



Date: June 2, 2026

Honourable Paul Dinn
Minister of Education and Early Childhood Development
Minister of Advanced Education and Skills
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Honourable Minister Dinn,

We, Ashrafee Hossain and Nathalie Pender, are writing today to share our joint decision to discontinue our service to Memorial University's Board of Regents ("Board"). Please accept this letter as our resignation from the Board, effective immediately.

This decision has not been made lightly, and our resignations are not a result of frustration with the work of governance itself. The Board of Regents plays a critical role in Memorial's bicameral governance system, vested with the responsibility for financial and administrative decision-making for the University.

We are cognizant of the weight of this responsibility and remain appreciative of the time, effort, and commitment contributed by many individuals involved in its work. Our frustration lies instead with the fundamental structural and systemic obstacles to healthy and well-functioning collegial governance at the Board of Regents, and the associated consequences of its absence for the Memorial community.

As you may recall, the issue of Memorial's significant shortcomings in collegial governance became a matter of broad concern and attention during MUNFA job action in early 2023. Members of the University community have become increasingly frustrated at being excluded from participating in decisions about how the University is managed, and it is highly unusual for a University Board to not include elected members of Faculty. At that time, the Premier made a public commitment to comprehensively reform the Memorial University Act ("MUN Act") and approached MUNFA to negotiate interim Board representation for our academic staff members while reform was underway.

As MUNFA's leadership has provided a letter detailing the background of this issue and the context for the subsequent decision we will not repeat that here, except to say that our interim participation was clearly communicated as a gesture of good faith and commitment to supporting the promised reform. There was a shared commitment to working together to repair the damage done to the University by past leadership.

However, we have now diligently completed almost three years of Board service without any progress toward such reform. Major concerns include, but are not limited to:

- A persistent lack of transparency in governance and decision-making structures and processes – instead of holding open and transparent deliberation as the default with

exceptions requiring clear justification, Memorial's Board defaults to opacity with overuse of In Camera sessions and parts of the session not documented in the minutes;

- Confidentiality expectations that are overly broad (impeding critical consultation with constituents to inform responsible decision-making) and an outdated and overly restrictive code of conduct framework, both of which are inconsistent with known best practices for Board accountability in Canadian universities;
- The absence of clear, democratic, and representative procedures for determining who speaks for and represents the university community; and
- An ongoing pattern in which substantive governance concerns are acknowledged rhetorically but not meaningfully resolved in practice.

As the reform commitments that brought us to the Board in the first place have not been honoured, our presence can no longer be offered as evidence that the problem has been solved. We have become increasingly concerned that our continued participation in Memorial's Board of Regents would serve only to legitimize a system in urgent need of change. And at this point, we do not believe it is appropriate for us to remain a part of a governance structure that is unwilling or unable to undertake the degree of reform required to restore confidence, accountability, and legitimacy.

The governance work undertaken by the Board of Regents is critically important. We want a Board that functions in the interest of this province and a Board that includes representatives of the University community. It is our sincere hope that Memorial and the Government of Newfoundland and Labrador will eventually undertake the substantive changes necessary to align its governance practices with modern standards of transparency, accountability, and democratic representation.

Sincerely,



Ashrafee "Ash" Tanvir Hossain



Nathalie Pender

Cc: Secretary of the Board of Regents
President, MUNFA