

UPEI STRATEGIC PLAN RENEWAL 2018-2023



DRAFT:
CAMPUS DISCUSSION DOCUMENT
(SEPTEMBER 2018)

UPEI STRATEGIC PLAN (2018-2023)

RECONCILIATION

UPEI is committed to advancing reconciliation through higher education.

As a community, we have started a journey of growth to realize the role we must play in promoting an understanding of Indigenous history and culture, and supporting respectful relationships. UPEI recognizes that discussions in this era of truth and reconciliation will unveil difficult facts within our country's history. However, in keeping with our institutional vision, we know that education is vital to understanding the history of colonialism and the forward-looking process of reconciliation. Working together, we must use knowledge as a catalyst for meaningful change in communities here in Prince Edward Island and around our world.

INTRODUCTION

In 2013, the University of Prince Edward Island released its first five-year strategic plan. This plan set an aspirational and transformative course for UPEI's future. By all accounts, the plan and its vision of enabling our students to reach their full potential in both the classroom and the community, has been an incredible success.

Five years later, UPEI is now renewing its strategic planning so that our campus community can continue to make the best decisions possible for our future and the impact we want to have on our communities.

The UPEI Strategic Plan 2018–2023 is once again a living document that has been developed through extensive consultation and input. Building on the considerable achievements of our previous plan, UPEI is eager to continue to build momentum with an institutional strategy that is both ambitious and pragmatic. To shape our collaborative and creative efforts in the near-term, UPEI's planning for the next five years includes five priorities:

- Education for a Connected World
- Inclusive Campus Culture
- Scholarship, Research, and Discovery
- Community Partnerships
- Responsible Growth and Resource Management

These five priority areas—based on the original strategic priorities of the UPEI Strategic Plan (2013–2018)—are interrelated and act as a blueprint for decision making, resource allocation, and achieving identified actions. Each strategic priority will be supported by goals and actions that will be operationalized in a coordinated manner within the respective responsibility centres. In addition, each priority area and its related actions are underpinned by the fundamental principles of Indigenization, accessibility, and sustainability. These critical components challenge UPEI to ensure these principles are intuitively integrated within the fabric of all University activities.

A FOUNDATION OF STRENGTH

UPEI will celebrate its 50th anniversary in 2019. The foothold for our University's creation was built on the tremendous strengths and pride of our founding institutions, Prince of Wales College and Saint Dunstan's University, which merged in 1969. The legacy of these institutions' commitment to quality education enabled UPEI to launch a new era of learning, discovery, and opportunity for our province and our people. UPEI's successes over the past five decades have been astounding by many accounts and remain central to our vision for the future of our University.

BUILDING ON THE ACHIEVEMENTS OF THE UPEI STRATEGIC PLAN 2013–2018

In 2013, UPEI developed its first five-year strategic plan following in-depth consultation and the unanimous support of the UPEI Board of Governors and UPEI Senate. The UPEI Strategic Plan (2013–2018) centres around a vision of helping our students develop to their full potential in both the classroom and the community. The plan also provided a roadmap for long-term sustainability, as well as measures of success and accountability. This original strategic plan has proven highly successful in UPEI's evolution as an outstanding University that has developed a reputation for anticipating and responding to a rapidly changing post-secondary environment and stakeholder expectations.

In developing our strategic plan for 2018–2023, UPEI once again engaged in extensive consultations over the past year.

During consultations, we focused on key questions that included:

How can we continue to build momentum towards our shared vision?

What do we want to be known for as a University?

How can we further meet students' expectations?

How can we authentically put into action our commitment to work towards reconciliation with Indigenous people?

How can we best play a role in positive mental health and the well-being of our community members?

Through feedback and input, our campus community overwhelmingly agreed that UPEI should continue to build on our strengths in areas such as purpose-driven program development, effective collaborations, and measures to ensure our students' well-being and holistic success.

The continued focus on the quality of the education we provide and our students' overall experience at UPEI will lead our planning for the next five years and remain fundamental to our ongoing transformation as a forward-thinking University that is a valued and active contributor to our communities.

UPEI's renewed strategic plan outlines high-level strategic priorities that support our University mission and vision, while reflecting our values. These priorities are intended to align our efforts in a way that make our students, institution, and communities successful in reaching their full potential.

STRATEGIC PLAN RENEWAL FRAMEWORK

UPEI is deeply committed to providing knowledge and experiences that encourage critical and creative thinking capable of transforming lives and communities. Our students benefit from an abundance of experiential learning at UPEI that engages them in a process of 'learning by doing'. As active participants, students transform their academic and theoretical knowledge into practice by applying it in their classrooms, communities, and careers to advance their knowledge, work collaboratively, and solve challenges.

OUR MISSION

The University of Prince Edward Island, founded on the tradition of liberal education, exists to encourage and assist people to acquire the skills, knowledge, and understanding necessary for critical and creative thinking, and thus prepare them to contribute to their own betterment, and that of society, through the development of their full potential. To accomplish these ends, the University is a community of scholars whose primary tasks are to teach and to learn, to engage in scholarship and research, and to offer service for the benefit of our Island and beyond.

OUR VISION

UPEI will be a leader in providing outstanding programs and experiential learning opportunities that enable our students to develop to their full potential in both the classroom and the community, ensuring our students emerge from their studies ready to excel and contribute to the betterment of our world.

VALUES (listed alphabetically)

ACADEMIC FREEDOM AND RIGOUR

The freedom to teach and conduct scholarly work guided by curiosity and intellectual inquiry is fundamental to our University. This freedom is essential to advancing and disseminating knowledge, and is carried out with rigour and responsibility to professional standards, including extensive research and peer review.

ACCOUNTABILITY AND INTEGRITY

As individuals and as a community, we are accountable to those we serve for the quality of education we deliver and the transparency of our operations. We will conduct ourselves with integrity, employing our expertise to serve others and benefit society.

EXCELLENCE

We aspire to excel in education, scholarly endeavours, research, and service.

INCLUSION, EQUITY, AND RECONCILIATION

We are dedicated to making UPEI an open, accessible, and welcoming community, and to the fair treatment of all persons. We are committed to continually re-examining and growing our understanding of the role UPEI must play in promoting a better understanding of cultures and identities, and the needs of community members with disabilities in a manner that supports education and respectful relationships.

UPEI—PROUDLY PRINCE EDWARD ISLAND'S PROVINCIAL UNIVERSITY

As a public institution and Prince Edward Island's provincial university, UPEI plays a distinct role in contributing to the success of our people and our province through a number of shared priorities of UPEI and the Government of Prince Edward Island.

These priorities include efforts to:

- better the health and well-being of Islanders,
- contribute to cultural richness and economic prosperity of communities through development of highly qualified personnel, collaborative partnerships, and mobilization of knowledge,
- foster entrepreneurship and enable innovation,
- recruit and retain talented professionals and students who are eager to make a difference in our Island community,
- develop new opportunities for UPEI students, alumni, and our next generation of leaders, and
- contribute to efforts that support population growth, diversity, and inclusiveness.

The University also makes significant impacts to the Atlantic Region through the UPEI Atlantic Veterinary College's education, research, and professional service expertise in animal and human health, and diagnostics.

ENVIRONMENTAL SCAN

Canadian universities share many common issues. These issues range from funding and economic uncertainties to implications of rapid—and highly integrated—technology changes.

UPEI has demonstrated success in managing a number of challenges impacting its operations over the life of the 2013–2018 Strategic Plan. Outlooks suggest UPEI will continue to be faced with many of the same issues throughout the renewed planning time frame. However, it is recognized that some issues, in particular those associated with globalization and technology integration, will continue to intensify. The University is committed to building on its accomplishments to date, to stay the course and achieve institutional goals in a responsible manner.

Anticipated issues for the near-term include, but are not limited to:

- financial challenges associated with rising costs and funding operating and capital budgets,
- a declining university-age population within the Atlantic Region and a decline in overall undergraduate enrolments in the region (between 2003–2013, the undergraduate enrolment cohort size for Maritime universities overall has decreased by just over 15 per cent; *Student Progression in the Maritime University System, May 2018, MPHEC*),
- increased competition to recruit and retain students,
- rapid globalization and resulting interdependent societal challenges,
- implications resulting from significant integration and prevalence of technology in society,
- the need to better understand and address increasingly distinct and diverse student needs, including a significant need for student mental health awareness and supports,
- the need to better understand and implement calls to action identified at a national level through the Truth and Reconciliation Commission of Canada,
- student, parent, labour market, and government expectations for career-directed programs,
- deferred maintenance and aging infrastructure, and
- funding support for the development of high-potential graduate and doctoral students.

ACCOMPLISHMENTS OVER THE LIFE OF THE PREVIOUS STRATEGIC PLAN (2013–2018)

The past five years have been transformative for UPEI. By leveraging strengths and establishing a path for the future, UPEI put in motion a number of strategic initiatives to support its vision of helping our students reach their full potential in both the classroom and the community.

Development of high-quality programs—programs that are anchored in UPEI’s commitment to excellence in teaching and research, and delivery of highly relevant student experiences—have been core to this transformation. Over the past five years, collaborative teams have worked to identify programming that delivers on UPEI’s strong academic focus while more closely aligning curricula with labour market demands to better meet changing student expectations for career readiness. This includes increasingly interdisciplinary and multidisciplinary programs that provide more opportunities for creative collaborations, as well as a focus on a more strategic approach to graduate studies and research programs.

The result has been the creation of highly innovative programs such as Sustainable Design Engineering; new majors within the UPEI School of Mathematical and Computational Sciences such as Actuarial Science, Data Analytics, and Financial Mathematics; a new and highly interactive Arts degree in Applied Communication, Leadership and Culture; and the development of Canada’s first applied science degree in Climate Change and Adaptation. In addition, articulated degrees in exciting areas such as Paramedicine, Biotechnology, and Kinesiology have been established.

An emphasis on expanding UPEI’s graduate offerings has resulted in the development of a new MBA in Global Leadership and new offerings within UPEI’s Master of Arts in Island Studies and Master of Education degrees.

In addition, UPEI and the entire Prince Edward Island community have an unprecedented level of excitement and anticipation resulting from the establishment of the UPEI Doctor of Psychology in Clinical Psychology in 2018.

With programming developments, UPEI has transitioned four of its schools to faculties to provide structures that better align new programs with associated strategies, resources, and supports for both faculty and students. UPEI now has a Faculty of Sustainable Design Engineering, a Faculty of Nursing, and a Faculty of Business. The UPEI Faculty of Graduate Studies was also established to support the strong growth in graduate programs and graduate student enrolment that has taken place at UPEI over the past decade. The Faculty of Graduate Studies brings new focus to building graduate student experiences and mentorship for scholarly life and careers, as well as further developing research areas in which UPEI can offer global influence, and securing new sources of financial support for graduate students.

In keeping with our vision and mission, UPEI is committed to program review and quality assurance to ensure outcomes are achieved and potential is fulfilled. A University-led program review cycle that incorporates existing reviews into an integrated framework for undergraduate and graduate programs will be further developed to support the quality and innovation of UPEI programming.

Growth in programming at UPEI has included new program development, as well as opportunities to deliver UPEI programs in new geographic locations around the world. In May 2018, UPEI announced expansion of its global reach through delivery of programs in Dubai, United Arab Emirates; New Cairo, Egypt; and Madrid, Spain.

In partnership with the Canadian University of Dubai, UPEI will jointly offer degrees in Environmental Studies and Climate Change and Adaptation. Through a new international UPEI campus in New Cairo, Egypt, UPEI will offer Bachelor of Science in Sustainable Design Engineering; four degrees in Mathematical and Computational Sciences (Computer Science, Financial Mathematics, Actuarial Sciences, and Data Analytics); Bachelor of Environmental Studies; Bachelor of Climate Change and Adaptation; and Bachelor of Business Administration programs. In partnership with Spain's Universidad Rey Juan Carlos, UPEI now delivers a joint, one-year Master in Global Affairs degree. Program delivery in four continents enables UPEI to provide outstanding academic programs and experiences to more students around the world.

Strategic program development has also been the catalyst in human-resource renewal to build UPEI teaching, research, and service expertise. UPEI has grown its overall employment level by 108 faculty and staff, or 14.3 per cent, between 2013 and 2018 to support faculties and schools, student services, and administration and property support.

Our University community shares a multi-layered focus and commitment to being a student-centred, supportive learning environment. At the centre of this focus is the health and well-being of our students, continual improvements to student supports, accommodations, growth in all areas of accessibility, and increased financial supports in areas such as scholarships and awards.

UPEI has maintained enrolment growth over the life of the 2013–2018 Strategic Plan despite challenging demographics and increased competition for fewer students in the Maritime region. Based on Association of Atlantic University data, UPEI has outperformed regional universities in enrolment growth in the areas of total enrolment, total undergraduate enrolment, total graduate enrolment, and full-time visa students. As enrolment has declined regionally, UPEI has succeeded in continuing to grow. A continued commitment to teaching excellence—alongside expanded experiential learning offerings, new academic opportunities, recruitment strategies, student satisfaction and retention improvements—has resulted in success in this critical area. UPEI improved its overall retention rate (of first- to second-year, full-time undergraduate students) from 70.1 per cent in 2013 to 82.7 per cent in 2017.

Central to UPEI's enrolment growth has been our ability to attract more international students to offset provincial and domestic demographic challenges. As of September 2018, UPEI's student body is more diverse than ever. Approximately 53 per cent of UPEI students come from Prince Edward Island, 21 per cent are from other Canadian provinces, and almost 26 per cent are international students.

According to the Canadian Bureau for International Education, UPEI is a leader in attracting, supporting, and retaining international students. Over the past five years, UPEI achieved the greatest percentage of growth in international students of any North American university, with a 237 per cent increase in students coming from outside Canada to study at UPEI.

Strategic planning and resource allocation inform UPEI's strategic initiatives. In addition to the achievements noted above, over the past five years, UPEI has successfully:

- balanced its annual budgets each year in challenging economic environments while maintaining investment in key areas of University development,
- secured more than \$40 million in infrastructure funding,
- achieved program accreditation for the new UPEI Sustainable Design Engineering program, and accreditation renewal for programs in Veterinary Medicine at UPEI's Atlantic Veterinary College, the UPEI Faculty of Nursing, and UPEI Foods and Nutrition (Dietetic Internship) program,

- realigned and centralized front-line services for students including new focuses in career services and work-integrated learning,
- secured dedicated support for key program developments,
- saw more UPEI investigators receive more tri-agency funding for more projects,
- established itself as a highly successful partner in multi-institutional, globally-recognized research clusters and networks including Canada First Research Excellence funding, Canada's Ocean Supercluster, and Centre of Excellence for Commercialization and Research (Natural Products Canada),
- engaged in consultations resulting in a new pension plan agreement to help ensure plan sustainability for all employees of the University,
- considerably expanded UPEI Alumni and Friends outreach around the globe through improved communications and newly established alumni chapters,
- increased the total number of awards and the total amount of funding available to students through UPEI Scholarships and Awards, and
- as of September 2018 (which marks the two-thirds completion milestone of the UPEI *Inspire!* campaign which ends October 2019), UPEI has raised \$45.4 million – 90.8 per cent of its \$50 million goal.

The implementation of an enterprise resource-planning system and related technology-migration aspects required considerable attention and resources over the past three years. In 2016 and into 2017, the first major wave of implementations took place with new recruitment and admissions systems, the “myUPEI” intranet, and procure-to-pay, HR, payroll, and student processes (including registration, academic records, financial aid, and accounts receivable).

Through this significant work and systems reassignment, employees worked diligently to balance the needs of campus and ensured students received top quality student-centric supports and services, while helping to re-shape UPEI's service culture and focus on efficient, effective solutions. This project will continue in the near-term to further improve UPEI operations and optimize technology integration. Over the next three years, additional funds are earmarked to establish better connectivity, communication, and management of UPEI's enterprise network.

STRATEGIC PRIORITIES MOVING FORWARD

UPEI encourages community members to “dream big” when considering our University’s future. As a community, we are known for our tenacity and ambition. We are eager to push boundaries and enter new realms. We are keen to embark on journeys of discovery that enable help us to unlock solutions and new knowledge of our world and ourselves. And we are committed to producing strong graduates with relevant knowledge and the broad competencies necessary for life-long learning within the context of our evolving world.

Our University has demonstrated over and over again its ability to create exceptional programs that are strongly rooted in project- and inquiry-based approaches to learning. We are also committed to work at the speed of business to enable new and timely opportunities for our students and communities.

Our UPEI community is known as a welcoming, supportive community that delivers world-class opportunities in an environment that is celebrated for its scale and high degree of direct access to academic and research leaders. We are also very proud to be known as a community that is very supportive of our students’ needs and the well-being of our entire campus.

The following strategic priorities work together to support UPEI’s vision while reflecting our shared values.

EDUCATION FOR A CONNECTED WORLD

UPEI’s value to our students and communities stems from the quality of education and experiences we provide. UPEI is committed to building upon our strengths in teaching, scholarship, and research to deliver transformative learning experiences that support our students and alumni in their development within a complex, changing world.

As outlined in our mission, UPEI is a community of scholars with the primary tasks to teach and to learn, to engage in scholarship and research, and to offer service for the benefit of our Island and beyond. UPEI is committed to delivering increasingly dynamic multidisciplinary programs that connect our students to global opportunities and lifelong learning.

Over the next five years UPEI will:

ENCOURAGE AND SUPPORT INNOVATION, CREATIVITY, AND COLLABORATION

- through a commitment to curriculum, programming, and teaching excellence, ensure our students have the knowledge and skills needed to succeed in today’s highly interconnected world
- make connections across disciplines through multidisciplinary and interdisciplinary opportunities so faculty and students can better work together on meaningful solutions to complex challenges facing our world
- acknowledge Indigenous knowledge and ways of knowing and integrate these throughout the curriculum
- promote more opportunities for students in all disciplines and programs to participate in experiential learning, work-integrated learning, and co-operative education opportunities
- continue to encourage campus internationalization to foster UPEI students’ global mindset, worldviews, and cultural awareness

- leverage UPEI's size, scale, and safety—as well as our programming strengths and learning environment—to build UPEI's reputation as a small, comprehensive university that is a destination for outstanding academic and student experiences

EMPHASIZE EXPLORATION AND AWARENESS

- further develop partnerships and funding sources that will enable UPEI students to participate in life-changing global experiences, building their knowledge of the world, its cultures, and global issues
- encourage UPEI undergraduate student participation in research and scholarly activity
- promote growth in our campus members' personal and professional development through curiosity, creativity, collaboration, discovery, entrepreneurship, leadership, risk-taking, and resiliency

IDENTIFY RESOURCES AND SUPPORTS

- identify strategic investments needed to keep pace with innovative and integrative technologies that support teaching, research, scholarship, and UPEI's Robertson Library's many core functions within the academy and community
- ensure graduate-student growth and development is achieved through top quality education and boundary spanning experiences
- promote UPEI as a competitive option for high-calibre master's and doctoral students

INCLUSIVE CAMPUS CULTURE

UPEI provides world-class learning within an environment known for its sense of community and support. Working together, we will identify and promote new pathways for the overall health and sense of belonging for our campus members. In particular, UPEI is committed to implementing new measures of awareness, training, and supports that contribute to the well-being of our students, faculty, and staff.

Over the next five years, UPEI will:

ENCOURAGE AND SUPPORT INNOVATION, CREATIVITY, AND COLLABORATION

- develop and implement a campus mental health strategy that supports the wellness of our campus community and the resilience of our people
- identify and put in place initiatives that continuously contribute to a healthy, respectful working environment

EMPHASIZE EXPLORATION AND AWARENESS

- grow our understanding of our increasingly diverse student body so we can align supports and services to better meet students' needs
- promote a greater understanding of reconciliation, inclusion, equity, and social justice within our campus community
- better understand and implement calls to action of the Truth and Reconciliation Commission of Canada, including providing education, cultural awareness, and sensitivity training for Board of Governors, faculty, staff, and students

IDENTIFY RESOURCES AND SUPPORTS

- build UPEI's reputation as a welcoming University that offers a sense of belonging to campus members through its inclusive learning environment and respectful workplace
- further incorporate Universal Design practices in the ongoing development of an accessible campus from both a physical perspective, as well as removing barriers that may limit students' full participation in learning
- develop additional approaches that support students in their transition from high school to university, strengthening the first-year experience we offer
- encourage and invest in the professional development of employees

SCHOLARSHIP, RESEARCH, AND DISCOVERY

UPEI has a strong reputation for research impact and for being home to world-class researchers and talented graduate students. Our University is committed to exploration and discovery, and is driven in its desire to contribute outcomes that benefit our communities. Through collaborative endeavours and scholarly activities, UPEI seeks to create new knowledge and provide solutions to challenges facing our world. Core to this process is the development of the next generation of academic, scientific, community, and artistic leaders.

Over the next five years, UPEI will:

ENCOURAGE AND SUPPORT INNOVATION, CREATIVITY, AND COLLABORATION

- identify and implement strategies that maximize the full potential of UPEI researchers' research results and expertise, and UPEI's research impact
- demonstrate our commitment to cultivate interdisciplinary and multidisciplinary research in a manner that facilitates growth in researcher and graduate-student knowledge and skills through research experiences that include the perspectives of multiple stakeholders
- encourage utilization and considerations of Indigenous ways of knowing to complement western forms of knowledge and scholarship within UPEI research and graduate programs
- grow UPEI graduate studies in a manner that best aligns resources, policies, and graduate student experiences across programs and disciplines
- continuously strengthen University partnerships with funders, government, and industry to support innovation and economic development, and to develop creative new approaches to community-based research projects and partner engagement

EMPHASIZE EXPLORATION AND AWARENESS

- further develop an integrated scholarship and research culture at UPEI that informs teaching, and encourages curiosity and discovery
- working with Synapse (the University's separately-incorporated commercialization, technology transfer, and industry engagements entity), develop stronger linkages between UPEI and industry sectors that align with key areas of UPEI research expertise, to encourage exciting new levels of idea generation, technology evaluation, technology transfer, commercialization, and spin-off company formation

IDENTIFY RESOURCES AND SUPPORTS

- enhance institutional supports to assist researchers in effectively identifying and pursuing research funding, and developing research expertise
- help facilitate and fund interdisciplinary and multidisciplinary experiences that further our understanding of complex needs within our global society, and the discovery of solutions for these needs
- establish new sources of funding and continue to grow supports to benefit current graduate and doctoral students, as well as improve recruitment of high-potential students
- more effectively illustrate the outstanding research taking place at UPEI, and improve communications to internal and external audiences on the success and impacts of UPEI research and scholarly activities

COMMUNITY PARTNERSHIPS

UPEI will continue to develop strategic collaborative partnerships—within the University, the local community, and globally—that contribute to our students’ educational experiences and our University’s mission of offering knowledge and service for the benefit of our Island and beyond. Through higher learning and collaboration, UPEI will contribute to the social, cultural, environmental, and economic sustainability of our communities in ways that enrich the lives of community members.

Over the next five years, UPEI will:

ENCOURAGE AND SUPPORT INNOVATION, CREATIVITY, AND COLLABORATION

- build a stronger focus on creating community and service-learning opportunities that add value and depth to our students’ educational journeys, and foster new levels of community connectivity
- effectively leverage UPEI’s partnerships, contributions, and relevance to the community through mutually beneficial education, research, and impacts
- more strongly link academic, industry, NGO, and community partners in creative ways to foster discovery, innovation, and growth of human resource talent on campus and in our broader community
- develop strategies that build UPEI’s reputation with alumni and partner networks around the world
- engage special stakeholder groups, such as UPEI alumni and retirees, in ways that foster their sense of connectivity to our campus community

EMPHASIZE EXPLORATION AND AWARENESS

- build upon UPEI’s cultural resources, including those supported by the UPEI Robertson Library, and the value of these resources to the lives and fabric of our communities
- extend UPEI’s global partnerships to provide exciting connections for our learning community and stakeholders

IDENTIFY RESOURCES AND SUPPORTS

- in collaboration with the UPEI Indigenous Education Advisory Circle and the Mawi’omi Student Centre, engage in new and meaningful ways of indigenizing the UPEI campus, and partnering with Indigenous communities to enhance Indigenous student participation and achievement through partnerships, development of new recruitment strategies, and the creation of scholarships and supports for Indigenous students

- improve the reach and impact of UPEI communications by sharing our successes in a more timely, bold manner both within the University and with external communities

RESPONSIBLE GROWTH AND RESOURCE MANAGEMENT

As a public institution, UPEI is committed to responsible management of University resources for the short- and long-term health of our institution. This includes well-developed strategies to support the growth of our people and the quality of education we provide, as well as effective planning and stewardship of our fiscal and physical resources. In doing so, the University will be challenged to identify new sources of funding and keep pace with rapidly changing expectations and highly integrated global trends impacting post-secondary education.

Through responsible and informed planning, UPEI will manage its operations in an open, accountable manner with a commitment to transparency and proactive disclosure.

Over the next five years, UPEI will:

ENCOURAGE AND SUPPORT INNOVATION, CREATIVITY, AND COLLABORATION

- evaluate opportunities related to existing and new programming at UPEI
- continue to identify and market UPEI's distinctive strengths to prospective students and faculty, as well as partners and funders through the collection and understanding of meaningful data from UPEI graduates regarding their experiences while at UPEI
- build upon student recruitment and retention strategies that support continued student enrolment success, as well as timely progression to graduation
- determine UPEI's optimal capacity and student body mix

EMPHASIZE EXPLORATION AND AWARENESS

- develop UPEI as a 'year-round' campus to better respond to student needs and expectations, as well as new opportunities to leverage University operations
- identify opportunities to partner with international post-secondary institutions that share UPEI's values to provide high-quality global-learning opportunities for students, while contributing to resource growth for the University

IDENTIFY RESOURCES AND SUPPORTS

- further align institutional planning to ensure the University's human, fiscal, and physical infrastructure are managed in a responsible, sustainable manner
- recruit, retain, and support talented faculty and staff who are committed to UPEI's mission and vision
- ensure UPEI achieves its fundraising goals
- actively seek grant and funding opportunities
- help determine the critical needs of an evolving campus
- build institutional capacity for more teaching, learning, and research spaces

STRATEGIC RENEWAL PROCESS

October 2017

- Strategic Plan Advisory Committee Co-Chairs and Members announced
- Committee meetings to review previous plan, outline consultation, and discuss preliminary planning approach

October–November 2017

- Committee consultation with University groups, including:

Faculty of Arts

Faculty of Education

Faculty of Sustainable Design Engineering

Faculty of Science

Accounting

Athletics and Recreation

Development and Alumni Engagement

Human Resources

Mawi'omi Student Centre

Robertson Library

Student Experience Hub (Registrar's Office, Recruitment, Admissions, Enrolment, Student Services, International Relations)

UPEI Aboriginal Student Association

UPEI Indigenous Education Advisory Circle

Faculty of Business

Faculty of Graduate Studies

Faculty of Nursing

Faculty of Veterinary Medicine

Ancillary Services

Communications and Marketing

Finance and Administration

Information Technology Systems and Services

Research Services

Scholarships and Awards

UPEI Graduate Student Association

UPEI Student Union Executive

December 2017

- Committee meeting with UPEI Board of Governors

January–March 2018

- Ongoing campus consultations
- Committee working sessions to develop preliminary draft

March 2018

- Committee meeting with UPEI Board of Governors to discuss preliminary draft and direction of strategic renewal

April 2018

- Development of Preliminary Draft Strategic Plan Renewal (2018–2023)

May 2018

- Draft 1 of Strategic Plan Renewal (2018–2023)
- UPEI Board of Governors Meeting

May–August 2018

- Development of Draft 2 of Strategic Plan Renewal (2018–2023)

September 2018

- Campus Information and Feedback Session

October 2018

- UPEI Senate

November 2018

- UPEI Board of Governors

UPEI STRATEGIC PLAN RENEWAL (2018-2023) ADVISORY COMMITTEE

CO-CHAIRS

Alaa Abd-El-Aziz, *President & Vice-Chancellor*

Debbie MacLellan, *Professor (and Former Dean), Faculty of Science*

MEMBERS (IN ALPHABETICAL ORDER)

Melissa Belvadi (*Librarian*)

Ann Braithwaite (*Faculty of Arts*)

Yuqin Gong (*Institutional Research*)

Richelle Greathouse (*UPEI International Student Advisor*)

Stephanie Hamilton (*Faculty of Veterinary Medicine*)

Brittany Jakubiec (*UPEI Graduate Students' Association President*)

Jo-Ann MacDonald (*Faculty of Nursing*)

Amy MacFarlane (*Faculty of Business*)

Charlotte McCardle (*Strategic Planning*)

Will McGuigan (*UPEI Student Union President*)

Tess Miller (*Faculty of Education*)

William Montelpare (*Faculty of Science*)

James Reddin (*UPEI Student Affairs Counsellor*)

Enooyaq Sudlovenick (*UPEI Aboriginal Students' Association President*)