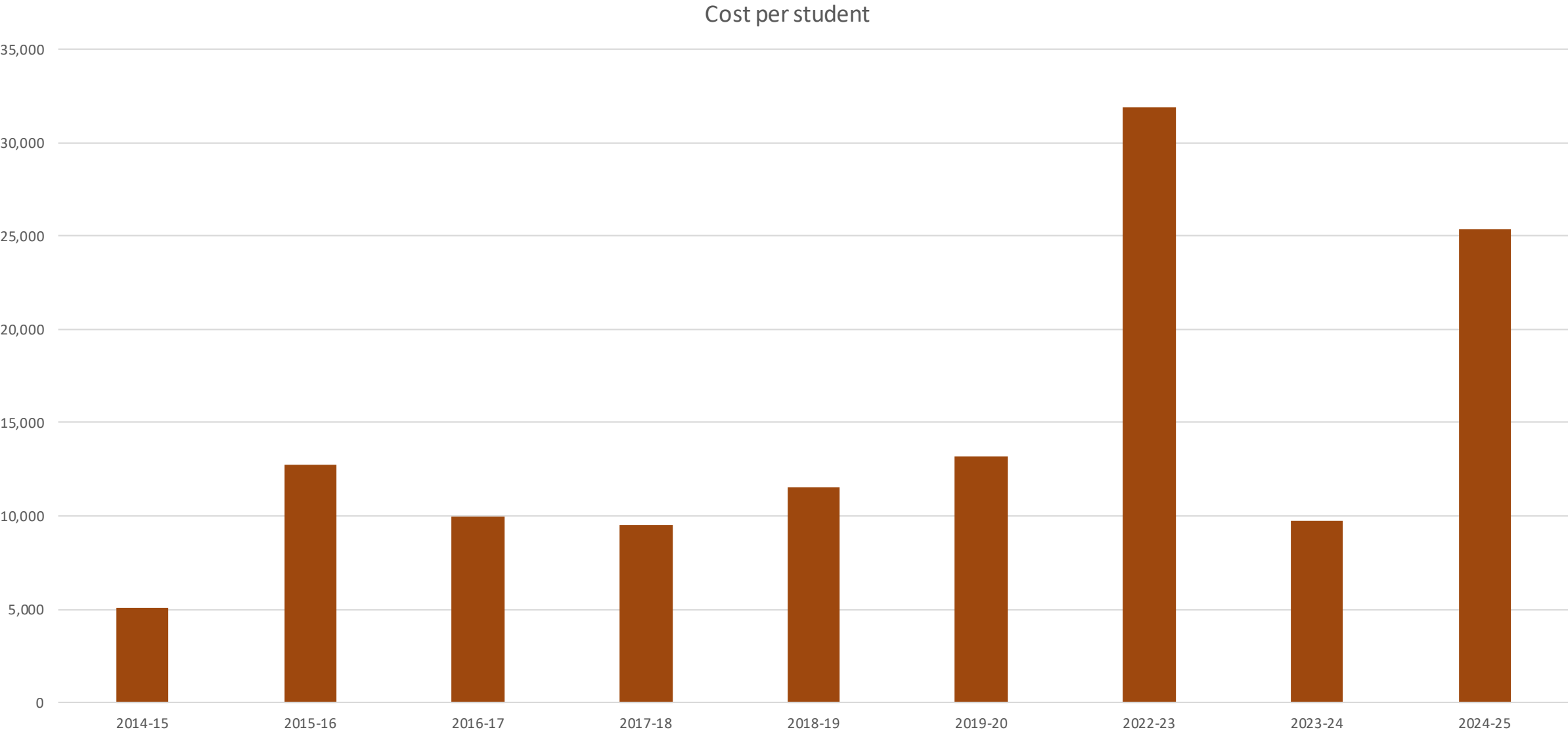


Excludes costs to instructional units for backfill teaching and costs to students

10-YEAR ENROLMENTS HARLOW CAMPUS



MEMORIAL'S 10-YEAR COST PER STUDENT - HARLOW CAMPUS



DEFERRED MAINTENANCE HARLOW CAMPUS

- The campus buildings, some dating back to the 19th century, require significant investment.
- Deferred maintenance totals \$1.986M CAD, with \$653,457 CAD deemed critical.
- The Maltings, where students are housed, requires the most attention.
- Critical issues include outdated electrical systems, wiring, and the sanitary waste system.

YOUR INTERNATIONAL EXPERIENCE

What was the most valuable part of your experience at Harlow?

Why do you think global learning is important? How does it add to the student experience?

How do we further create those pathways for our current and future students?