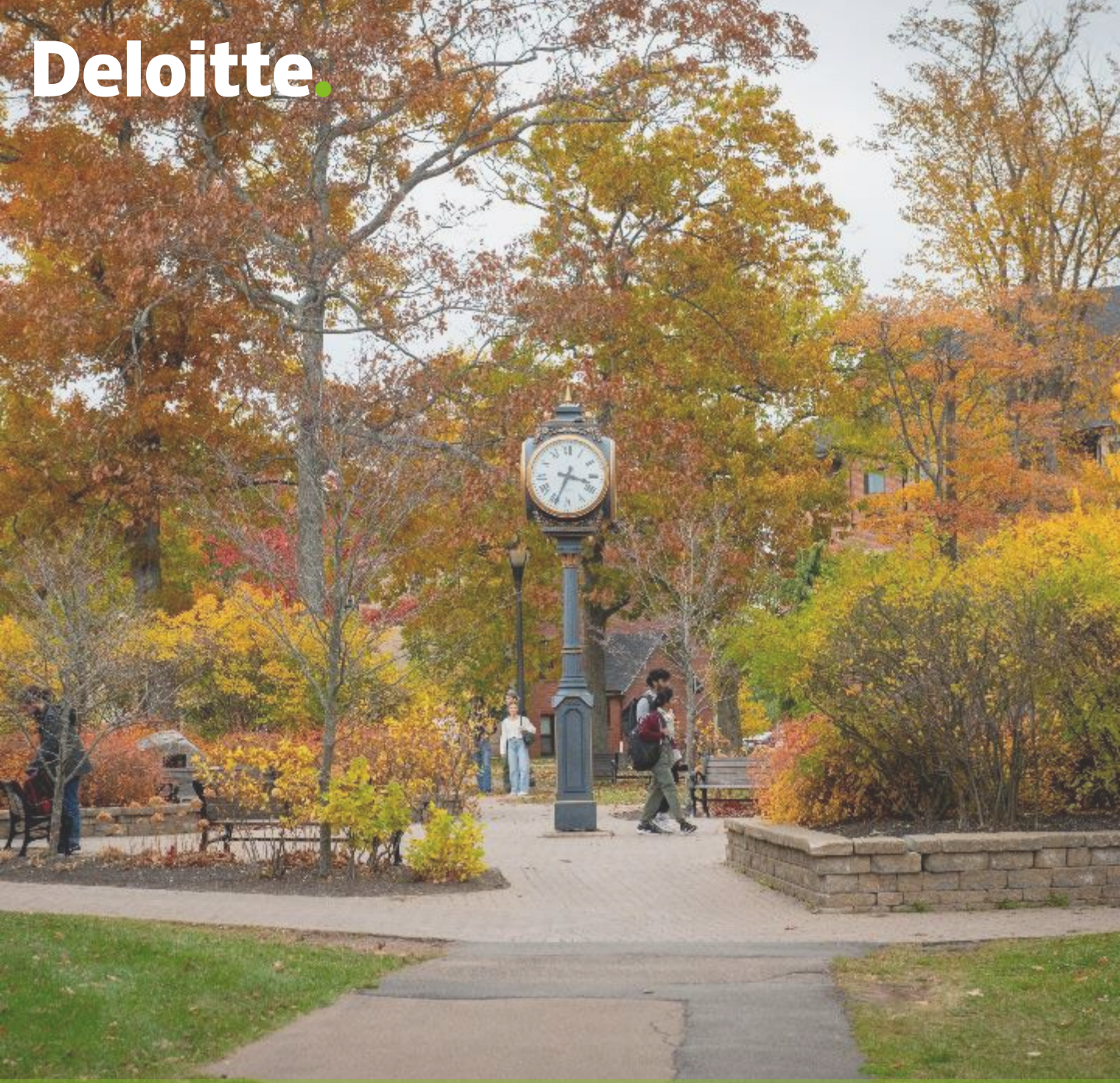




Report to the University of Prince Edward Island

Implementation of the University of Prince Edward Island Action Plan:
Building a Culture of Trust, Safety, and Inclusion – Audit of Years 0 &1
Plain Language Report

September 19, 2025

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BACKGROUND & APPROACH

Audit objective, scope, and approach

Audit Overview

In December 2021 – University of Prince Edward Island (“UPEI”) retained a Canadian law firm to conduct an independent third-party review of the University's policies, procedures, and programs concerning harassment, discrimination, and fair treatment. Multiple recommendations were made in the final report which required immediate change to policies, procedures, and overall workplace safety.

UPEI developed an Action Plan that provides a framework for how the University will respond to the recommendations. One of the recommendations was for the University to engage in an annual audit process to assess the execution and implementation of the Action Plan for each of the next five years.

Objective

The purpose of this engagement is to provide reasonable assurance on UPEI's implementation of the *UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion* (“UPEI Action Plan”). For the Year 1 audit, we have completed a reasonable assurance engagement of the *UPEI Action Plan: Building a Culture of Trust, Safety and Inclusion Implementation Plans–Year 0 and Year 1* for the period from May 1, 2023 to April 30, 2025 based on the agreed criteria.

Scope

The scope of this audit included an assessment of the effectiveness of implementation of *UPEI's Action Plan: Building a Culture of Trust, Safety, and Inclusion* for the years of May 1, 2023 to April 30, 2024 (Year 0) and May 1, 2024 to April 30, 2025 (Year 1).

Approach

The implementation plans for years 0 and 1 focused on developing the framework for the policies, procedures and organizational changes required to implement the action plan over a five-year period. Therefore, the focus of the audit was on the design and implementation activities, as outlined in the implementation plans.

Deloitte conducted a reasonable assurance engagement in accordance with Canadian Standard on Assurance Engagements (CSAE) 3000 to assess the implementation of the University of Prince Edward Island's ("UPEI") *Action Plan: Building a Culture of Trust, Safety, and Inclusion* ("UPEI Action Plan") for the periods from May 1, 2023 to April 30, 2024, and May 1, 2024 to April 30, 2025.

To perform this assessment in accordance with CSAE 3000, it was necessary to establish criteria against which the implementation of the Action Plan could be measured. The criteria were required to be relevant, complete, reliable, neutral, and understandable, as outlined in CSAE 3000.

A total of sixty-eight (68) custom-purpose audit criteria were developed specifically for this engagement. The process for developing these criteria included:

Review of Source Documents - The criteria were informed by a comprehensive review of the recommendations from the independent third-party review, the objectives and intended outcomes of the UPEI Action Plan, and UPEI's Implementation Plans for Years 0, 1; and procedures to develop an understanding of UPEI's policies, procedures, and programs regarding harassment, discrimination, and fair treatment.

Consultation with Management - Draft criteria were discussed with UPEI management to ensure their relevance to the Action Plan's objectives and alignment with the University's policies and procedures.

Approach (cont'd)

Refinement and Finalization - Based on feedback from management and professional judgment, the criteria were refined to ensure clarity, measurability, and suitability for forming a conclusion regarding the implementation of the Action Plan.

Agreement on Criteria - The final set of sixty-eight criteria was agreed upon by UPEI management prior to the commencement of substantive audit procedures. These criteria formed the basis for our assessment of the effectiveness of the implementation of the Action Plan for the specified performance years.

Assessment against Criteria - We performed procedures to gather sufficient and appropriate evidence to obtain reasonable assurance to support conclusions for each criteria. Procedures were developed based on the agreed-upon objective and criteria. Audits in subsequent years will include testing, as appropriate, the operational effectiveness of action items implemented in years 0 and 1. Where discussions with broader campus community stakeholder groups were not performed this year; they may be incorporated in future audit years.



OVERALL CONCLUSION

Conclusion

As noted in our audit report, in our opinion, the UPEI Implementation Plan for the period from May 1, 2023 to April 30, 2025 was implemented, in all material respects, in accordance with the applicable criteria as outlined in the Appendix to the audit report.

Overview

In Year 0 and Year 1 of the Implementation Plan, UPEI successfully established foundational structures to support its long-term implementation of the Action Plan. The audit team identified the following strengths:

- **Organizational Commitment:** The UPEI Action Plan is a significant commitment for a five-year rebuild of trust, safety and inclusion at the University. It’s a commitment that will require focus and prioritization of resources to manage the substantial changes contemplated to fully implement the changes. Notably, during the audit, UPEI leadership demonstrated their commitment to the Action Plan by supporting the audit process through information sharing and consultations.
- **Effective Project Management:** Effective project management was a key strength throughout the engagement. UPEI’s approach to implementing the Action Plan benefited from clear structures, defined roles and responsibilities, and systematic oversight. The use of timelines, milestones, and action owners enabled UPEI to prioritize tasks and allocate available resources.
- **Increased Leadership Capacity:** Leadership capacity was enhanced through the appointment of new Board members, a new President, and the creation of an EDI and Human Rights Department, which strengthened governance and accountability, particularly in equity, diversity, and inclusion. New leadership brings fresh perspectives, renewed commitment, and a broader range of expertise to guide strategic decision-making and drive change.

Overview (cont'd)

Community Engagement: UPEI provided enhanced community engagement opportunities via Town Halls, listening sessions, as well as action plan-related committees and working groups. By involving the broader community, the institution offered opportunities for the Action Plan to be more responsive to survivor's needs, concerns, and priorities.

Deloitte is aware that the University receives feedback on the impact of the implementation of the Action Plan. As part of the audit, Deloitte received anonymous feedback which has been incorporated into our analysis and the work conducted.

Activities to be Assessed in Year 2

UPEI's Implementation Plans for Year 0 and Year 1 included a total of 364 planned actions and activities. UPEI implemented the majority of these actions and activities – 346 in total; the remaining 18 actions and activities were not assessed as part of the Year 1 audit.

The items deferred primarily relate to, or are impacted by, the approval of two new policies – the Harassment and Discrimination Policy and the Sexual Violence Policy. These policies have been drafted and are scheduled to be presented to the Board of Governors for approval in October 2025. As such, the actions, which are identified on the following pages, will be included in the Year 2 audit for 2025-2026. These actions were identified as either 'in progress' or 'moved to Year 2' in UPEI's Progress Report – Year 0 and Year 1 from May 2025.

It should be noted that the assessment of the applicable criteria where the majority or all activities are deferred to Year 2 were not in scope for the audit opinion. These criteria (five in total) have been highlighted in the "Overview of Findings and Conclusion by Pillars" section of this report, noting current status and next steps. These criteria will be assessed as part of the Year 2 audit for 2025-2026. UPEI agreed with this change to the criteria.

Activities to be Assessed in Year 2

Implementation Plan Item

Documented Progress

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

This activity will continue into Year 2, as it is work that is being completed through the development of the Harassment and Discrimination Policy.

3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation

UPEI President, along with the Board of Governors Chair, participated in meetings with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI leaders. Activities related to this action item are ongoing and will continue into Year 2.

3.2.1.4 Plan and develop initiatives to enhance employee engagement

This activity will be continued in Year 2, to allow the plan to be influenced by the employee engagement survey results and the rollout of these results at the department level.

3.4.1.1 Communicate behavioural obligations and limitations through documents, including the Sexual Violence Policy, Harassment and Discrimination Policy, Student Code of Conduct, Residence Life Handbook, Student-Athlete Code of Conduct, Athletic Club Guide

Interdepartmental collaboration is in place, and conversations will continue into Year 2.

4.1.3.1 The EDI and Human Rights Department will be responsible for intake and administration of the new Harassment and Discrimination Policy

Once the Harassment & Discrimination (H&D) Policy is approved by the Board, currently planned for October 07, 2025, the Equity, Diversity, Inclusion & Human Rights (EDI&HR) Department will be responsible for administering it.

4.1.6.2 Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available

The rollout of these processes has been deferred to Year 2 to ensure the successful implementation and long-term sustainability of the accommodation procedure at UPEI. This decision allowed for additional in-depth internal review, including input from senior leadership and the UPEI legal team, a comprehensive jurisdictional scan to identify best practices in Universities across Canada, and meaningful engagement with key partners, such as Unions.

Activities to be Assessed in Year 2 (cont'd)

Implementation Plan Item

Documented Progress

4.1.7.1 Build capacity for informal resolution methods applicable to matters under the Sexual Violence Policy and a new Harassment and Discrimination Policy

The position of Human Rights resolution specialist was posted in Year 1; however, it was not filled at year's end. Therefore, the assignment of work for this role will be carried forward to Year 2

4.3.1.7 Ensure the new policy aligns with legislative requirements, such as PEI Occupational Health and Safety Act and Employment Standards Act

UPEI obtained a Legal Opinion on the H&D Policy compliance. The policy is scheduled to be approved by the Board on October 07, 2025.

4.3.2.1 Make the policy easily available to the campus community

Once the H&D Policy is approved, it will be communicated to the campus community.

4.4.1.1 Finalize revisions to the UPEI Sexual Violence Policy

The Sexual Violence Policy is set to be approved by the Board on October 07, 2025.

4.4.1.2 Ensure the new policy is comprehensive and implements all the recommendations of the UPEI Review

4.4.1.3 Ensure the revised policy is trauma-informed, procedurally fair, and conforms to legislative requirements

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

4.4.2.3 Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy

Once the policy is approved, training will be provided.

4.4.2.4 Make the piloted Sexual Violence Response Team permanent and finalize terms of reference

The pilot of the Sexual Violence Response Team occurred. Once the policy is approved, the Terms of Reference will be finalized.

4.4.2.7 Provide investigation results to the respondent's internal support provider

This activity will occur during Year 2.

4.4.3.1 Make the policy easily available to the campus community

Once the Sexual Violence (SV) Policy is approved, it will be communicated to the campus community.

4.5.2.2 Create pathways for sexual violence or harassment and discrimination disclosures and complaints that are clear

This activity is in progress and will be finalized in Year 2.



OVERVIEW OF FINDINGS AND CONCLUSIONS BY PILLAR

Overview of Assessment by Pillar

The following table summarizes the rating scale used to assess the identified criteria for each pillar and action plan item:

MET	UPEI met all significant requirements of the UPEI's Action Plan: Building a Culture of Trust, Safety, and Inclusion evaluation criteria..
PARTIALLY MET	UPEI met most requirements of the UPEI's Action Plan: Building a Culture of Trust, Safety, and Inclusion evaluation criteria, but findings were identified and/or some items were not fully implemented.
NOT MET	UPEI did not meet significant requirements of the UPEI's Action Plan: Building a Culture of Trust, Safety, and Inclusion evaluation criteria, and significant opportunities for improvement were identified.
NOT TESTED	UPEI's Action Plan: Building a Culture of Trust, Safety, and Inclusion evaluation criteria was not tested as the majority, if not all, elements of the criteria have been deferred to Year 2.

The table below summarizes the number of evaluation criteria and conclusions for each pillar:

PILLAR	# OF EVALUATION CRITERIA	MET	PARTIALLY MET	NOT MET	NOT TESTED
Acknowledge and demonstrate accountability for the issues within the UPEI review	19	17	2	0	0
Strengthen UPEI's governance and leadership structure	15	14	1	0	0
Improve UPEI's campus culture	20	19	1	0	0
Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI	14	5	4	0	5
TOTAL	68	55	8	0	5



ACCOUNTABILITY & ACKNOWLEDGEMENT

Analysis, insights, and outcomes

Pillar 1: Acknowledgement and Accountability

Pillar Overview

The Acknowledgement and Accountability pillar forms the foundation of Goal 1 in the University of Prince Edward Island's (UPEI) Action Plan to respond to recommendations from the Rubin Thomlinson review. Recognizing the importance of transparency and institutional responsibility, UPEI's leadership committed to a series of actions intended to signal a clear departure from past practices and to lay the groundwork for a more accountable and inclusive campus culture. These commitments within Years 0 and 1 of the implementation plan include:

- Publish the UPEI Review and acknowledge the serious issues within it
- Commit to addressing all the recommendations within the UPEI Review
- Develop an Action Plan to drive the cultural change needed at UPEI
- Engage in annual audits of the progress of the Action Plan

Collectively, these measures are designed to rebuild trust with the university community and demonstrate UPEI's resolve to drive meaningful change.

UPEI has taken several meaningful steps under this pillar of the implementation plan, demonstrating a clear commitment to transparency and institutional reform. These efforts include both symbolic and structural changes aimed at rebuilding trust and fostering a more accountable campus culture:

- **Public release of independent review findings:** This ensured that the entire campus community and the broader public could access and understand the issues identified.
- **Issuance of a public apology:** An important gesture in acknowledging past harm and initiating the process of reconciliation and trust-building.
- **Improved communication on support programs:** UPEI made a concerted effort to inform the community about available assistance programs, ensuring that impacted individuals were aware of the resources at their disposal.
- **Establishment of the Action Plan Advisory Group:** Comprised of diverse stakeholders, including staff, faculty, and students, this group was formed to guide the development of the action plan. This collaborative approach helped ensure diverse perspectives and needs were considered.
- **Hosting of town halls and listening sessions:** These forums created opportunities for open dialogue and community engagement.

Together, these actions signal UPEI's willingness to address difficult issues, involve its community in the path forward, and promote institutional accountability. Although, some gaps and opportunities for continued work remain, highlighting the complexity of institutional reform, clear progress has been made. These unresolved issues underscore the need for continued effort, reflection, and responsiveness from the university:

- **Lack of a formal feedback integration process:** Input was invited through town halls and listening sessions; however, there is no structured mechanism to ensure this feedback is systematically incorporated into decisions.
- **Perceived insincerity of the public apology:** Some stakeholders expressed skepticism, indicating that trust remains fragile and must be actively rebuilt over time.
- **Limited communication reach:** While communication on support programs has improved, it has mostly relied on traditional channels—potentially limiting awareness among some community members.

1.0 Acknowledge and Demonstrate Accountability For the Issues Within the UPEI Review

Action #1 - Publish the UPEI Review and acknowledge the serious issues within it

Criteria	Conclusion	Summary of Assessment
Criteria #1 - UPEI publicly shared the third-party <i>University of Prince Edward Island Review</i> with only those redactions necessary to meet legal and privacy obligations, based on the advice of external legal counsel, to demonstrate transparency while protecting individuals' rights.	MET	The University of Prince Edward Island Review by Rubin Thomlinson LLP, dated June 6, 2023, was shared with students, staff, and faculty on behalf of the UPEI Board of Governors and Office of the President on June 14, 2023. Redactions were largely based on legal and privacy considerations and were approved by the Board of Governors prior to sharing the report.
Criteria #2 - UPEI obtained and documented feedback from the UPEI community, conducted multiple accessible town halls and campus listening sessions for community input.	MET	UPEI conducted two townhalls in June and July 2023 and multiple campus listening sessions (16 in fall 2023 and 6 in spring 2024) for University community input, and documented feedback in line with its data management policies.
Criteria #3 - UPEI formally acknowledged past harm by issuing public apologies across multiple platforms and leaders to demonstrate institutional accountability, including a signed apology in the Action Plan that explicitly recognized the experienced harms and the bravery of those who came forward, alongside a commitment to tangible corrective actions.	MET	UPEI has shown progress in institutional accountability by issuing formal apologies and developing an Action Plan in response to past harm. The initial apology lacked explicit language of apology and did not clearly explain how survivor feedback would be used. There was some initial feedback from the public that questioned the sincerity of the initial response. UPEI improved its approach with a more substantive apology and a detailed action plan, demonstrating a more thoughtful and comprehensive effort to address the issues.

1.0 Acknowledge and Demonstrate Accountability For the Issues Within the UPEI Review

Action #1 - Publish the UPEI Review and acknowledge the serious issues within it

Criteria	Conclusion	Summary of Assessment
Criteria #4 - UPEI expanded communication about Employee and Family Assistance Program services and provided additional on-campus counselling to respond to community support needs.	MET	UPEI provided information about on-campus counselling and support services in response to the Rubin Thomlinson Review, especially in the time following the June 2023 Town Hall.
Criteria #5 - UPEI provided information to the campus community on how to report harassment or discrimination by senior leaders.	MET	UPEI has communicated reporting processes for harassment or discrimination through announcements, onboarding, events, and campus notices.
Criteria #6 - UPEI committed to increase staffing levels in key support units, including Sexual Violence Prevention and Response Office, the Equity Diversity Inclusion Office, and Student Affairs to provide increased level of support.	MET	UPEI increased staffing levels in Sexual Violence Prevention and Response Office, the Equity Diversity Inclusion Office, and Student Affairs.
Criteria #7 - UPEI established an Action Plan Advisory Group to gather and incorporate input from multiple stakeholder perspectives on rebuilding trust and safety. UPEI made an open call to invite expressions of interest for Advisory Group membership.	MET	UPEI formed an Action Plan Advisory Group with internal and external members to gather diverse input on rebuilding trust and safety.

1.0 Acknowledge and Demonstrate Accountability For the Issues Within the UPEI Review

Action #1 - Publish the UPEI Review and acknowledge the serious issues within it

Criteria	Conclusion	Summary of Assessment
Criteria #8 - UPEI engaged directly with survivors to learn from their lived experiences to incorporate future actions that are survivor-informed.	MET	UPEI consulted survivors for input on public communications and the Action Plan.
Criteria #9 - UPEI maintained engagement with key external stakeholders including the Student Union, Alumni Association, and provincial government.	MET	UPEI held Town Hall meetings and individual sessions with key stakeholders, including the Student Union President and provincial government representatives, to engage the community and others.
Criteria #10 - UPEI conducted an external review of Board governance, including recruitment processes for new Board members.	MET	UPEI engaged Strategic Governance Consulting Services to conduct an external review of Board governance, which included a review of the recruitment processes for the Board.
Criteria #11 - UPEI conducted a review of senior leadership by evaluating the duties, responsibilities, authority, and accountability.	MET	UPEI conducted a review of senior leadership by evaluating the duties, responsibilities, authority, and accountability. The evidence suggests these aspects were meaningfully addressed as part of the review.

1.0 Acknowledge and Demonstrate Accountability For the Issues Within the UPEI Review

Action #2 - Commit to addressing all the recommendations within the UPEI Review

Criteria	Conclusion	Summary of Assessment
Criteria #12 - UPEI developed a 360-degree performance review process for the President and Senior Executive Team	MET	UPEI developed a leadership framework and engaged an independent contractor to develop a 360-degree performance review process for the President and the Vice-President.
Criteria #13 - UPEI included a public commitment in the Action Plan to address the UPEI Review recommendations and integrated additional actions informed by community consultations.	MET	UPEI's Action Plan publicly commits to addressing the UPEI Review recommendations and includes additional actions informed by community consultations. The plan also establishes mechanisms for tracking progress and accountability, such as annual implementation audits, measurable action plans, and ongoing public reporting.
Criteria #14 - UPEI engaged an external facilitator to support the Advisory Group in gathering feedback and providing guidance to help inform action.	MET	UPEI has successfully utilized the Advisory Group to engage stakeholders, gather valuable feedback, and guide both the development and continuous improvement of the Action Plan.
Criteria #15 - UPEI planned and conducted Town Hall meetings for students, staff, faculty, and the community and developed an approach for consulting with the community throughout the year.	PARTIALLY MET	UPEI demonstrated its commitment to community engagement by hosting a series of Town Hall meetings. <u>Finding:</u> Through discussion with UPEI, we are aware that notes are taken in the meetings; however, a process needs to be established to formalize the feedback and how it is being considered and addressed. Currently, the absence of a formal process to document and track feedback limits overall transparency and accountability.

1.0 Acknowledge and Demonstrate Accountability For the Issues Within the UPEI Review

Action #3 - Develop an Action Plan to guide the cultural change needed at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #16 - UPEI utilized and incorporated feedback from town halls, campus listening sessions, the Advisory Group, and consultations with internal and external partners to guide the development and finalization of the Action Plan	MET	UPEI incorporated feedback from town halls, listening sessions, and the Advisory Group into its Action Plan.
Criteria #17 - UPEI identified initial human resource and budget requirements necessary to implement the Action Plan and sought appropriate funding.	MET	UPEI identified the initial human resource and budget requirements necessary to implement the Action Plan and sought the funding amount that was appropriate.
Criteria #18 - The Board of Governors established a Campus Culture Oversight Committee to provide governance and oversight of the Action Plan's implementation and approved a Terms of Reference for the committee.	MET	The Board of Governors created a Campus Culture Oversight Committee to oversee and support the implementation of the Action Plan. The committee's Terms of Reference were initially approved in November 2023 and subsequently updated and reapproved in February 2025.

1.0 Acknowledge and Demonstrate Accountability For the Issues Within the UPEI Review

Action #4 - Engage in annual audit of the progress of the Action Plan

Criteria	Conclusion	Summary of Assessment
Criteria #19 - UPEI developed a process to collect audit evidence and developed annual implementation plans aligned with relevant goals of the PEI Advisory Council of the Status of Women Equality Report Card, including commitments to make diversity, equity, and inclusion a priority and ending gender-based violence.	PARTIALLY MET	UPEI developed annual implementation plans and progress reports to support the first annual audit, aligning these plans with two priority areas from the PEI Advisory Council’s Equality Report Card Assessment Model. <u>Findings:</u> UPEI held discussions to review the Assessment Model and conclude on the priorities; however, important areas such as “Women’s & Gender-Diverse People’s Mental and Physical Health” were not assessed, despite their relevance to a safe and inclusive workplace. Evidence supporting management’s assessment of the scorecard and its alignment with the implementation plan was limited. There was support for the two pillars UPEI included, but not for why others were not included.



STRENGTHEN LEADERSHIP & GOVERNANCE

Analysis, insights, and outcomes

Pillar Overview

The Governance and Leadership pillar forms the foundation of Goal 2 in the University of Prince Edward Island's (UPEI) Action Plan to respond to recommendations from the Rubin Thomlinson review. This pillar emphasizes the need for strong institutional oversight, transparent leadership, and accountable decision-making as essential components of cultural change at UPEI. The Year 0 and 1 commitments under the implementation plan include:

- Using a transparent and consultative process for the selection and hiring of a new university president
- Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure
- Improve onboarding and training of UPEI Board of Governors and Senate members
- Develop a UPEI leadership training program for those in leadership roles
- Create a leadership development program for academic administrators

UPEI has taken several important steps to strengthen its governance framework and demonstrate a clear shift toward greater transparency and leadership accountability:

- **President Recruitment Process:** UPEI developed a comprehensive recruitment process for the role of President.
- **Strategic Board Renewal:** Board renewal has been approached more strategically, supported by the development of a board skills matrix to guide inclusive, competency-based recruitment and support a broader range of perspectives and expertise.
- **Review of Governance Practices:** An independent review of board practices was conducted to identify areas for improvement, which informed a series of governance reforms.
- **Clarification of board roles and responsibilities:** Sub-committee terms of reference were updated, for improved clarity and structure in board operations and role definition across committees.
- **Creation of a Human Resources Committee:** A Human Resources Committee was established and is now receiving regular reports on key staffing data (e.g., resignations, terminations), increasing oversight and enabling informed governance discussions.

These efforts represent a shift toward more intentional and responsive governance practices, reinforcing UPEI's commitment to responsible leadership and long-term institutional renewal. Despite this progress, certain areas continue to evolve and will require ongoing attention:

- **Board training and EDI integration:** Board orientation and training practices would benefit from a more explicit focus on equity, diversity, and inclusion (EDI), helping to ensure members are equipped with the knowledge and context to lead inclusively.
- **Training assessment and tracking:** Training participation and outcomes across the institution should be more consistently tracked and assessed to support accountability and ensure impact.

Taken together, the steps taken under Pillar 2 represent meaningful progress in rebuilding and strengthening UPEI's governance and leadership culture.

2.0 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

Criteria	Conclusion	Summary of Assessment
Criteria #20 - UPEI developed a transparent and inclusive recruitment process for the role of President by: - Including a requirement in the job description for the new President to champion institutional culture; - Embedding specific cultural change and equity criteria in the candidate evaluation; - Providing updates to the campus community on the selection process; - Offering structured and anonymous feedback opportunities on shortlisted candidates; - Requiring shortlisted candidates to submit a written response to the UPEI Review recommendations and draft Action plan; - Conducting vetting of final candidates to verify qualifications and confirm alignment with institutional values.	MET	UPEI followed the recruitment process it developed in the recruitment and hiring of the role of President.

2.0 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

Criteria	Conclusion	Summary of Assessment
Criteria #21 - UPEI filled board vacancies by adopting good governance practices in board policies, practices and recruitment to support increased Board diversity.	MET	UPEI has taken steps to enhance Board diversity through its recruitment practices, including public calls for applications and internal elections, with an emphasis on a broad range of skills and competencies. Appointment announcements highlighted the diverse backgrounds of new members, indicating some alignment with Board priorities and diversity objectives. A Year 2 priority will be developing processes to incorporate tools developed in Years 0 and I, including the skills matrix and representation survey.

2.0 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

Criteria	Conclusion	Summary of Assessment
Criteria #22 - UPEI developed a Board skills matrix and representation survey to support inclusive and transparent recruitment by identifying gaps in Board composition, informing appointing bodies of identified gaps, publicly posting opportunities with preferred competencies, to increase applications from diverse candidates.	MET	UPEI has taken steps to enhance Board diversity by using both public calls for applications and internal elections to fill vacancies, emphasizing a range of skills and backgrounds in its recruitment efforts. These actions are designed to increase structure in aligning appointments with Board priorities and diversity goals.
Criteria #23 - UPEI obtained an independent external review of its Board governance practices to identify strengths, gaps, and areas for improvement in alignment with governance leading practices.	MET	UPEI commissioned an independent external review of its Board governance practices to assess strengths, identify gaps, and highlight areas for improvement in line with leading governance standards.
Criteria #24 - UPEI publicly disclosed procedural changes made in response to external Board governance review recommendations.	MET	UPEI publicly shared key procedural changes made in response to external Board governance review recommendations. Significant structural and governance-related updates were disclosed through documents like Board By-Laws, meeting minutes, and job postings.

2.0 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

Criteria	Conclusion	Summary of Assessment
Criteria #25 - UPEI increased its board oversight by updating the Terms of Reference for Board Standing Committees, and providing Board members training on competencies in governance, equity, diversity and inclusion and in person orientation.	MET	UPEI has strengthened Board oversight by clearly defining the responsibilities and purposes of each committee, ensuring alignment with the Board's oversight role. While organizational goals are not explicitly stated in the Terms of Reference, each committee's purpose statement clarifies its subject-matter focus. Additionally, UPEI has developed a Board Training Plan that addresses governance, equity, diversity and inclusion (EDI), and risk oversight.
Criteria #26 - UPEI developed and provided the Human Resources Committee of the Board with regular reports on terminations and resignations, including disclosure of any related non-disclosure agreements (NDAs).	MET	UPEI introduced regular Employee Separations Reports to inform the Board, including NDA disclosures and detailed analysis such as trends, separation types, departmental and bargaining unit distribution, and historical comparisons. Each report is accompanied by commentary notes and is periodically shared with the HR committee, demonstrating a commitment to timely and comprehensive Board reporting.

2.0 Strengthen UPEI’s Governance and Leadership Structure

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

Criteria	Conclusion	Summary of Assessment
Criteria #27 - UPEI developed and implemented policies on the appointment of acting and interim administrators for the roles of senior administrators and president. The policies were approved by the Board of Governors and are accessible to the campus community.	MET	UPEI has implemented Board-approved policies for appointing acting and interim senior administrators and presidents, making these policies accessible to the campus community. The policies establish clear mechanisms for transparency, fairness, and alignment with organizational needs, including defined terms, time limits, authority structure, and published procedures. While UPEI does not require formal search processes or mandatory consultation, this flexibility is considered appropriate for interim appointments to ensure timely leadership transitions during unexpected vacancies.
Criteria #28 - UPEI offered training on governance and equity, diversity and inclusion for members of the Board of Governors and Senate.	MET	UPEI provided orientation and training to the Board of Governors.

2.0 Strengthen UPEI's Governance and Leadership Structure

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

Criteria	Conclusion	Summary of Assessment
Criteria #29 - UPEI developed a training plan for the Board of Governors.	MET	UPEI has created a structured Board of Governors Training Plan that outlines topics, timelines, and responsibilities, supporting ongoing board development and aligning with key priorities.
Criteria #30 - UPEI implemented a process to document Board members' attendance at training events.	MET	UPEI currently tracks Board of Governors' training attendance using informal, ad-hoc Excel files.
Criteria #31 - UPEI assessed training needs for UPEI leadership, considering how internal resources are being leveraged, and developed a leadership framework.	MET	UPEI has assessed the training needs of leadership and developed a leadership framework that integrates core values and competencies to advance accountability, inclusion, and effective governance.

2.0 Strengthen UPEI's Governance and Leadership Structure

Action #5 - Create a leadership development program for academic administrators

Criteria	Conclusion	Summary of Assessment
Criteria #32 - UPEI established and delivered a leadership development program for academic administrators - Deans, Associate Deans and Chairs that includes leadership and management skills, EDI training and continuous improvement methodologies.	MET	UPEI has developed and delivered a leadership program tailored to address current institutional challenges, with an emphasis on equity, diversity, and inclusion, as well as continuous improvement. This program was presented to Deans, Associate Deans and Chairs.
Criteria #33 - UPEI developed internal resources to deliver leadership development programs on a regular schedule, including ongoing seminars to promote continual learning.	MET	UPEI conducted leadership development workshops and posted the hiring for a Faculty Relations Officer position. A Year 2 focus will be on developing a process to promote continual learning along with formal documentation to support the regular delivery and tracking of attendance and learning outcomes.
Criteria #34 - UPEI developed a process of ongoing tracking of the leadership interests and goals of academic administrators.	PARTIALLY MET	UPEI conducted a workshop with the Dean's Council to identify potential training topics. Feedback from training sessions was collected through a survey, which included questions on frequency of learning, time commitment, and audience relevance. <u>Finding:</u> The current feedback survey does not capture or track leadership and academic administrators' goals. In addition, there is no documented process suggesting that workshops will recur to gather input on training needs. The absence of formal tools and documentation limits the ability to evaluate alignment and measure progress in leadership development over time.



FOSTER INCLUSIVE CULTURE

Analysis, insights, and outcomes

Pillar Overview

The Inclusive Culture pillar forms the foundation of Goal 3 in the University of Prince Edward Island's (UPEI) Action Plan in response to the Rubin Thomlinson review. This goal focuses on rebuilding trust, fostering psychological safety, and creating a respectful, welcoming campus for all. At its core, it seeks to ensure that students, staff, and faculty feel seen, heard, and valued - especially those who have experienced harm or marginalization. The Year 0 and 1 commitments under the action plan include:

- Create a culture of listening and responsiveness
- Foster an environment in which employees feel valued
- Rebuild trust and safety on campus
- Develop campus training opportunities to promote safe, inclusive work and learning environments
- Improve campus information sharing and communications processes

UPEI has taken a number of positive steps toward cultivating a more inclusive, transparent, and supportive campus culture:

- **Building a culture of listening:** Through listening sessions, town halls, and meetings with key stakeholders, UPEI has demonstrated a willingness to engage with its community and provide space for voices to be heard, particularly those impacted by institutional harm.
- **Expanding student voice mechanisms:** The university has increased its capacity to gather student input, helping ensure that student perspectives are actively considered in shaping decisions and strategies.
- **Trauma-informed engagement:** UPEI has worked directly with individuals who have experienced harm, helping to inform its approach through a more trauma-sensitive lens.
- **Workforce engagement and leadership investment:** A university-wide employee engagement survey was conducted to better understand staff experiences, and a Director of Human Resources was appointed to lead efforts around workplace well-being and inclusive culture.
- **Improved information sharing and safety resources:** Health and safety updates are now more routinely shared with the campus community, and UPEI has implemented processes to track reports related to sexual violence, an important step in improving transparency and accountability.

These efforts signal a growing institutional awareness of the importance of inclusive culture, and a desire to make progress not just in policy, but in everyday experiences on campus. While the foundation is being built, inclusive culture is not a one-time achievement but a continuous effort - and some areas still require focused attention:

- **Benchmarking Gaps in University Processes:** Initial benchmarking compared UPEI's academic, financial, and governance processes with nine Canadian universities. However, identified gaps have not been formally documented or addressed as areas for improvement.

Taken together, the actions under Goal 3 show meaningful movement toward a more inclusive and responsive campus environment.

3.0 Improve UPEI's Campus Culture

Action #1 - Create a culture of listening at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #35 - To support a culture of listening with students, UPEI has facilitated engagement between Student Union Executive and Graduate Student Association Executive with key university personnel by inviting them to meetings early in the school term.	MET	UPEI facilitated engagement between the Student Union Executive and the Graduate Student Association Executive with key university personnel by inviting them to meetings early in the school term.
Criteria #36 - UPEI increased its capacity to develop a system to seek student feedback and collect student-focused data and analysis on student experiences by posting hiring competitions for new positions within the Student Culture and Community Standards department.	MET	UPEI added new positions within the Student Culture and Community Standards department as a means to increase its capacity to seek student feedback and collect student-focused data on student experiences.
Criteria #37 - To support a culture of listening for employees, UPEI has provided: trauma-informed training to those who handle disclosures, active listening training sessions to those who respond to campus community concerns, and additional resources through the MyUPEI site.	MET	UPEI has provided trauma-informed training to those who handle disclosures, active listening training sessions to those who respond to campus community concerns, and additional resources for training through the MyUPEI site. The content includes both online and in-person offerings, with accessibility features such as closed captioning, transcripts, and an immersive reader tool.

3.0 Improve UPEI's Campus Culture

Action #1 - Create a culture of listening at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #38 - To support a culture of listening for the UPEI community, UPEI has: Implemented channels for listening and sharing including listening sessions and community townhalls; invited individuals who have suffered harm to meet with the President; made clear pathways for safe disclosure; and continued to work with Indigenous communities to further UPEI's journey of reconciliation.	MET	UPEI hosted several listening sessions and community townhalls. UPEI also invited individuals who have suffered harm to meet with the President and the Board of Governors. UPEI has furthered its reconciliation journey through its support of its Faculty of Indigenous Knowledge, Education, Research, and Applied Studies and in meetings between the President and Indigenous groups. The development of clear pathways for safe disclosure are in development as part of ongoing policy development efforts.
Criteria #39 - UPEI has developed a 360-degree evaluation review process for the President and Senior Executive Team, supported by a leadership framework created by a panel of university representatives.	MET	UPEI has developed a 360-degree evaluation review process for the President and Senior Executive Team, supported by a leadership framework created by a panel of university representatives.
Criteria #40 - UPEI has developed an employee engagement survey.	MET	UPEI has developed an employee engagement survey that adequately addresses themes of inclusion, active listening and safety
Criteria #41 - UPEI has established an exit interview process, a process to share aggregated, non-identifiable information from exit interviews, and a resource to facilitate these efforts.	MET	UPEI has established an exit interview process, as well as a process to share aggregated, non-identifiable information from exit interviews. A dedicated position was staffed to facilitate these efforts.

3.0 Improve UPEI's Campus Culture

Action #2 - Foster an environment in which employees feel valued

Criteria	Conclusion	Summary of Assessment
Criteria #42 - A Director of Human Resources and additional HR resources have been hired to deliver employee engagement initiatives, including developing a plan for engagement initiatives.	MET	A Director of Human Resources and additional HR resources have been hired to deliver employee engagement initiatives, including developing a plan for engagement initiatives.
Criteria #43 - UPEI enhanced staff and faculty development by planning opportunities for training and skills building, including hiring a new Training and Learning Specialist; and enhanced faculty development opportunities through the Teaching Learning Centre and Office of Research Services.	MET	UPEI enhanced staff and faculty development by planning opportunities for training and skill building, including hiring a new Training and Learning Specialist. Faculty development opportunities were planned through the Teaching Learning Centre and Office of Research Services.
Criteria #44 - Ongoing opportunities are provided to campus members (e.g., town halls, for students, staff, and faculty) to share experiences and input with the President and Senior Executive Team. An approach to consulting with the campus community is developed.	MET	UPEI has created ongoing opportunities for campus members to share experiences with the President and Senior Executive Team. UPEI has committed to these opportunities as part of the Year 2 Implementation Plan.
Criteria #45 - UPEI has circulated a semi-annual notice to campus outlining health and wellbeing information and has shared information on new supports and services in EDI and SVPRO.	MET	UPEI has circulated a semi-annual notice to campus outlining health and wellbeing information and has shared information on new supports and services in the areas of Equity, Diversity, and Inclusion (EDI) and Sexual Violence Prevention and Response (SVPR).

3.0 Improve UPEI's Campus Culture

Action #3 - Rebuild trust and safety on campus

Criteria	Conclusion	Summary of Assessment
Criteria #46 - A Manager of Security Services and additional security attendants have been hired, and an annual staff training plan that includes mandatory EDI and Sexual Violence training for security attendants has been developed and communicated.	MET	A Manager of Security Services and additional security attendants have been hired, and an annual staff training plan that includes mandatory EDI and Sexual Violence training for security attendants has been developed and communicated.
Criteria #47 - UPEI increased awareness of campus safety by providing information to students and employees on reporting under occupational health and safety legislation. Training sessions for students and employees are offered to promote health and safety reporting requirements.	MET	UPEI created a Health, Safety and Environment Office intranet site and administered the training sessions for students and employees. Additionally, UPEI has developed a method for community members to report safety concerns which is promoted and circulated to all UPEI Community members.
Criteria #48 - A tracking process is developed and used for tracking information regarding disclosures of sexual violence.	MET	UPEI has a tracking processes for reporting of sexual violence and harassment and discrimination.
Criteria #49 - UPEI met with those responsible for policies, code of conduct and guidelines to establish communication strategies for various audiences on behavioural obligations.	MET	UPEI met with relevant representatives to confirm that the Sexual Violence Policy, Student Code of Conduct, Harassment & Discrimination Policy, UPEI Residence Handbook and Athlete Code of Conduct communicate behavioral obligations.

3.0 Improve UPEI's Campus Culture

Action #5 - Improve campus information sharing and communications processes

Criteria	Conclusion	Summary of Assessment
Criteria #50 - Transparency and access to information regarding academic, financial, and governance decisions is enhanced by assessing current processes and comparing them with other universities to identify improvement areas	PARTIALLY MET	UPEI gathered information regarding the academic, financial, and governance decision-making processes of nine other universities across Canada. <u>Finding:</u> Documentation was not available that assessed UPEI's current processes against the processes of the nine comparator universities.
Criteria #51 - Approved Board of Governors and Senate meeting minutes are posted online within established timelines.	MET	The university has posted the approved Board of Governors and Senate meeting minutes online within established timelines, and these documents are accessible.
Criteria #52 - The UPEI community was proactively informed about Board of Governors and Senate meeting schedules and methods to attend.	MET	UPEI proactively informed the campus community about Board of Governors and Senate meeting schedules and methods to attend via UPEI calendar, campus notices and the Board website.
Criteria #53 - A plan was developed for enhancing information sharing about campus initiatives.	MET	UPEI has developed a plan to enhance information sharing about campus initiatives.
Criteria #54 - A review of the Marketing and Communications department's structure and objectives was conducted including an assessment of staff capacity and communication and marketing priorities.	MET	A review of the Marketing and Communications department's structure and objectives was conducted.



IMPROVE POLICIES & PROCEDURES

Analysis, insights, and outcomes

Pillar Overview

The Policies and Practices pillar forms the foundation of Goal 4 in the University of Prince Edward Island's (UPEI) Action Plan in response to the Rubin Thomlinson review. This goal focuses on establishing and strengthening institutional policies and practices that promote equity, safety, and accountability. The Year 0 and 1 commitments under this goal include:

- Developing an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI
- Creating a non-disclosure agreement (NDA) policy aligned with current legislation
- Creating a comprehensive harassment and discrimination policy for all UPEI community members
- Finalizing and implementing UPEI's revised sexual violence policy
- Establishing clear mechanisms for feedback, disclosure, and reporting

Progress was made in several foundational areas, including policy development and education initiatives aimed at supporting safer and more equitable campus environments:

- **Delivery of EDI and sexual violence prevention training:** Training was developed and delivered to increase awareness and support a culture of safety, respect, and inclusion. These sessions contributed to foundational knowledge and signaled the institution's intent to shift practices in line with stated commitments.
- **Initial steps toward policy development:** UPEI began revising key institutional policies, including those related to sexual violence, harassment, and discrimination. While these policies have not yet been finalized, their development marks an important first step in updating the university's policy landscape.

Certain planned initiatives have not yet been fully implemented as follows:

- **Incomplete EDI and Human Rights department:** Initial steps were taken to establish this department, but it is currently not fully staffed or fully operational. As a result, capacity to lead and support equity-related policy and culture change has been reduced.
- **Policy work remains in progress:** The revised sexual violence policy and the harassment and discrimination policy have not yet been finalized. Without these foundational documents in place, the university lacks clear, consistent guidance for addressing and preventing harm.
- **Lack of formalized feedback integration mechanisms:** While UPEI has committed to transparency, there is currently no consistent or formal process in place to incorporate stakeholder feedback for consideration into policy development or revision.
- **Weak interdepartmental coordination:** While departments appear to collaborate regularly, the absence of a formalized coordination process has limited the ability to consistently implement the action plan across functional areas.

Overall, while UPEI has made some meaningful starts, particularly through training and early policy drafting, Pillar 4 remains an area where further action is required.

4.0 Put in place new policies and processes that focus on preventing and addressing discrimination, harm and violence at UPEI.

Action #1 - Foster an environment in which employees feel valued

Criteria	Conclusion	Summary of Assessment
Criteria #55 - UPEI established an Equity, Diversity, Inclusion (EDI) and Human Rights Department with clearly defined purpose, areas of responsibility, and governances structure.	MET	UPEI created an Equity, Diversity, Inclusion, and Human Rights (EDI&HR) Department with clear responsibilities and structure.
Criteria #56 - UPEI increased the visibility of the Equity, Diversity, Inclusion (EDI) and Sexual Violence Prevention and Response Office (SVPRO) by relocating the offices, hiring additional staff to increase departmental capacity, and establishing a dedicated position for sexual violence prevention and response.	PARTIALLY MET	UPEI relocated the offices of Equity, Diversity, Inclusion (EDI) and Human Rights staff and the Sexual Violence Prevention and Response Office (SVPRO) to the main floor of the Kelley Building to increase its visibility. UPEI hired additional staff, including establishing a dedicated position for sexual violence prevention and response. <u>Finding:</u> As of July 2025, the department is not operating at full capacity, thus impacting its ability to maintain the personnel necessary to effectively support the EDI&HR function.
Criteria #57 - The EDI and Human Rights Department has hired the resources required to administer the Harassment and Discrimination Policy, assigned responsibility for management of complaint processes, and developed a list of pre-requisite requirements for external investigators under the new policy.	PARTIALLY MET	UPEI hired the necessary resources to administer the H&D Policy and assigned responsibilities accordingly. <u>Findings:</u> Although the necessary positions had initially been filled, the department’s long-term continuity remains uncertain due to staffing challenges. The H&D Policy has not been finalized. Testing of requirements for external investigators will be completed in Year 2.

4.0 Put in place new policies and processes that focus on preventing and addressing discrimination, harm and violence at UPEI.

Action #1 - Foster an environment in which employees feel valued

Criteria	Conclusion	Summary of Assessment
Criteria #58 - UPEI developed and delivered training on EDI and Preventing Sexualized Violence through collaborating with campus entities and external partners.	MET	UPEI developed and delivered training on EDI and Preventing Sexualized Violence in collaboration with campus entities and external partners.
Criteria #59 - UPEI collected feedback and data from other post-secondary institutions, research databases, and/or community organizations on EDI and Human Rights initiatives to inform decision making.	MET	UPEI has gathered feedback and research from other post-secondary institutions.
Criteria #60 - An EDI in Employment Systems Advisor position was created and filled to make EDI improvements to employment related processes. Processes were established to formalize coordination among departments in handling harassment, discrimination, racism, and sexual violence cases.	PARTIALLY MET	UPEI created an EDI in Employment Systems Advisor role to improve employment processes using EDI principles. <u>Finding:</u> Departments regularly communicate on cases involving harassment, discrimination, racism, and sexual violence, but there is no formal or documented process for inter-departmental coordination. UPEI has piloted the Sexual Violence Response Team to formalize collaboration in managing these cases, as per the outline in the SV Policy. Testing of this pilot and activities related to improving accommodation processes for staff and faculty will be conducted in Year 2.

4.0 Put in place new policies and processes that focus on preventing and addressing discrimination, harm and violence at UPEI.

Action #1 - Foster an environment in which employees feel valued

Criteria	Conclusion	Summary of Assessment
Criteria #61 - UPEI has built capacity for informal resolution methods applicable to matters under the Sexual Violence Policy and the new Harassment and Discrimination Policy by hiring an informal resolution specialist.	PARTIALLY MET	<u>Finding:</u> UPEI hired an informal resolution specialist, but their term does not begin until August 4th, 2025, and key policies have not yet been approved by the Board. As a result, the development of informal resolution methods was not completed within the first year of the Action Plan.
Criteria #62 - UPEI developed a Non-Disclosure Agreement (NDA) policy that complies with the PEI Non-disclosure Agreements Act.	MET	UPEI developed a Non-Disclosure Agreement (NDA) policy that complies with the PEI Non-disclosure Agreements Act.
Criteria #63 - UPEI's has established a process for reporting NDA-related terminations and resignations to the Board of Governors	MET	UPEI has established a process for reporting NDA-related terminations and resignations to the Board of Governors.

4.0

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

Criteria	Conclusion	Summary of Assessment
Criteria #64 - UPEI's Fair Treatment Policy was transitioned to a comprehensive Harassment and Discrimination Policy which includes a confidential reporting pathway. The new policy is trauma-informed, procedurally fair, and complies with legislative requirements. (Noted relevant sections and/or requirements under the PEI Occupational Health and Safety Act and Employment Standards Act).	NOT TESTED	This criterion could not be tested, as the Harassment and Discrimination Policy had not been finalized at the time of testing. The policy is scheduled for board approval in October 2025.
Criteria #65 - UPEI communicated the Harassment and Discrimination Policy to campus by making the policy available on the university website.	NOT TESTED	This criterion could not be tested, as the Harassment and Discrimination Policy had not been finalized at the time of testing. The policy is scheduled for board approval in October 2025.

4.0 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

Criteria	Conclusion	Summary of Assessment
Criteria #66 - UPEI finalized the Sexual Violence Policy. Revisions made are trauma-informed, procedurally fair, and comply with legislative requirements.	NOT TESTED	This criterion could not be tested as the Sexual Violence Policy had not been finalized at the time testing was performed. The policy is scheduled for board approval in October 2025.
Criteria #67 - To implement the Sexual Violence Policy UPEI : - communicated and made the policy accessible and widely available, to the campus community; - established ongoing communication between the Sexual Violence Prevention and Response Office (SVPRO) and residence life administration; - provided training for the Board, Senate, and Senior Executive Team; - implemented a mandatory online Preventing Sexualized Violence course for all incoming students and made it available to all faculty, staff, and students; - consulted with unions on an approach to implement a mandatory course for union members; - collected statistical information on sexual violence disclosures and established processes to monitor trends in sexual violence on campus	NOT TESTED	This criterion could not be tested at this time. Based on the evidence obtained, progress has been made toward developing the Sexual Violence Policy. However, the policy development remains in progress and has not yet received approval from the board. The policy is scheduled for board approval in October 2025.

4.0 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

Criteria	Conclusion	Summary of Assessment
Criteria #68 - Processes to respond to individuals disclosing sexual violence, harassment, and discrimination reflect principles of safety and respect.	NOT TESTED	This criterion could not be tested at this time. The draft Harassment and Discrimination Policy provides clarity on disclosures and complaints, but since it is not finalized, testing has been deferred to Year 2.



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