



UNIVERSITY
of Prince Edward
ISLAND

UPEI ACTION PLAN: BUILDING A CULTURE OF TRUST, SAFETY, AND INCLUSION

PROGRESS REPORT - YEAR 2



LAND ACKNOWLEDGEMENT

We acknowledge that the University of Prince Edward Island is located on the unceded and ancestral lands of the Mi'kmaw people, known to them as Epekwitk, a traditional district in the territory of Mi'kma'ki.

ACTION PLAN IMPLEMENTATION OVERVIEW

Implementation Plans

Through the UPEI Action Plan, the University outlined the following goals:

- Acknowledge and demonstrate accountability for the issues within the UPEI Review
- Strengthen UPEI's governance and leadership structure
- Improve UPEI's campus culture
- Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI.

The UPEI Action Plan documents actions to be implemented over a 6-year period, beginning 2023 and continuing through 2029, building the basic structures and necessary foundational pieces into the early implementation years.

Along with defining Goals, Actions, and Supporting Actions, the UPEI Action Plan also defines the timeline for which each would be implemented. It was understood that many of the defined actions would require significant planning and resources to effectively implement, therefore, many actions are associated with a multi-year timeline commitment.

In contrast, the annual Implementation Plans outline the specific activities to be undertaken and completed within a given year. In addition to providing the basis for the annual audits, these plans

serve as work plans, specifying the activities that will be completed to advance the implementation of the Supporting Action during that year.

Overall Implementation Approach

The stated goals serve as the foundation for the actions outlined in the UPEI Action Plan and have consistently shaped the direction and decision-making throughout the implementation. When necessary, activities were revised or timelines extended, ensuring that initiative would be implemented effectively and sustainably and in consideration of resource availability and capacity. In each case, decisions were made with the focus remaining on achieving meaningful outcomes.

The success of this implementation is not solely defined by completing each implementation activity, but also by ensuring that the initiatives are built into the operations of the University moving forward, ensuring a long-lasting impact.

REPORT PURPOSE

This progress report will provide an update on the progress of the Action Plan Implementation in Year 2 (May 1, 2025 – April 30, 2026).

In the spirit of transparency and accountability, the University is committed to report annually on the progress of the implementation of the Action Plan and to the proactive communication of any variations in the work completed, compared to the commitments made in the annual Implementation Plan(s).

The progress outlined within this document will be assessed through the first annual audit, in accordance with the CSAE 3000 audit standard.

Scope of the Progress Report

This report will outline the progress made against the implementation activities defined in the [Year 2 Implementation Plan](#).

The progress summary for each implementation year will include:

- Highlights of the work completed within the year
- A breakdown showing the implementation status of all activities, group by their associated goal from the UPEI Action Plan.

Attached appendices provide detailed status updates and explanation of any changes to scope or timeline for all implementation activities.

Audit

In accordance with the UPEI Review, the implementation of the UPEI Action Plan will be subject to an annual audit. The progress outlined within this document will be assessed through the first annual audit, in accordance with the CSAE 3000 audit standard.

The audit results for this first audit will be finalized and made available by November 1st, 2026.

PROGRESS REPORT—YEAR 2 (MAY 1, 2025-APR 30, 2026)

PROGRESS SUMMARY YEAR 2 (May 1, 2025 – April 30, 2026)

Implementation Highlights

The University of Prince Edward Island remains committed to advancing the UPEI Action Plan: *Building a Culture of Trust, Safety, and Inclusion*. Efforts continue to focus on implementing initiatives that foster meaningful, and sustainable institutional change.

Year 2 of implementation has resulted in several notable achievements, including:

- The implementation of an exit interview process, including training on the process for campus leaders
- The initiation of performance reviews for the Vice-Presidents and President
- Continuing efforts to cultivate a culture of listening through town halls, listening sessions, and targeted campus consultations to obtain feedback on specific topics
- Continued progress on policy development, with both the Harassment and Discrimination Policy and the Sexual Violence Policy being endorsed by the Board of Governors

The university also launched the *Action Plan IMPACT Series in Year 2*, a communications initiative designed not only to highlight progress on key priorities but also to strengthen community awareness and understanding of the Action Plan's goals and the

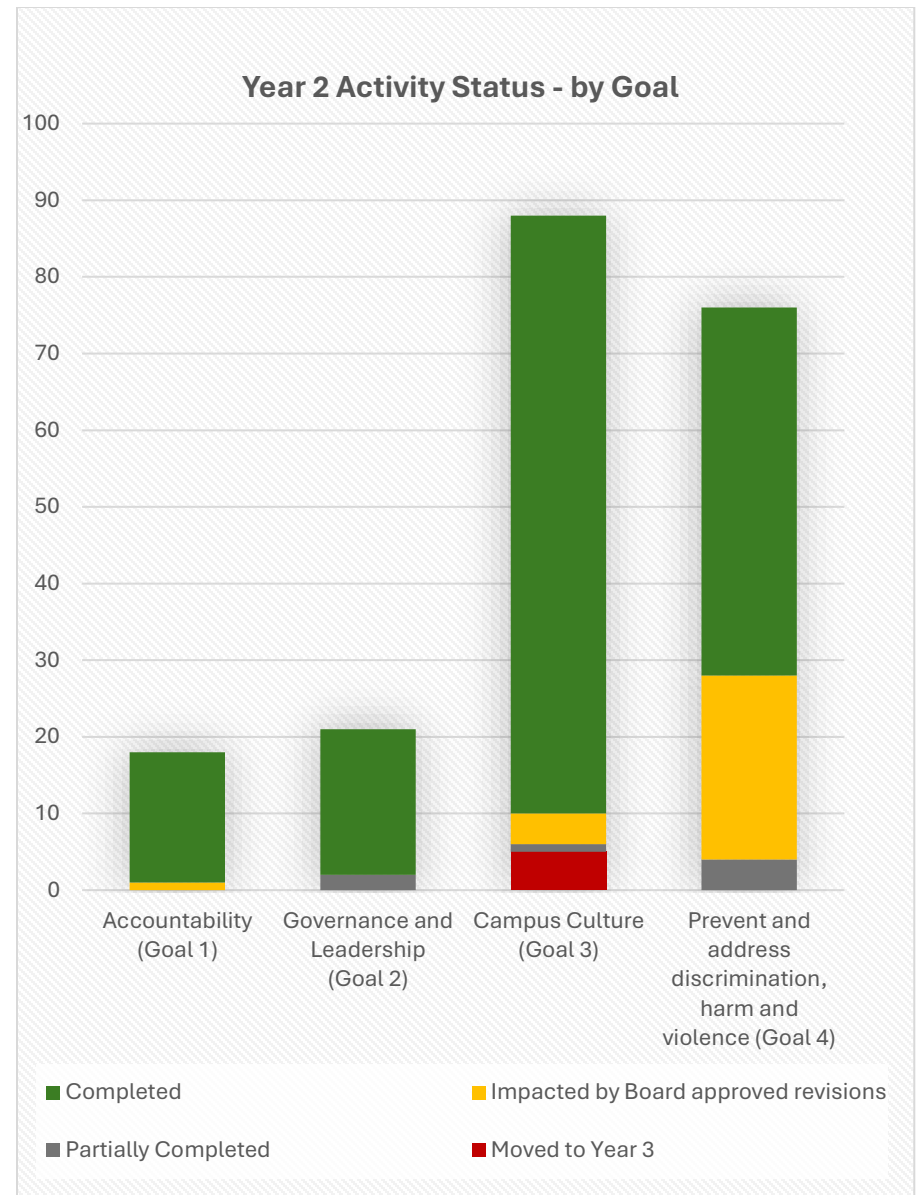
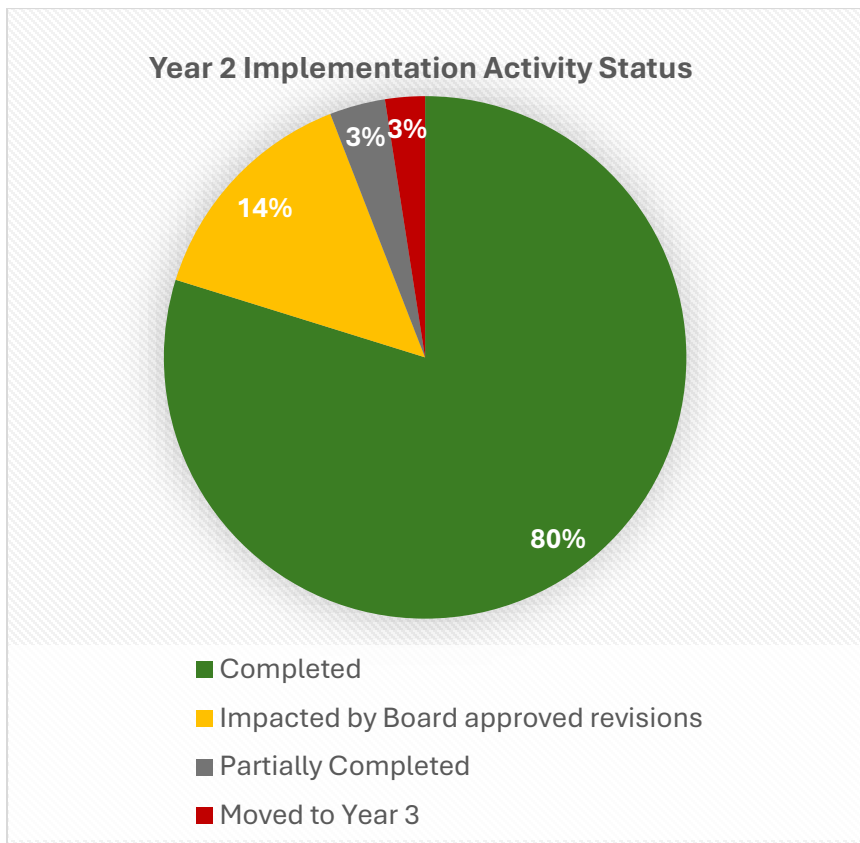
ongoing efforts to foster a more positive and inclusive culture. Featured topics have included governance improvements, enhanced employee and student engagement, expanded awareness and prevention efforts led by the Sexual Violence Prevention Office and the support of a safer campus environment through Security Services.

Although the Year 2 Implementation Plan was finalized prior to the first Action Plan audit, the University values the insights gained through this audit and has carefully considered the resulting recommendations. Reflecting on this feedback, the University has worked to implement the recommendations in a manner that is appropriate to UPEI's context and priorities, making progress on several identified areas. Updated responses to these recommendations can be found in Appendix B.

One of the recommendations arising from the Action Plan audit was to optimize delivery and better align priorities with institutional capacity, which led the University to undertake a review of the Action Plan in Year 2. This review had the primary objectives of ensuring that the remaining initiatives were appropriate, well-sequenced, and achievable within the established timeline, as well as to improve efficiency by reducing redundancies while aligning efforts with current institutional priorities and capacity. While the review did not change the overall goals of the Action Plan, it refined the approach to achieving them and influenced not only future implementation plans but also the commitments outlined in the Year 2 plan.

These updates, along with a detailed breakdown of the progress status of all implementation activities from Year 2, can be found in Appendix A.

As shown in the chart below, 80%, a total of 162 implementation activities, were completed in Year 2. Twelve activities (which including 4 duplicates) were either partially completed or moved to Year 3 to complete.

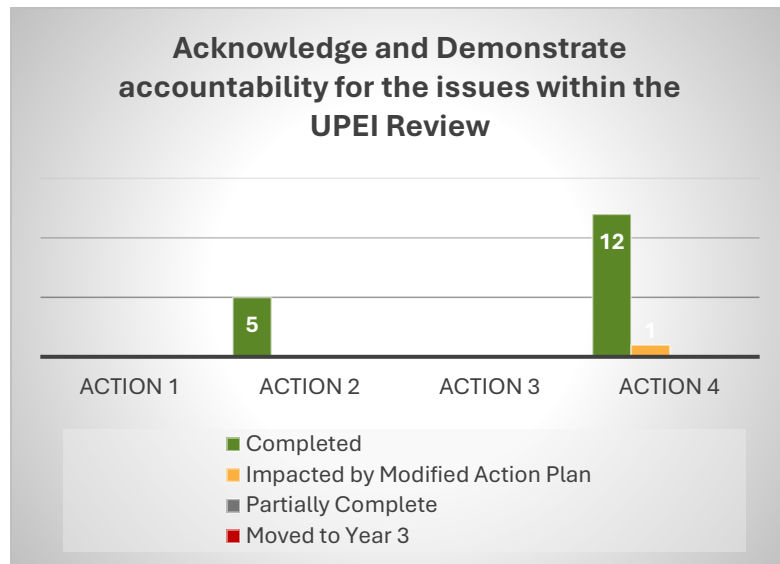


Breakdown of Implementation Activities by Goal

The charts below show where the foundational work within Year 2 was focused, in relation to the goals outlined in the Action Plan. A more detailed breakdown of all Year 2 Implementation Activities is provided in Appendix A.

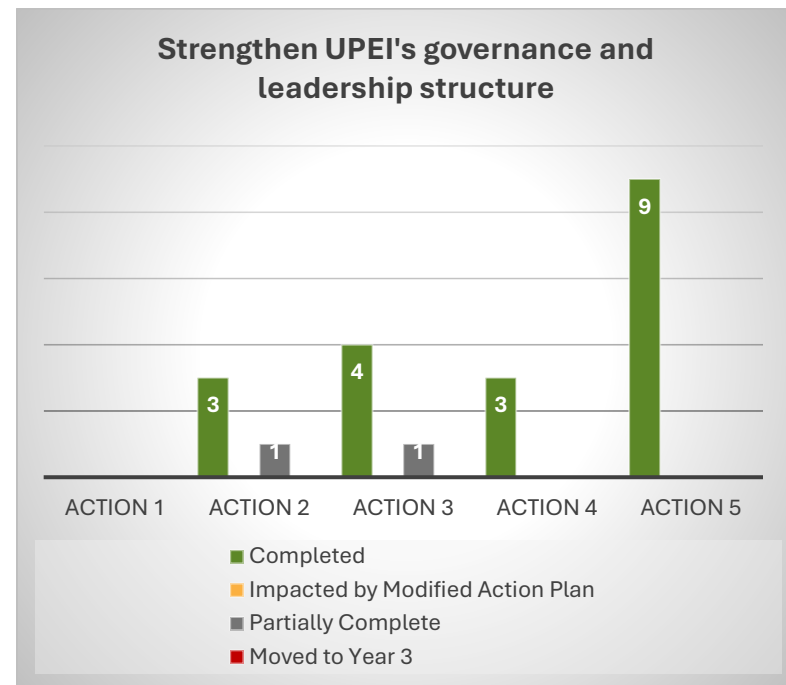
Goal 1: Acknowledge and demonstrate accountability for the issues within the UPEI Review

- **Action 1:** Publish the UPEI Review and acknowledge the serious issues within it
- **Action 2:** Commit to addressing all the recommendations within the UPEI Review
- **Action 3:** Develop an Action Plan to drive the cultural change needed at UPEI
- **Action 4:** Conduct annual audits to monitor the implementation progress of the UPEI Action Plan



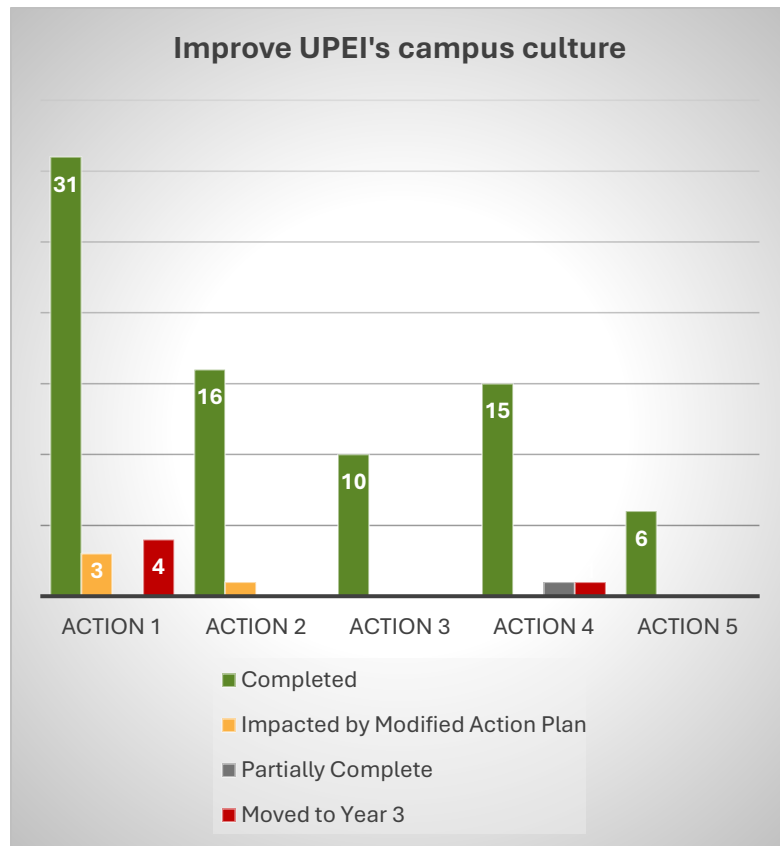
Goal 2: Strengthen UPEI's governance and leadership structure

- **Action 1:** Use a transparent and consultative process and proper due diligence in the selection and hiring of a new University President
- **Action 2:** Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure
- **Action 3:** Improve onboarding and training of UPEI Board of Governors and Senate members
- **Action 4:** Develop a UPEI leadership training program for those in leadership roles
- **Action 5:** Create a leadership development program for academic administrators



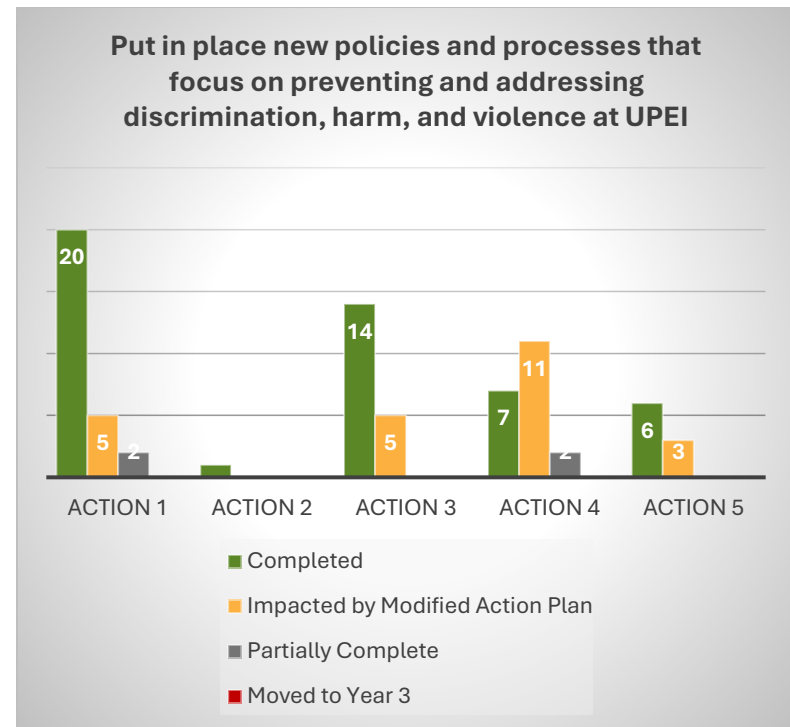
Goal 3: Improve UPEI's campus culture

- **Action 1:** Create a culture of listening at UPEI
- **Action 2:** Foster an environment in which employees feel valued
- **Action 3:** Rebuild trust and safety on campus
- **Action 4:** Develop campus training opportunities to promote safe, inclusive work and learning environments
- **Action 5:** Improve campus information sharing and communication sharing



Goal 4: Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI

- **Action 1:** Develop an EDI and Human Rights Department at UPEI
- **Action 2:** Create an NDA policy based on current legislation
- **Action 3:** Create a harassment and discrimination policy for all members of the UPEI community
- **Action 4:** Finalize and implement UPEI's revised Sexual Violence Policy
- **Action 5:** Establish clear feedback, disclosure, and reporting systems for campus members



APPENDIX A – YEAR 2 DETAILED PROGRESS REPORT (May 1, 2025 – April 30, 2026)

Detailed Activity Progress – Year 2

GOAL 1 ACKNOWLEDGE AND DEMONSTRATE ACCOUNTABILITY FOR THE ISSUES WITHIN THE UPEI REVIEW

Action 2 Commit to addressing all the recommendations within the UPEI review

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
1.2.3.1 UPEI leadership will maintain an enhanced level of consultation with the campus community. These consultations will include opportunities like the previously held town halls and campus listening sessions, as well as new employee and student engagement channels	<i>Year 0-5</i>	Develop a calendar for President-hosted engagement events for 2025-2026 academic year	<i>Complete</i>	
1.2.3.2 Develop and deliver a mid-plan consultation to gauge campus and community members' input on progress	<i>Year 2-3</i>	Develop a report on Action Plan progress as a basis of campus and community members' input on progress	<i>Complete</i>	
		Conduct consultation sessions with the campus and community to collect feedback on the Action Plan Implementation	<i>Complete</i>	
		Review recommendations received from the auditor following the first annual audit	<i>Complete</i>	
		Review of the Employee Engagement results linked to the Action Plan Implementation	<i>Complete</i>	

GOAL 1 ACKNOWLEDGE AND DEMONSTRATE ACCOUNTABILITY FOR THE ISSUES WITHIN THE UPEI REVIEW

Action 4 Engage in annual audits of the progress of the Action Plan

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
1.4.2.1 Develop audit schedule and process to support annual audits	<i>Year 1-5</i>	The audit of Year 0 and Year 1 Action Plan Implementation will be conducted in accordance with the schedule defined in the UPEI Action Plan	<i>Complete</i>	
		The audit results for Year 0 and Year 1 will be finalized and made available	<i>Complete</i>	
1.4.2.2 Develop annual implementation plans considering the relevant goals of the PEI Advisory Council of the Status of Women Equality Report Card such as reconciliation with Indigenous people, and support for those experiencing sexualized and other gender-based violence.	<i>Year 1-5</i>	Continue to consider the relevant goals of the PEI Advisory Council of the Status of Women Equality Report Card, during the implementation of Year 2 of the Action Plan	<i>Under Review</i>	
1.4.2.3 Align internal resource needs to support the audit	<i>Year 1-5</i>	University to enter into agreement with selected auditor	<i>Complete</i>	
		Program Manager will work with auditors to ensure access to university resources as required	<i>Complete</i>	
1.4.3.1 Carry out annual audits (Aligned with UPEI fiscal year) based on the audit schedule	<i>Year 2-5</i>	Conduct an audit of the Year 0 implementation of the Action Plan	<i>Complete</i>	
		Conduct an audit of the Year 1 implementation of the Action Plan	<i>Complete</i>	

1.4.3.2 Make the audit results public	<i>Year 2-5</i>	The audit results will be posted to the UPEI external website	<i>Complete</i>	
		A Town Hall, open to staff, faculty and students, will be held to review the audit results	<i>Complete</i>	
		The audit results will be provided to the Province of PEI	<i>Complete</i>	
		The audit results will be presented to the Board of Governors	<i>Complete</i>	
1.4.3.3 Conduct the first audit following the completion of Year I and thereafter annually	<i>Year 2-5</i>	Conduct an audit of the Year 0 implementation of the Action Plan	<i>Complete</i>	
		Conduct an audit of the Year I implementation of the Action Plan	<i>Complete</i>	

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 2 Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
2.2.4.3 Enhance Board Training	<i>Year 0-2</i>	Provide training in accordance with the 2024-2026 Board Training Plan	<i>Partially Complete</i>	For scheduling reasons, and in some cases to accommodate participation from new members, a few training sessions have been moved to the spring and fall of 2026.
		Provide opportunities for Board training participants to provide feedback on training	<i>Complete</i>	
2.2.5.2 Develop process to inform the Campus Culture Oversight Committee if areas	<i>Year 1-2</i>	Develop a method of tracking concerning trends of harassment or discrimination	<i>Complete</i>	

within UPEI demonstrate concerning trends of harassment or discrimination		Develop a mechanism for reporting concerning trends of harassment or discrimination	<i>Complete</i>	
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GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 3 Improve onboarding and training of UPEI Board of Governors and Senate members

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
2.3.1.1 Provide training on governance and other relevant expertise to the Board and Senate	<i>Year 1-2</i>	Offer annual governance training to members of the Board of Governors and Senate	<i>Partially Complete</i>	A governance training session was offered in the spring of 2025. The next training session on governance has been rescheduled to fall 2026 to allow for new members to participate.
2.3.1.2 Provide EDI training to the Board and Senate	<i>Year 1-2</i>	Offer EDI training to members of the Board of Governors and Senate.	<i>Complete</i>	
2.3.2.1 Identify institutional resources to support the development of training programs and related materials	<i>Year 1-2</i>	As part of the development of the Senate Training Plan, identify internal resources to support training	<i>Complete</i>	
2.3.2.2 Develop a training plan for Board of Governors and Senate	<i>Year 1-2</i>	Develop a Senate Training Plan	<i>Complete</i>	
2.3.2.3 Develop a process to track training participation of those in governance related roles	<i>Year 1-2</i>	Track Senate training event attendance	<i>Complete</i>	

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 4 Develop a UPEI leadership training program for those in leadership roles

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
2.4.1.3 Develop a leadership training strategy	<i>Year 2-5</i>	Review report and recommendations from external consultant	<i>Complete</i>	
		Consider leadership training program structure and curriculum	<i>Complete</i>	
		Outline resource requirements for delivery of leadership training program	<i>Complete</i>	

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 5 Create a leadership development program for academic administrators

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
2.5.1.1 Create a leadership development program for academic administrators (Deans, Associate Deans, and Chairs) that builds effective leadership and management skills, training on EDI, and processes of continual improvement.	<i>Year 1-2</i>	Deliver Leadership Development Program (LDP) for academic administrators.	<i>Complete</i>	
		Hold Annual Workshop (AW) for Chairs and Deans including faculty reviews, EDI training, and sessional hiring.	<i>Complete</i>	

2.5.1.2 Develop leadership training to build skills for fostering a healthy workplace such as motivating and inspiring faculty and staff, navigating difficult conversations, preventing burnout, change management, and conflict resolution and mediation.	<i>Year 1-2</i>	Within the Leadership Development Program, develop training on leadership skills for fostering a healthy workplace.	<i>Complete</i>	
		Within the scope of the Annual Workshop, include topics that foster a healthy workplace.	<i>Complete</i>	
2.5.1.3 Use problem-based learning in program with real-life situations of academic administrators that reflect topics such as discrimination, institutional racism, micro-aggressions, bystander training, and education and harassment.	<i>Year 1-2</i>	Within the Leadership Development Program, discuss real- life examples such as discrimination, institutional racism, and microaggressions.	<i>Complete</i>	
		Within the scope of the Annual Workshop, include examples of topics of discrimination, education, and harassment.	<i>Complete</i>	
2.5.2.1 Develop institutional resources to support the offering of a leadership development program on a regular schedule, including ongoing seminars for continual improvement.	<i>Year 1-2</i>	Hold a Leadership Development Workshop that includes these topics conflict management, legal hiring practices, change management, and healthy, inclusive workplaces.	<i>Complete</i>	
		Hold an Annual Workshop, workshop as per Article E1.4.8 of the Collective Agreement.	<i>Complete</i>	

2.5.2.2 Build, through the ongoing process of tracking, a community of colleagues with shared interests and common goals in effective leadership	<i>Year 1-2</i>	Canvas leadership interest and the goals of academic administrators.	<i>Complete</i>	
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GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 1 Create a culture of listening at UPEI

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.1.1.1 Ensure Student Union Executives and Graduate Student Association Executive are introduced to Deans Council and Directors of administrative units to ensure they are equipped to navigate UPEI's structures.	<i>Year 1-3</i>	Invite the Student Union Executives to the September meeting of the Vice-President, People and Culture's direct reports.	<i>Complete</i>	
		Invite the Graduate Student Association Executive to the September meeting of the Vice-President, People and Culture's direct reports	<i>Complete</i>	
		Invite the Student Union and the Graduate Student Association executives to Deans Council to discuss academic structures.	<i>Complete</i>	
		Invite the Student Union and the Graduate Student Association to the Academic and Research Leadership Council (directors and administrative units) to discuss academic structures.	<i>Complete</i>	

		Invite the Student Union Executives to the September meeting of the Vice- President Administration and Finance's direct reports.	<i>Complete</i>	
		Invite the Graduate Student Association Executives to the September meeting of the Vice-President Administration and Finance's direct reports.	<i>Complete</i>	
3.1.1.2 Increase the institutional capacity for student-focused data collection and analysis of resulting data on student experiences, inform initiatives that address student issues, and help assess outcomes.	<i>Year 1-3</i>	Report student survey results to the UPEI community	<i>Moved to Year 3 Plan</i>	The Office of Student Culture and Community Standards have developed a timeline for surveys, research and feedback sessions to gather a comprehensive understanding of the student experience over the course of 4 years of Undergraduate university participation. Based on this timeline, these initiatives have been moved and built into the Year 3 Implementation Plan of the Action Plan.
		Collect and analyze data from student-based surveys and focus groups	<i>Moved to Year 3 Plan</i>	
3.1.1.3 Seek meaningful feedback from students as to their experience through questions such as inclusive and intercultural learning, perceptions of institutional values and commitment to EDI, and diversity-related programming.	<i>Year 1-3</i>	Conduct a student survey that focused on identifying student sense of belonging	<i>Complete</i>	
		Conduct student focus groups with students to capture feedback on the student experience and to identify student's connection to UPEI	<i>Complete</i>	
3.1.1.4 Develop an integrated system that seeks student feedback and builds initiatives to support student success through follow-up planning, student	<i>Year 1-3</i>	Develop student survey that focuses on identifying student sense of belonging	<i>Complete</i>	
		Report student survey results to the UPEI community	<i>Moved to Year 3 Plan</i>	The Office of Student Culture and Community Standards have developed a

engagement, and actions arising from student surveys.		Collect and analyze data from student-based surveys and focus groups	<i>Moved to Year 3 Plan</i>	timeline for surveys, research and feedback sessions to gather a comprehensive understanding of the student experience over the course of 4 years of Undergraduate university participation. Based on this timeline, these initiatives have been moved and built into the Year 3 Implementation Plan of the Action Plan.
3.1.2.3 Establish accessible channels to provide confidential feedback on safety, sexual violence, and harassment and discrimination	<i>Year 2</i>	Communicate confidential incident reporting through the Health, Safety, and Environment Department through channels including: the UPEI SAFE app, in-person reporting, drop box submissions, website submissions, myUPEI submission, and email.	<i>Complete</i>	
		The EDI and Human Rights Office to be assigned responsibility for the administration of harassment and discrimination disclosures	<i>Complete</i>	
		Continue to offer services through the Sexual Violence Prevention and Response office to receive disclosures of sexual violence	<i>Complete</i>	
		Include information about disclosing harassment and discrimination in the Support Resources selection of the UPEI Safe app	<i>Complete</i>	
3.1.2.4 Regularly seek employee feedback through surveys	<i>Year 2</i>	Implement an Exit Interview Survey	<i>Complete</i>	
		Annually conduct an Employee Engagement Survey	<i>Impacted by the Board approved revisions</i>	An annual Employee Engagement Survey does not allow for appropriate time to collect, review and respond to the results; therefore, the cadence has been adjusted. Given that this survey was completed in Year 1, it was not conducted again in Year 2.

3.1.3.1 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team	<i>Year 0-5</i>	Continue to create pathways for input, consultation and report back	<i>Complete</i>	
		Continue to assess effectiveness of pathways	<i>Complete</i>	
		Continue to reflect on feedback and ideas	<i>Complete</i>	
3.1.3.2 Listen to individuals who have suffered harm at the University to learn from their experiences as a way of fostering reconciliation	<i>Year 0-5</i>	Make clear pathways for safe disclosure.	<i>Complete</i>	
		Continue to invite and receive input from those who suffered harm as laid out in the RT report	<i>Complete</i>	
3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	<i>Year 0-5</i>	Continue to work with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI to further our journey of reconciliation.	<i>Complete</i>	
		Support implementation of Indigenous Strategic Plan.	<i>Complete</i>	
		Develop means of effectively connecting with Indigenous members of UPEI	<i>Complete</i>	
3.1.4.3 President to implement Vice-President performance review process	<i>Year 2-5</i>	Complete performance review process for Vice President Academic and Research	<i>Complete</i>	
3.1.4.4 Senior Executive Team to ensure performance reviews of Deans, Directors, and Managers are carried out	<i>Year 5</i>	Senior Executive Team to participate in consultations with Human Resources department regarding the development of a performance evaluation program and associated accountability framework	<i>Impacted by Board approved revisions</i>	Timeline for this initiative has been updated to begin in Year 5 to allow for the establishment of essential initiatives, including comprehensive onboarding and leadership development program, prior to formalizing performance review expectations.

3.1.4.5 Following their first year of service, implement the President performance review process	<i>Year 2-5</i>	Conduct a process to obtain feedback on the President's performance	<i>Complete</i>	
3.1.5.3 Conduct Employee Engagement Survey	<i>Year 2</i>	Conduct an Employee Engagement Survey	<i>Impacted by Board approved revisions</i>	An annual Employee Engagement Survey does not allow for appropriate time to collect, review and respond to the results; therefore, the cadence of the survey has been adjusted. Given that an Employee Engagement Survey was completed in Year 1, it was not conducted again in Year 2.
3.1.5.4 Establish accessible channels to provide confidential feedback on safety, sexual violence, and harassment and discrimination	<i>Year 2</i>	Communicate confidential incident reporting through the Health, Safety, and Environment Department through channels including, the UPEI Safe app, in-person reporting, drop box submissions, website submissions, myUPEI submissions, and email	<i>Complete</i>	
		The EDI and Human Rights Office to be assigned responsibility for the administration of harassment and discrimination disclosures	<i>Complete</i>	
		Continue to offer services through the Sexual Violence Prevention and Response Office to receive disclosures of sexual violence	<i>Complete</i>	
		Include information about disclosing harassment and discrimination in the Support Resources section of the UPEI Safe app.	<i>Complete</i>	
3.1.6.4 Implement exit interview process and reporting	<i>Year 2</i>	Develop a communications plan for the implementation of the exit interview process	<i>Complete</i>	
		Conduct training for leaders on the exit interview process	<i>Complete</i>	
		Implement the exit interview process as per the guidelines developed.	<i>Complete</i>	

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 2 Foster an environment in which employees feel valued

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.2.1.6 Implement employee engagement survey	<i>Year 2</i>	Conduct an Employee Engagement Survey	<i>Impacted by Board approved revisions</i>	An annual Employee Engagement Survey does not allow for appropriate time to collect, review and respond to the results; therefore, the cadence of the survey has been adjusted. Given that an Employee Engagement Survey was completed in Year 1, it was not conducted again in Year 2.
3.2.1.7 Commence employee engagement initiatives	<i>Year 2</i>	Develop a document outlining a plan for engagement initiatives	<i>Complete</i>	
		Begin the implementation of the plan for engagement initiatives	<i>Complete</i>	
3.2.2.1 Provide staff with enhanced opportunities for training and skills building	<i>Year 1-5</i>	Conduct a scan of training and learning practices in post-secondary	<i>Complete</i>	
		Conduct a survey to understand training and skill needs	<i>Complete</i>	
		Review performance evaluation process to align with learning, training and skill development	<i>Complete</i>	
3.2.2.2 Enhance faculty development opportunities in teaching and research through the Teaching and Learning Centre and Office of Research Services	<i>Year 1-5</i>	Communicate fall and winter semester Lunch and learn PD sessions	<i>Complete</i>	
		Implement Graduate Supervisors Training Program	<i>Complete</i>	
		Create a schedule of ongoing faculty development activities	<i>Complete</i>	
		Deliver workshops to support the development of Teaching Philosophies, EDI philosophy statements and Teaching Dossiers	<i>Complete</i>	

		Include EDI training and Graduate Supervision training sessions in orientation sessions for new faculty, librarians, CNIs and clinical vet professionals	<i>Complete</i>	
		Commence implementation of Faculty Development Program plan	<i>Complete</i>	
		Continue Tri Agency grant review and writing support	<i>Complete</i>	
3.2.3.1 Examine the current staff classification practices to support fair and consistent role evaluation across the institution	<i>Year 2-5</i>	Develop a plan to review the classification system	<i>Complete</i>	
3.2.4.1 Continue to provide opportunities for campus members to speak about their experiences, provide input and share ideas, including with the President and Senior Executive Team	<i>Year 0-5</i>	Develop a calendar for President-hosted engagement events for 2025-2026 academic year	<i>Complete</i>	
3.2.5.1 Promote information about supports for campus members in relation to health and wellbeing	<i>Year 1-5</i>	Collect information about available supports for campus members in relation to health and wellbeing	<i>Complete</i>	
3.2.5.2 As they are implemented, share information on new supports and services in EDI and SVPRO that are accessible to campus members	<i>Year 1-5</i>	Continue to share information about the implementation of new supports and services through outlets such as: Campus Notices, Campus Connectors, department emails, campus wide emails, social media, or myUPEI EDI site and/or main EDI UPEI webpage	<i>Complete</i>	

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 3 Rebuild trust and safety on campus

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.3.2.3 Review campus safety infrastructure (e.g., lighting, safety poles, and security cameras)	<i>Year 2-3</i>	Security Services will review the results, provided by an independent consultant, of a review of the lighting and CCTV on campus to determine what upgrades are required	<i>Complete</i>	
		Security Services will develop a plan to begin implementing the upgrades	<i>Complete</i>	
3.3.2.4 Review the Campus Accessibility Audit to determine the plan for needs	<i>Year 2-3</i>	Conduct a review of the UPEI 2019 Internal Audit Report on Campus Accessibility to identify priorities for accessibility improvements to infrastructure	<i>Complete</i>	
3.3.2.5 Enhance campus safety supports such as UPEI SAFE app	<i>Year 2-3</i>	The Health, Safety and Environment office will promote new and updated safety information to the Health, Safety and Environment intranet site	<i>Complete</i>	
		Promote training sessions for students and employees that promote and educate on health and safety OHS requirements and reporting methods	<i>Complete</i>	
		The Health, Safety and Environment office will provide more communication about updates to safety information including emergency response, reporting, working alone and support resources.	<i>Complete</i>	

3.3.3.1 Provide sexual violence and EDI training to Security Services staff	Year 2	EDI and Human Rights Department will deliver training on responding to disclosures of sexual violence	Complete	
		EDI and Human Rights Department will deliver training on active listening, microaggressions, and cultural differences	Complete	
3.3.3.2 SVPRO to provide training on trauma-informed approaches to receiving disclosures to Security Services staff	Year 2	The UPEI Sexual Violence Prevention and Response office will provide training options including information about trauma-informed approaches to receiving disclosures	Complete	
		Deliver training which includes information about trauma-informed approaches to receiving disclosures to the Security Services division	Complete	

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 4 Develop campus training opportunities to promote safe, inclusive work and learning environments

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.4.1.1 Communicate behavioral obligations and limitations through documents, including the Sexual Violence Policy, Harassment and Discrimination Policy, Student Code of Conduct, Athletic Club Guidelines, and International Student Orientation handbook.	Year 1-5	Identify defined behavioral obligations, as of April 2025	Complete	
		Develop a communications strategy for the defined behavioral obligations and limitations	Complete	

3.4.2.1 Put in place the resources needed to support and develop training opportunities related to building inclusive environments; consider topics such as anti-racism, anti-oppression, unconscious bias, microaggressions, cultural differences, sexual violence including gender-based violence and harassment and discrimination.	<i>Year 2-4</i>	Review, analyze and summarize research on best practices in EDI training methods, approaches, and content for educational institutions; including recommendations for developing training related to building inclusive environments	<i>Complete</i>	
3.4.2.2 Ensure training has an equity, diversity, and inclusion lens	<i>Year 2-4</i>	Develop an institutional approach to incorporating EDI into training	<i>Complete</i>	
3.4.2.3 Use a trauma-informed approach to the delivery of training on difficult subjects	<i>Year 2-4</i>	Review and update EDI and SVPRO training modules to ensure the language and content are trauma-informed	<i>Complete</i>	
		Review and record the research on best practices in trauma informed communication in training in educational settings	<i>Complete</i>	
3.4.2.4 Consult subject-matter experts for specific and targeted themes and messages	<i>Year 2-4</i>	Consult with subject-matter experts by hosting a meeting with community organizations serving underserved and underrepresented groups and sexual violence survivors, such as BIPOC USHR, the Black Cultural Society of PEI, PEERS Alliance, Price PEI, Women’s Network, Resource Abilities, PEIRSAC, etc.	<i>Complete</i>	
		Consult with Indigenous subject-matter experts by inviting Indigenous elders both on and off campus, the Mawi-omi Centre coordinator, members of the Faculty of IKERAS, and representatives from the larger Mi’kmaq community on PEI for a meeting	<i>Complete</i>	

3.4.2.5 Ensure there is capacity to respond to increased need for supports and reporting because of awareness program efforts	<i>Year 2-4</i>	Begin the practice of intaking harassment and discrimination complaints on campus through the EDI&HR Department	Moved to Year 3 Plan	This activity was delayed because of the delay in the implementation of the new Harassment and Discrimination Policy and will be included as part of the Year 3 implementation plan.
		Monitor statistics relating to sexual violence and harassment and discrimination complaints, and report increases to the Vice President People and Culture, President and Board of Governors.	<i>Complete</i>	
3.4.2.6 Provide in-person and on-demand training related to building inclusive environments	<i>Year 2-4</i>	Deliver in-person training, at least once, for faculty hiring committees	<i>Partially Complete</i>	
		Deliver in-person training, at least once, for staff hiring committees	<i>Complete</i>	
		Create online (on demand) versions of hiring committee training programs for both faculty and staff hiring committees	<i>Complete</i>	
		Update workshop offerings and descriptions currently listed on the EDIHR intranet site	<i>Complete</i>	
3.4.2.7 Provide mechanisms through which campus community members can request training on specific issues	<i>Year 2-4</i>	Create an EDI training request form accessible to staff and faculty	<i>Complete</i>	
		Advertise the EDI training request form across campus through social media, Campus Notices, and emails	<i>Complete</i>	
		Communicate opportunities for in-person hiring committee training sessions	<i>Complete</i>	

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 5 Improve campus information sharing and communications processes

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.5.1.1 Assess adequacy of access to information on academic, financial, and governance decision making by Board and Senate and improve transparency and access where needed.	<i>Year 1-2</i>	Identify conventions for reporting governance decisions in post-secondary institutions	<i>Complete</i>	
3.5.1.3 Review and update in-camera guidelines, to ensure completeness of process	<i>Year 2</i>	Review and update in-camera guidelines for the Board of Governors and Senate	<i>Complete</i>	
3.5.3.1 Encourage all departments to make more information accessible about common processes	<i>Year 2-5</i>	Develop guidelines for internal communication of common processes	<i>Complete</i>	
3.5.4.1 Enhance information sharing about campus initiatives	<i>Year 1-5</i>	Develop a calendar for President-hosted engagement events, for the 2025-26 academic year	<i>Complete</i>	
3.5.4.2 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team	<i>Year 1-5</i>	Provide information to campus on opportunities to take part in planning and idea sharing.	<i>Complete</i>	

3.5.5.3 Develop a campus communications strategy with focus on better understanding the communications needs of campus audiences, effective communications processes, and collaboration opportunities	<i>Year 2</i>	Issue RFP to secure service provider to determine communication needs and a strategy to address needs	<i>Complete</i>	
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GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM, AND VIOLENCE AT UPEI.

Action 1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.1.1.5 Develop a protocol, as an alternative pathway, for the Director of EDI and Human Rights Department to report issues directly to the President, and/or to the Chair of the Board of Governors, including conflicts of interests and other serious issues	<i>Year 2</i>	Develop a protocol for the Director of EDI&HR to report on concerning trends and patterns with respect to sexual violence and harassment and discrimination	<i>Complete</i>	
		Advise the President, Chair of the Board of Governors, and Director of EDI&HR that the protocol is active, and protocol pathway is available	<i>Complete</i>	
4.1.2.7 Work with campus partners to cultivate a focus on prevention and awareness	<i>Year 2</i>	Consult with campus partners to create educational messaging for students, staff, and faculty, to be used to raise awareness on how to identify and prevent discrimination, harassment, and sexual violence on campus.	<i>Complete</i>	

4.1.3.1 The EDI and Human Rights Department will be responsible for intake and administration of a harassment and discrimination policy.	<i>Year 3</i>	The EDI and HR Department will be responsible for the intake and administration of the new Harassment and Discrimination Policy (once developed)	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3, and the language has been updated to remove dependency on the new Harassment and Discrimination Policy. This allows the work to move forward as part of the Year 3 implementation plan.
4.1.3.2 Create a new position, Human Rights and Equity Advisor, for the intake and administration of a harassment and discrimination policy.	<i>Year 1-3</i>	Human Rights and Equity Advisor and Human Rights Early Resolution Specialist to be assigned responsibility for administration of harassment and discrimination disclosures.	<i>Complete</i>	
4.1.3.3 Communicate to the campus community that the EDI and Human Rights Department is the intake location for harassment, discrimination, and sexual violence reports and complaints	<i>Year 3</i>	Following the approval of both the Sexual Violence Policy and Harassment and Discrimination Policy share information to all faculty, students, and staff announcing EDI and Human Rights Department is the new intake location for harassment, discrimination, and sexual violence complaints.	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
4.1.3.4 Use a variety of external investigators	<i>Year 1-3</i>	Engage in a process to develop a list of external investigators for future use	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been extended to Year 3. It will be included in the Year 3 Implementation Plan.
4.1.3.5 Ensure investigations are procedurally fair	<i>Year 1-3</i>	Select investigators who have received training on procedural fairness	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been extended to Year 3. It will be included in the Year 3 Implementation Plan.
4.1.3.6 Provide informal resolution services	<i>Year 1-3</i>	Offer appropriate resolution services in accordance with the new Harassment and Discrimination Policy	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been extended to Year 3, and the language has been updated to remove dependency on the new Harassment

				and Discrimination Policy. This allows the work to move forward as part of the Year 3 implementation plan.
4.1.4.9 Continue to review established best practices and research to inform the training offered	<i>Year 2-3</i>	Review, analyze, and summarize research on best practices in EDI training methods, approaches, and content for educational institutions; include recommendations for developing training related to building inclusive environments.	<i>Complete</i>	
4.1.4.10 Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<i>Year 2-4</i>	Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty and staff	<i>Partially Complete</i>	These initiatives have been completed for staff; however, the Faculty Association has not yet agreed to move this forward for faculty.
		For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email	<i>Partially Complete</i>	
		For new staff, completion of the course will be added as a requirement of the Supervisor's Orientation Checklist	<i>Complete</i>	
4.1.5.3 Take actions to welcome voices from members of underrepresented and marginalized groups to help inform the initiatives of the Edi and Human Rights department	<i>Year 2</i>	Collect information from underrepresented and marginalized students, staff, and faculty to gather their views on initiatives for the EDI&HR department, on EDI, sexual violence prevention and response, and harassment and discrimination.	<i>Complete</i>	
4.1.6.1 Work collaboratively with campus partners who provide services to underrepresented or marginalized groups including International Student Office, Accessibility Services, and Student Affairs	<i>Year 1-3</i>	EDI&HR department will continue to meet with representatives from campus partners who service underrepresented or marginalized groups on campus, including the International Student Office, Accessibility Services, and Student Affairs.	<i>Complete</i>	
		Develop a plan for a collaborative project between EDI&HR and campus partners	<i>Complete</i>	

		addressing the awareness of prevention of discrimination, harm and gender-based violence.		
4.1.6.2 Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available.	<i>Year 1-3</i>	Consult with representatives of faculty and staff unions on campus regarding accommodations processes	<i>Complete</i>	
		Review and finalize an accommodation procedure for faculty and staff	<i>Complete</i>	
		Make information about the accommodation procedure accessible to faculty and staff	<i>Complete</i>	
		Share information about the accommodation procedure on the HR myUPEI, and EDIHR myUPEI	<i>Complete</i>	
		Provide learning opportunities for campus community members regarding the accommodation procedure	<i>Complete</i>	
4.1.6.4 Coordinate processes of student-related investigations among the offices of SVPRO and supports within Student Affairs	<i>Year 1-3</i>	Continue to have the Sexual Violence Response Team meet to coordinate student-related investigations and supports related to sexual violence matters.	<i>Complete</i>	
		Continue to have the staff within the Sexual Violence Prevention and Response Office hold regular meetings with Student Culture and Community Standards unit of Student Affairs to ensure staff have the opportunity to coordinate activities on sexual violence.	<i>Complete</i>	

4.1.6.5 Formalize cross-departmental coordination in relation to harassment, discrimination, racism, or sexual violence	<i>Year 1-3</i>	Staff within the EDI and Human Rights department will meet with staff from other departments to allow opportunity for coordination of university response to harassment and discrimination matters	<i>Complete</i>	Language revised slightly to remove dependency on Harassment and Discrimination Policy to allow the activity to move forward in advance of the policy being completed.
		Continue to have the Sexual Violence Response Team meet to coordinate student-related investigations and supports related to sexual violence matters.	<i>Complete</i>	
4.1.6.6 Work collaboratively with Deans/Associate Deans to provide advice and guidance on EDI initiatives led by/within Faculties	<i>Year 1-3</i>	Director of EDI and Human Rights to attend a Dean's Council meeting to update on the progress of the department and possibilities for collaboration	<i>Complete</i>	
4.1.7.1 Build capacity for informal resolution methods applicable to matters of sexual violence and harassment and discrimination	<i>Year 1-3</i>	Have the Informal resolution specialist work with Sexual Violence Prevention and Response Coordinator to consider best practices for informal resolution in sexual violence complaints	<i>Complete</i>	

GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM, AND VIOLENCE AT UPEI.

Action 2 Create a non-disclosure agreement (NDA) policy based on current legislation

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.2.1.4 Provide training on Non-disclosure Agreements Act and new policy to Board of Governors, Senior Executive Team, and Deans.	<i>Year 2</i>	Arrange training for the Board of Governors, Deans and Senior Executive Team	<i>Complete</i>	

GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM, AND VIOLENCE AT UPEI.

Action 3 Create a Harassment and Discrimination Policy for all members of the UPEI community

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.3.1.3 Draft a comprehensive Harassment and Discrimination Policy, using a campus-wide consultation process that covers all campus members, and reflects the new structure of the EDIHR Department	<i>Year 1-2</i>	Draft a new Harassment and Discrimination Policy that covers all campus members and reflects the new structure of the Department of EDI and Human Rights.	<i>Complete</i>	Language revised slightly to remove dependency on the new Harassment and Discrimination Policy to allow the Supporting Action to move forward in advance of the policy being completed.
4.3.1.4 Ensure the new policy incorporates all recommendations of the UPEI Review	<i>Year 1-2</i>	Incorporate recommendations of the UPEI Review into the new Harassment and Discrimination Policy	<i>Complete</i>	

		Policy will incorporate all recommendations of the UPEI Review at the time of approval by Board of Governors	<i>Complete</i>	
4.3.1.5 Ensures the new policy reflects feedback from survivors of harm at the University	<i>Year 1-2</i>	Include feedback from the UPEI Review, Action Plan Advisory Group Recommendations, and listening sessions held by the President to support the Action Plan, as considerations for the policy development process.	<i>Complete</i>	
		Request feedback from Fair Treatment Advocate under the Fair Treatment Policy on new Harassment and Discrimination Policy.	<i>Complete</i>	
		Request feedback from Sexual Violence Response Navigator on new Harassment and Discrimination Policy.	<i>Complete</i>	
		Ensure the new policy contemplates a process path for complaints against the President.	<i>Complete</i>	
		Have the Chair of the Board of Governors review the draft Harassment and Discrimination Policy to ensure input from former complainants has been appropriately incorporated.	<i>Complete</i>	
		Survivors of harm are invited to provide feedback through their preferred conduit.	<i>Complete</i>	
4.3.1.6 Ensure the policy is trauma-informed and procedurally fair	<i>Year 1-2</i>	Human Rights Counsel, with knowledge of procedural fairness, to ensure the new Harassment and Discrimination Policy is procedurally fair.	<i>Complete</i>	

		Have the draft policy reviewed by staff of the Department of EDI and Human Rights who have experience in applying a trauma-informed lens and take any concerns or recommendations into consideration in the draft policy.	<i>Complete</i>	
		Policy reviewed by expert in trauma informed procedure	<i>Complete</i>	
4.3.1.7	Ensure the new policy aligns with legislative requirements, such as PEI Occupational Health and Safety Act and Employment Standards Act.	<i>Year 1-2</i> Policy reviewed by experts re: legislative requirements; PEI occupational Health and safety Act; Employment Standards Act.	<i>Complete</i>	
4.3.1.9	Request the express written consent to include the new Harassment and Discrimination Policy in the Faculty Association's collective agreement	<i>Year 2-3</i> Request the express written consent to include the new Harassment and Discrimination Policy in the Faculty Association's collective agreement	<i>Complete</i>	This Supporting Action was added to the Action Plan, as part of Board approved revisions and was completed in Year 2.
4.3.2.1	Make the policy, that is in effect, easily available to the campus community	<i>Year 3</i> Once enacted, post the policy on the University website.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
4.3.2.2	Create materials to communicate the policy, that is in effect, to the UPEI community in easy-to-understand language	<i>Year 3</i> Develop method and materials of ensuring easy-to understand policy and materials	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
4.3.2.3	Develop and deliver training on the policy in effect	<i>Year 3</i> Develop training on the new Harassment and Discrimination Policy	<i>Impacted by Board</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and

			<i>approved revisions</i>	will be included as part of the Year 3 Implementation Plan.
		Begin offering training on the new Harassment and Discrimination Policy	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
		Begin relevant partnership development to ensure training on new Harassment and Discrimination Policy.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.

GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM, AND VIOLENCE AT UPEI.

Action 4 Finalize and implement UPEI's revised Sexual Violence Policy

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.4.1.1 Finalize revisions to the UPEI Sexual Violence Policy	<i>Year 1</i>	Finalize the draft Sexual Violence Policy.	<i>Complete</i>	
4.4.1.2 Ensure the new policy is comprehensive and implements all the recommendations of the UPEI Review	<i>Year 1</i>	Ensure the final Sexual Violence Policy reflects the recommendations of the UPEI Review.	<i>Complete</i>	
	<i>Year 1</i>	Obtain an opinion from external legal counsel that the new policy is procedurally fair and	<i>Complete</i>	

4.4.1.3 Ensure the revised policy is trauma-informed, procedurally fair, and conforms to legislative requirements		aligns with provincial legislative requirements (and if any applicable federal legislative requirements).		
		Have the draft policy reviewed by staff of the Department of EDI and Human Rights who have experience in applying a trauma-informed lens and take any concerns or recommendations into consideration in the draft policy.	<i>Complete</i>	
4.4.1.4 Ensure that the experiences of victims of sexual harassment/assault, including within the context of student residences, are in the revisions to the Policy	<i>Year 1</i>	Consider the Action Plan Advisory Group Recommendations, information from the listening sessions, and recommendations from the UPEI Review, which included victim experiences, in revisions to the Sexual Violence Policy.	<i>Complete</i>	
		Have the Chair of the Board of Governors review the draft Sexual Violence Policy to ensure input from former complainants has been appropriately incorporated.	<i>Complete</i>	
4.4.2.2 Communicate the new policy in a timely manner	<i>Following Board Approval</i>	Send campus wide communication regarding the new Sexual Violence Policy	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.3 Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy	<i>Following Board Approval</i>	Once the revised Sexual Violence Policy is enacted, arrange training for the Board of Governors, Senate and Senior Executive Team	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.

4.4.2.4 Make the piloted Sexual Violence Response Team permanent and finalize terms of reference	<i>Following Board Approval</i>	Include the Sexual Violence Response Team in the new Sexual Violence Policy.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
		Finalize the terms of reference for the Sexual Violence Response Team	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.5 Strengthen and clarify pathway for respondent support	<i>Following Board Approval</i>	Develop new communication materials discussing the respondent support available	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.6 Whenever possible, provide advance notice of delivery of investigation results to the parties	<i>Following Board Approval</i>	Following the implementation of the new Sexual Violence Policy, develop a process which includes providing notice of advance delivery of investigation results to the parties whenever possible	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.7 Provide investigation results to the respondent's internal support provider	<i>Following Board Approval</i>	Develop a process addressing how a support provider would be provided with investigation results, with Respondent's consent	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.3.1 Make the policy easily available to the campus community	<i>Following Board Approval</i>	Once enacted, post the policy on the University website.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.3.2 Create materials to communicate the policy to UPEI community in easy-to-understand language	<i>Following Board Approval</i>	Create materials to communicate the policy in easy-to-understand language	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.3.3 Develop and deliver training on the new policy		Develop training on the new Sexual Violence Policy	<i>Impacted by Board</i>	The timeline for this Supporting Action has been updated, and it will be implemented

	<i>Following Board Approval</i>		<i>approved revisions</i>	following Board approval of the new Sexual Violence Policy.
		Begin offering training on the new Sexual Violence Policy	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.4.4 Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<i>Year 2-4</i>	Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty and staff	<i>Partially Complete</i>	These initiatives have been completed for staff; however, the Faculty Association has not yet agreed to move this forward for faculty.
		For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email	<i>Partially Complete</i>	
		For new staff, completion of the course will be added as a requirement of the Supervisor's Orientation Checklist	<i>Complete</i>	

GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM, AND VIOLENCE AT UPEI.

Action 5 Establish clear feedback, disclosure, and reporting mechanisms for campus members

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.5.1.1 Provide an explanation of how third-party disclosures will be handled	<i>Year 2-3</i>	Establish and explain pathways and mechanisms for anonymous and third-party reports through Sexual Violence Policy, Discrimination and Harassment Policy	<i>Impacted by Board approved revisions</i>	This Supporting Action has been revised to remove dependency on the new Harassment and Discrimination Policy and Sexual Violence Policy, to allow the Supporting Action to move forward in advance of the policies being approved.
4.5.1.2 Collect information on electronic reporting and tracking tools	<i>Year 2-3</i>	Collect information on electronic reporting and tracking tools which could be utilized for tracking reports and incidents of violence.	<i>Complete</i>	

		sexual violence, harassment, and/or discrimination		
4.5.2.1 Review processes regarding violence, sexual violence, harassment, and discrimination to ensure they are designed reflecting principles of safety and respect	<i>Year 0-5</i>	Identify current principles of safety and respect and ensure compliance with the Occupational Health and Safety Act and Regulations in the Violence Prevent and Response Policy review.	<i>Complete</i>	
		Identify principles of safety and respect in the development of new processes to be followed in the intake of harassment and discrimination complaints	<i>Complete</i>	The language of this initiative has been revised slightly to allow it to move forward in advance of the new Harassment and Discrimination Policy being approved.
		Determine whether the reporting systems used by the Health, Safety, and Environment (such as the UPEI SAFE App) can be utilized for submitting reports of sexual violence and harassment and discrimination in a safe and respectful manner.	<i>Complete</i>	The language of this initiative has been revised slightly to allow it to move forward in advance of the new Sexual Violence Policy being approved.
		Review the PEI Advisory Council on the Status of Women's Equality Report Card Assessment Model, PEI Equality Report Card, and PEI's Sexual Violence Prevention Strategy to ensure Sexual Violence Prevention Office is aware of provincial initiatives and directions in relation to gender-based violence.	<i>Complete</i>	

4.5.2.2 Create pathways for sexual violence or harassment and discrimination disclosures and complaints that are clear	<i>Year 0-5</i>	Draft a new sexual violence policy and harassment and discrimination policy that include pathways for disclosure and complaints.	<i>Complete</i>	
		Update website with information about the new disclosure process under new Sexual Violence Policy	<i>Impacted by Board approved revisions</i>	This activity will be completed following the approval of the revised Sexual Violence Policy.
		Update website with information about the new disclosure process under the new Harassment and Discrimination Policy.	<i>Impacted by Board approved revisions</i>	The timeline for this action has been updated and, it will be part of the year 3 implementation plan



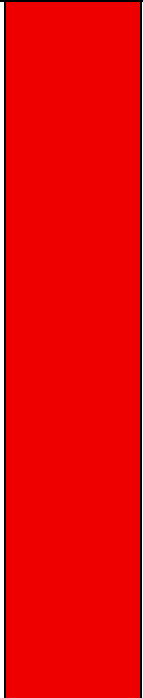
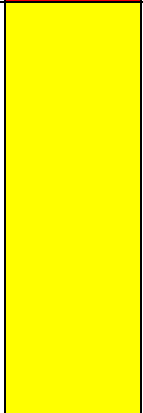
APPENDIX B – UPDATE ON AUDIT RECOMMENDATIONS

Audit Recommendation (from Deloitte)	Impact Rating	Leading Practice Recommendation (from Deloitte)	UPEI Implementation Comments on Plans and Progress
Develop a formalized process for feedback collection, analysis and implementation		<ol style="list-style-type: none"> 1. Develop a Centralized Feedback Management System 2. Establish a Formal Feedback Collection Protocol 3. Create a Transparent Feedback Review and Action Process 4. Communicate Outcomes and close the Feedback Loop 5. Monitor and Evaluate the Feedback System 	<p>The University is intentional with feedback collection to ensure that any systems implemented are adequately resourced and can be effectively operationalized.</p> <p>Listening sessions with members of the campus community have been held by both the VPPC and President, with themes heard being reflected to the community.</p> <p>Examples of processes that have used more formal consultation approaches included:</p> <ul style="list-style-type: none"> • Policy Review process • Strategic Plan development • “Living our Values” development <p>The Year 3 implementation plan also includes a commitment to review and update UPEI’s approach to consulting with the campus community for the 2026-2027 year.</p>
Improve training tracking methods by leveraging technology		<ol style="list-style-type: none"> 1. Develop and Implement Formal Documentation 2. Implement a Systematic Tracking Mechanism 	<p>While it is not currently feasible to obtain and implement a centralized, automatic system for tracking training, the university has implemented initiatives that align with this recommendation including:</p>

		<ol style="list-style-type: none"> 3. Integrate Learning Outcomes Assessment 4. Establish a Leadership Development Tracking System 5. Promote a Culture of Continuous Improvement 	<ul style="list-style-type: none"> • Tracking attendance at leadership development sessions, offered through Human Resources • Providing feedback surveys at development sessions, offered through Human Resources, to help inform future sessions <p>In Year 2, a survey was also conducted to better understand training and skill needs.</p> <p>The integration of learning outcomes and assessment will be integrated as part of the roll out of the Leadership Essentials Program.</p>
Implement a Change management framework to build organizational resilience		<ol style="list-style-type: none"> 1. Development and Implement a Formalized Change Management Framework 2. Maintain support for the existing Professional Development Program for Academic Leaders 3. Establish a Change Management Team or Network 4. Develop Communication and Engagement Plans 5. Integrate Change Management into Project Planning 	<p>Change management has been integrated into project management and implementation of the Action Plan through the development of an operational template/checklist. It was created with change management principles in mind and shared with implementation leads to help guide the implementation of new initiatives.</p> <p>The goal is to ensure that the Action Plan is not just implemented but is integrated into the operations of the university.</p>

<p>Ensure additional support/resources to project management responsibilities as needed</p>		<ol style="list-style-type: none"> 1. Assign a Backup Project Manager 2. Regular Knowledge Sharing Sessions 3. Develop a Succession Plan 4. Monitor Workload and Well-being 	<p>Knowledge sharing sessions will be held to ensure that information relating to the project's objectives and status is held and accessible by others outside of the Project Manager.</p> <p>There is also ongoing support and monitoring of the workload and well-being of the Project Manager, including decisions that help to maintain the scope of the Action Plan.</p>
<p>Broaden communication efforts' reach and community engagement</p>		<ol style="list-style-type: none"> 1. Expand Communication Channels 2. Engage Directly with Campus Community Groups 3. Tailor Messaging for Different Audiences 4. Increase Visibility at Key Events 5. Monitor and Evaluate Communication Effectiveness 	<p>Communications approaches and event types that have been used to engage with the campus community during years 0-2 are being re-evaluated to determine effectiveness</p> <p>To determine how to best engage with campus community, an internal communications strategy has been developed that identifies:</p> <ul style="list-style-type: none"> • communications channels • stakeholder audiences • approaches by audience <p>Media monitoring is being undertaken to assess communication effectiveness and reach.</p> <p>Support tools like a communications/engagement calendar have been developed by the President's office to coordinate attendance by executives at key University events to increase visibility</p> <p>New communications products, such as the Action Plan IMPACT article series and quarterly president's messages have</p>

			been introduced to demonstrate the Action Plan implementation activities "in action."
Develop a systematic approach for attendance and participation tracking		<ol style="list-style-type: none"> 1. Review and Enhance Access Protocols for Virtual Events 2. Implement a Standardized Attendance Tracking System 3. Limit Access to Attendance Data 4. Monitor and Analyze Participation Trends 5. Solicit Feedback on the Event Experience 	<p>Access for virtual events, specifically ensuring that external users can join when appropriate has been determined.</p> <p>Other initiatives that have been implemented, based on feedback and analysis of participation, include:</p> <ul style="list-style-type: none"> • Scheduling town halls on varying dates and times, in consideration of class schedules, in an effort to allow everyone to attend at some point throughout the year. • "Save the Date" notices with town hall dates are sent to the campus community to allow for advance planning. • Word clouds were used as a participation tool to provide a less intimidating way for the community to engage.
Consolidate Board Governance documentation and EDI-related practices		<ol style="list-style-type: none"> 1. Develop and Formalize EDI Governance Documentation 2. Document Recruitment and Selection Processes 3. Enhance Demographic Data Collection 4. Update and Date Governance Documents 5. Establish a Periodic Review Process for the Skills Matrix 	The Office of the Secretariat is working on updating documentation, related to the recruitment and selection of Board members, to be reviewed by the EDI department.

<p>Enhance practices to build a culture of psychological health and safety</p>		<ol style="list-style-type: none"> 1. Reinforce Transparent Communication and Inclusive Decision-Making at the Department Level 2. Strengthen Leadership Accountability and Alignment 3. Implement a Structured Raise a Concern Mechanism 4. Invest in Conflict Management and Communication Training for members of the EDIHR Department 5. Monitor Workplace Culture and Climate Regularly 6. Foster Psychological Safety and Well-Being 	<p>A panel of equity, diversity and inclusion experts conducted a review of the UPEI Equity, Diversity, Inclusion and Human Rights department that resulted in a comprehensive report that will guide UPEI as the EDIHR department is further developed.</p> <p>The recommendation to “enhance practices to build a culture of psychological health and safety” is very much aligned with the defined goals and actions within both the UPEI Action Plan and the UPEI Strategic Plan.</p> <p>A call for internal research funding has been made for the development and implementation of a cultural assessment instrument.</p>
<p>Optimize Action Plan delivery: aligning priorities with institutional capacity</p>		<ol style="list-style-type: none"> 1. Reprioritize Action Plan items 2. Enhance Communication and Engagement 3. Establish Formalized Interdepartmental Collaboration 	<p>A review of the remaining commitments within the UPEI Action Plan was completed in Year 2, with the Board of Governors approving the recommended changes in their March 2026 meeting.</p> <p>To enhance communication, a series called “Action Plan IMPACT” was initiated in Year 2, with a total of 8 articles released between November and March, telling the stories of the important progress being made with the Action Plan implementation.</p>



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