

Implementation of the UPEI Action Plan: Building a Culture of
Trust, Safety, and Inclusion – Audit of Years 0 and 1
Recommendations Report: For Management Consideration

September 19, 2025



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September 19, 2025

Re: UPEI Action Plan Years 0 and 1 Audit

To Dr. Wendy Rodgers, President & Vice-Chancellor, and Ms. Shannon MacDonald, Board of Governors Chair

We have been engaged to complete an annual audit each year for five years to assess the University's implementation of the UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion ("UPEI Action Plan"). As part of this engagement, we have conducted and completed the audit for Years 0 and 1. This work involved evaluating the implementation progress and assessing compliance with the agreed upon criteria for the years 0 and 1 of the action plan. The findings from this initial audit will inform future evaluations over the remaining four years.

We are grateful for the cooperation we have received from the University staff who have supported us throughout this work. Based on our audit, we have found the following:

- 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

Within this document, we have outlined recommendations based on the findings of our audit of the Implementation Plans for Years 0 and 1. These recommendations focus on strengthening key areas such as accountability, governance, culture, and policies. If implemented, they are expected to enhance both the effectiveness and efficiency of the action plan's implementation. Ultimately, this will help ensure the plan remains aligned with its strategic objectives and delivers meaningful, measurable outcomes over the remaining years.

Sincerely,

Chartered Professional Accountants

Disclaimer:

This recommendation report is intended to be read in conjunction with the CSAE 3000 audit report. While both documents relate to Years 0 and 1 audit of the implementation of UPEI's action plan, they serve distinct purposes and should not be interpreted as interchangeable. The CSAE 3000 report provides a formal, independent assurance engagement focused on assessing compliance and performance against defined criteria. In contrast, this recommendation report offers insights and suggested improvements based on our broader observations during the audit process. Although some themes may overlap, the findings and conclusions in this document are materially separate from those in the CSAE 3000 report. This report does not constitute an assurance opinion and should not be relied upon as such. Readers are encouraged to consider both reports together to gain a comprehensive understanding of the audit findings and opportunities for improvement.

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Executive Summary



Executive Summary | Summary of Strengths

Key Strengths



Organizational Commitment

Despite a great deal of change, during the implementation years 0 and 1 of the UPEI Action Plan, UPEI has implemented the majority of the Years 0 and 1 implementation plan activities with 18 actions and activities deferred to Year 2. Notably, during the course of the audit, UPEI leadership demonstrated their commitment to the Action Plan by supporting the audit process through information sharing and consultations. In total, Deloitte met with 18 UPEI representatives.



Project Management

Effective project management methods contributed significantly to the successes noted in implementing planned activities in Years 0, 1 by providing a clear structure, defined roles and responsibilities, and systematic oversight throughout the process. Through the establishment of timelines, milestones and action owners, UPEI ensured that tasks were prioritized, and resources allocated efficiently. Regular monitoring and progress reporting enabled early identification of risks, allowing for timely interventions and adjustments. Additionally, this approach facilitated clear communication between action owners, ensuring alignment on objectives and expectations.



Increased Leadership Capacity

Through the appointment of new Board members, a new President, and the establishment of an EDI & HR department, UPEI enhanced its progress in implementing its Action Plan. New leadership brings fresh perspectives, renewed commitment, and a broader range of expertise to guide strategic decision-making and drive change. Additionally, the presence of experienced leaders in EDI and Human Rights ensures focused attention on equity, diversity, and inclusion, as well as effective people management practices. Collectively, these additions strengthen governance, foster a culture of accountability and transparency, and enable more effective oversight and execution of the action plan's objectives. This expanded leadership capacity also helps to build trust and sustain momentum for long-lasting organizational improvement.



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.



Executive Summary | Summary of Recommendations & Rating

We identified 8 forward-looking recommendations based on the audit findings noted in the Plain Language Report. Each recommendation has been assigned a specific impact rating to inform management’s consideration and action planning.

Overall			
Develop a formalized process for feedback collection, analysis and implementation Improve training tracking methods by leveraging technology Implement a change management framework to build organizational resilience			
Accountability & Acknowledgement	Leadership & Governance	Foster Inclusive Culture	Improve Policies & Procedures
Ensure additional support/resources to project management responsibilities as needed Broaden communication efforts’ reach and community engagement Develop a systematic approach for attendance and participation tracking	Consolidate Board Governance documentation and EDI-related practices	Enhance practices to build a culture of psychological health and safety	Optimize Action Plan delivery: aligning priorities with institutional capacity
		Rating Legend High Medium Low Improvement Opportunity	Rating Approach Each observation has been assigned an <i>impact</i> rating. Improvement opportunities have been identified which are not assigned a rating.

Executive Summary | Management Response

UPEI remains committed to the complete implementation of the Action Plan. The Action Plan represents a strong response to the uncovering of unacceptable behaviours and behavioural patterns at the University. UPEI has been lauded for taking such a courageous and widespread approach to addressing the problems. It is not a small undertaking to attempt to address the entire university community, to create a culture of trust, safety, and inclusion.

The first two years of implementing the Action Plan has focused on several operational and structural initiatives, including the hiring of new personnel (e.g., a Director of Human Resources, a Director of Safety and Security, and more security officers) and implementing structured processes with elevated levels of participation and transparency compared to the norms of the sector (e.g., the selection of the new president and vice presidents). Bigger, more complex projects have included the development of new offices and the development of new policies. The Action Plan implementation in Year 2 will feature the development and implementation of training, particularly on EDI and sexual violence prevention and response. This will begin to address the responsibilities of community members and the social and administrative structures that, historically, may have been barriers to reporting problems and addressing them. Once developed and implemented, these policies will create the structures and processes needed to identify and address unacceptable behaviours and practices at the University. This foundation will allow us to address more entrenched procedures and culturally tolerated norms that no longer serve the institution's values or future.

Supported by many community members, we have achieved tremendous success in completing 346 out of 364 actions over the years 0 and 1. Over 95% of the actions, ranging from posting the RT Report (one action) to creating a new NDA policy and developing leadership evaluation criteria for senior leaders; a considerable variation in task size and complexity. Some actions took longer than expected and required strict sequencing. The UPEI Action Plan introduces innovative approaches, so not all implementation efforts can happen immediately. A core principle of the Action Plan, in creating a culture of trust, safety, and inclusion, is to identify and correct behaviours, policies, or procedures that do not support community members, advance the University's goals, or reflect its values. In such cases, corrective action should be taken as quickly as possible.

As stipulated on the front page of the Plan on our website "The plan outlines a strong commitment to our community that we will work with an enhanced level of governance, transparency, and accountability to make the changes needed to improve campus culture by building trust, safety, and inclusion." The expectation for constant improvement is built in. The Plan also commits to "put in place new policies and procedures that focus on preventing and addressing discrimination, harm, and violence at UPEI." This commitment is in perpetuity, commencing at Year 0, and includes examining and revisiting efforts already underway to refine our implementation and fulfill our commitment, even as we build it.

We are learning as we go and endeavour to persist.

Overall Observations and Recommendations



Overall Observations – Recommendation 1 (1/2)

Develop a formalized process for feedback collection, analysis and implementation

UPEI Opportunities

We noted during the course of our audit that UPEI lacks a formalized mechanism for collecting, documenting, and assessing the impact of comments and feedback gathered from community members. Given the multiple events and forums where community members can express their thoughts and concerns, the absence of a formalized method for collection and analysis may result in valuable input from students, staff, faculty and other community members not be systematically captured or assessed. Additionally, there is no clear process for acknowledging the importance of assessing the impact of relevant feedback on future years of the Action Plan.

The absence of a structured feedback loop limits UPEI's ability to leverage community insights for continuous improvement. Ultimately, it can hinder UPEI's capacity to adapt to emerging needs and demonstrate transparency and accountability in its decision-making processes.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

1. Develop a Centralized Feedback Management System

- Implement a digital platform (e.g., a dedicated feedback portal or survey tool) where all community feedback from events, forums, and other channels can be submitted, tracked, and categorized.
- Ensure accessibility by making the platform user-friendly and available to all community members.

2. Establish a Formal Feedback Collection Protocol

- Standardize feedback collection by creating templates or forms for use at all forums and events, ensuring consistency in the type and quality of information gathered.
- Train moderators and facilitators to encourage feedback and actively document input during sessions.

3. Create a Transparent Feedback Review and Action Process

- Grounded in existing committee structures, ensure the existence of a standing agenda item dedicated to reviewing collected feedback, identifying actionable insights, and prioritizing them based on impact and feasibility.
- Document decisions and actions taken in response to feedback, ensuring a clear audit trail.

4. Communicate Outcomes and Close the Feedback Loop

- Acknowledge feedback received, whenever feasible. For example, add an automated response to online feedback surveys.
- Conduct a theme analysis to identify key trends and outline how/if feedback will be considered.
- Regularly publish summaries of feedback themes, actions taken, and rationale for decisions in accessible formats. Demonstrate impact by highlighting specific examples where community feedback has informed or improved policies, programs, or initiatives.

6. Monitor and Evaluate the Feedback System

- Set appropriate KPIs to monitor progress (e.g., response times, number of feedback items addressed, satisfaction with the process) and report progress annually.

BENEFITS

- Increased engagement and trust within the UPEI community.
- Enhanced transparency and accountability in decision-making.
- Improved responsiveness to emerging needs and concerns.
- Stronger alignment between institutional actions and community expectations.

Overall Observations – Recommendation 1 (2/2)

Develop a formalized process for feedback collection, analysis and implementation

The following Action Plan activities for years 2-5 may align with the observation identified:

- UPEI leadership will maintain an enhanced level of consultation with the campus community (1.2.3)
- Develop and deliver a mid-plan consultation to gauge campus and community members' input on progress. (1.2.3)
- Develop an integrated system that seeks student feedback and builds initiatives to support student success through follow-up planning, student engagement, and actions arising from student surveys (3.1.1)
- Establish accessible channels to provide confidential feedback safety, sexual violence, and harassment and discrimination and regularly seek employee feedback through surveys (3.1.2)
- Develop protocol for how exit interview information will be appropriately shared with the EDI and Human Rights department where permitted and relevant (3.1.6)
- Take actions to welcome voices from members of underrepresented and marginalized groups to help inform the initiatives of the EDI and Human Rights department (4.1.5)
- Ensure the new policy reflects feedback from survivors of harm at the University (4.3.1)

Management Response:

The University will work to formalize feedback mechanisms for different engagement formats, recognizing that for some, informal feedback approaches will be preferred. Current practice involves tracking anything explicitly stated for follow-up and/or 'themes' heard across numerous fora, to repeat or revisit in different settings. Moving forward, the University can be more specific about how input will be invited and received for each engagement.

The University has an opportunity to implement a formalized process for feedback collection as part of the Action Plan mid-plan consultation scheduled for Year 2 of the implementation.

Overall Observations – Recommendation 2 (1/2)

Improve training tracking methods by leveraging technology

UPEI Opportunities

In reviewing the evidence presented, Deloitte noticed gaps in the use and effectiveness of tracking systems for leadership development programs. Specifically, the leadership training program lacks formal procedural documentation, which poses a risk to the consistency and sustainability of program delivery, particularly in the event of staffing changes. Training sessions are conducted, but there is no documented commitment to regular delivery, and attendance records as well as learning outcomes are not systematically tracked or assessed at the individual level. Furthermore, feedback from training is not formally integrated into the planning and improvement of future sessions.

There is no standardized process or formal documentation for tracking leadership development priorities or evaluating progress against established goals. Current practices rely on informal mechanisms, such as referencing "hot topics" , which limit the ability to align training initiatives with strategic objectives and measure outcomes over time.

Collectively, the absence of formalized procedures for training delivery, along with limited assessment and incorporation of leadership learning priorities may impede the University's ability to ensure program continuity, evaluate effectiveness, and make data-driven decisions for continuous improvement.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

1. Develop and Implement Formal Documentation:

- Establish comprehensive procedural documentation for the design, delivery, and evaluation of leadership development programs. This should include guidelines for session scheduling, content updates, facilitator responsibilities, and contingency planning.

2. Implement a Systematic Tracking Mechanism:

- Utilize a centralized, automated system (such as a learning management system) to record training frequency and attendance at the individual level.

3. Integrate Learning Outcomes Assessment

- Design and implement assessment tools to measure individual learning outcomes for each session. This could include pre- and post-training assessments, knowledge checks, or practical application exercises, with results documented and analyzed at the individual level.

4. Establish a Leadership Development Tracking System

- Implement a centralized system or dashboard to document leadership development priorities, track progress against established goals, and align training initiatives with the University's strategic objectives. This can be done via the implementation of a password-protected centralized spreadsheet or shared document.
- Use the collected data to adjust program content and delivery methods.

5. Promote a Culture of Continuous Improvement

- Encourage ongoing evaluation and refinement of leadership development programs by leveraging data collected from attendance, outcomes assessments, and feedback. Regularly communicate improvements and successes to the campus community to reinforce leadership trust.

BENEFITS

- Enhanced Program Consistency and Continuity.
- Better Program Evaluation and Strategic Alignment.
- Improved Data Accuracy and Integrity.
- Reduced administrative burden.

Overall Observations – Recommendation 2 (2/2)

Improve training tracking methods by leveraging technology

The following Action Plan activities for years 2-5 may align with the observation identified:

- Develop a process to track training participation of those in governance-related roles (2.3.2)
- Assess training needs of campus leadership and leverage internal resources, including UPEI's professional development team, to help address these needs (2.4.1)
- Develop a leadership training strategy and create a Leadership Training Office (2.4.1)
- Develop a training calendar and develop a process to track participation in leadership training (2.4.2)
- Develop institutional resources to support the offering of a leadership development program on a regular schedule, including ongoing seminars for continual improvement (2.5.2)
- Build, through the ongoing process of tracking, a community of colleagues with shared interests and common goals in effective leadership (2.5.2)
- Collect information regarding harassment and discrimination complaint management applications/ software to assess suitability for UPEI (4.3.3)

Management Response:

The University identified the need for a mechanism to track training early on in the implementation of the Action Plan, specifically a system for tracking training requirements and completion for staff and faculty. This is an initiative that will be further investigated in future years of the Action Plan Implementation.

Overall Observations – Recommendation 3 (1/2)

Implement a change management framework to build organizational resilience

UPEI Opportunities

The institution currently lacks a formalized change management framework and established practices to guide and support this significant transition. While recent changes have benefited from a well-established and successful project management approach, as well as strong leadership commitment, without standardized processes and tools, there may be challenges in effectively engaging key campus partners, managing resistance, and ensuring that all impacted individuals are brought along during periods of significant change. This gap could impede the University’s ability to achieve successful, organization-wide adoption of new initiatives as the scale and complexity of change increase.

As UPEI implements its Action Plan and continues to make significant progress, it is important to recognize that the impacts of change may not be fully understood by the broader community, particularly for groups beyond the senior leadership team who might not have access to the ongoing conversations and decisions. Based on feedback from campus administrators, current change efforts appear to be senior leadership-centric, which may limit broader engagement and buy-in across the University community. To support sustainable and inclusive transformation, UPEI could consider broadening the focus to ensure that all parties—including faculty, staff, and students—are engaged, informed, and supported throughout the change process. Failing to do so could result in overlooked challenges, unaddressed resistance, and diminished effectiveness of the change initiatives as the institution moves forward.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

- 1. Develop and Implement a Formalized Change Management Framework:**
 - Adopt or develop a change management methodology (such as Prosci ADKAR, Kotter’s 8-Step Process, or another suitable model). This should include clear processes, roles, and responsibilities for managing change.
- 2. Maintain support for the existing Professional Development Program for Academic Leaders:**
 - Continue offering training and resources to leaders, managers, and staff to build organizational capability in change management principles, tools, and techniques. This will help ensure a consistent approach and shared understanding across teams.
- 3. Establish a Change Management Team or Network:**
 - Create a dedicated team or network of change champions to support, coordinate, and monitor change initiatives. This group can serve as a resource for leading practices and help drive engagement at all levels.
- 4. Develop Communication and Engagement Plans:**
 - Standardize the development of macro-level communication strategies for all major changes, ensuring timely, transparent, and two-way communication. Tailor messaging to different campus community groups to address concerns and foster buy-in.
- 5. Integrate Change Management into Project Planning:**
 - Monitor that all significant projects include a change management component in their planning and execution phases. This should cover impact assessments, stakeholder analysis, training needs, and feedback mechanisms.

BENEFITS

- Build organizational resilience and readiness for ongoing and future changes.
- Improved campus community engagement, adoption, and satisfaction.
- Enhanced likelihood of successful implementation and sustained outcomes.

Overall Observations – Recommendation 3 (2/2)

Implement a change management framework to build organizational resilience

Management Response

The University is committed to Change Management training for leadership, with a session currently being planned for UPEI managers. We will also work to enhance communication around Action Plan initiatives, recognizing the need for a cascading communications approach. While not officially adopted, the implementation of the Action Plan has been operating in alignment with the ADKAR change management methodology (Awareness, Desire, Knowledge, Ability, and Reinforcement). The University is committed to intentional and ongoing consideration of this framework, as well as enhanced formal documentation and an overall communication strategy moving forward.



Accountability & Acknowledgement

Observations and Recommendations



Accountability & Acknowledgement: Observations – Recommendation 1 (1/2)

Ensure additional support/resources to Project Management responsibilities as needed

UPEI Opportunities

Currently, project management responsibilities rest exclusively with one individual. This concentration of critical knowledge of relevant contextual information and day-to-day management of the different actions and respective progress tracking introduces a risk to the project's continuity. Should the current Project Manager become unavailable due to unforeseen circumstances (e.g., illness or personal leave), the project could experience delays or operational disruptions. Ensuring the timely assignment of additional support and/or resources to Project Management mitigates the risk of burnout and ensures the project's ongoing progress and resilience.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

1. Assign a Backup Project Manager:

- Designate a qualified individual to act as a backup in case of need, ensuring there is an alternate point of contact familiar with the project's objectives, context, and status.

2. Regular Knowledge Sharing Sessions:

- Schedule periodic meetings or briefings where the Project Manager shares updates, challenges, and next steps with the wider team, promoting transparency and shared ownership.

3. Develop a Succession Plan:

- Create a formal succession plan outlining steps to be taken in the event of the Project Manager's unavailability, including interim leadership arrangements and communication protocols.

4. Monitor Workload and Well-being:

- Regularly assess the Project Manager's workload and well-being to prevent burnout and adjust responsibilities or provide additional support as necessary.
- Ensure administrative timeliness as needed.

BENEFITS

- Strengthened project resilience.
- Decreased risk of operational disruption.
- Sustained progress toward project objectives.

Accountability & Acknowledgement: Observations – Recommendation 1 (2/2)

Ensure additional support/resources to Project Management responsibilities as needed

The following Action Plan activity for years 2-5 may align with the observation identified:

- Align internal resource needs to support the audit (1.4.2)

Management Response:

The University would like to acknowledge that the current project manager is outstanding, while also recognizing that the amount of work is always significant and, at times, overwhelming. In our efforts to build capacity and better support employees, we are reworking some job descriptions in collaboration with the affected individuals, with the aim of building in cross-training and specific supports. Once we are able to acquire and mobilize new resources, we will explore adding capacity to this position.

Accountability & Acknowledgement: Observations – Recommendation 2 (1/2)

Broaden Communication Efforts’ Reach and Community Engagement

UPEI Opportunities

The University has utilized appropriate formal communication channels—such as official webpages, emails, and messages from the President—to disseminate information about harassment and discrimination reporting pathways. Information about available community supports, including reporting mechanisms through Resonance Inc. and access to confidential counseling, was integrated into multiple communications, reflecting a commitment to building a culture of safety. However, the reach of these platforms may be limited. UPEI could consider leveraging alternative or more informal communication channels, such as engagement with student and staff groups, internal events, targeted outreach efforts, or social media. These platforms may be more accessible or less intimidating for some community members, and their limited use represents a potential missed opportunity to broaden outreach.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

1. Expand Communication Channels:

- Broaden the range of platforms used to disseminate information by incorporating informal and targeted channels such as social media, student and staff group forums, newsletters, and internal events. This will help ensure key messages reach a wider and more diverse audience.

2. Engage Directly with Campus Community Groups:

- Collaborate with student organizations and employee affinity groups to share information. Leveraging trusted campus community leaders, such as student club leaders or employees committed to championing the Action Plan, can help bridge gaps and increase the credibility and uptake of the message.

3. Tailor Messaging for Different Audiences:

- Develop communication materials that are accessible, culturally sensitive, and tailored to the unique needs and preferences of different community segments, including international students, staff, and underrepresented groups.

4. Increase Visibility at Key Events:

- Integrate messaging and resources into existing University events, orientation sessions, and workshops to reinforce awareness and demonstrate ongoing commitment to a safe and inclusive environment.

5. Monitor and Evaluate Communication Effectiveness:

- Establish mechanisms to regularly assess the reach and impact of communications (e.g., engagement metrics, surveys). Use this data to refine outreach strategies and address any identified gaps.

BENEFITS

- Greater community awareness and engagement.
- Increased confidence in available supports.
- Effective targeted support to vulnerable groups, as needed.

Accountability & Acknowledgement: Observations – Recommendation 2 (2/2)

Broaden Communication Efforts' Reach and Community Engagement

The following Action Plan activity for years 2-5 may align with the observation identified:

- Promote information about supports for campus members in relation to health and wellbeing (3.2.5)
- As they are implemented, share information on new supports and services in EDI and SVPRO that are accessible to campus members (3.2.5)
- Promote the methods that university community members can report safety concerns (3.3.2)
- 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 Guidelines, and International Student Orientation Handbook (3.4.1)
- Consult subject-matter experts for specific and targeted themes and messages (3.4.2)
- Enhance information sharing about campus initiatives (3.5.4)
- Provide information to campus on opportunities to take part in planning and idea sharing (3.5.4)
- Develop a campus communications strategy with focus on better understanding the communications needs of campus audiences, effective communications processes, and collaboration opportunities (3.5.5)

Management Response:

Communication of the Action Plan implementation has been identified as a gap. The University is working to address this gap by developing an overall communication strategy for the Action Plan implementation. This strategy will consider the leading practices outlined by Deloitte in this recommendation.

Accountability & Acknowledgement: Observations – Recommendation 3 (1/2)

Develop a systematic approach for attendance monitoring in public forums (i.e. Townhalls)

UPEI Opportunities

During the review period, Deloitte was unable to access the public Town Hall hosted by UPEI on Wednesday, May 28th, 2025. Multiple attempts were made using both Deloitte-issued and personal email addresses; however, each attempt resulted in an error message, preventing participation. This technical barrier not only impeded Deloitte’s ability to observe the proceedings but may also have affected other external participants interested in attending.

Additionally, upon evidence review, there is no formal process for recording the number of attendees at Town Halls, including those specifically focused on the Action Plan. As a result, it is not possible to track attendance trends, such as whether participation is increasing or decreasing over time, or to monitor the effectiveness of campus communications. Community concerns around privacy and confidentiality protections should continue to be upheld by UPEI by incorporating alternative tracking methods and strengthening privacy protection practices.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

1. Review and Enhance Access Protocols for Virtual Events

- Conduct a technical review of the event registration and access process to identify and resolve barriers that might prevent external participants from joining.
- Test access in advance using a variety of email domains (institutional, corporate, and personal) and troubleshoot potential issues before each event.
- Provide accommodations and support for accessing events, including a dedicated contact for technical assistance on the day of the event.

2. Implement a Standardized Attendance Tracking System

- When confidentiality is not required, consider implementing an online registration form that captures attendee information.
- Utilize event management tools (e.g., Zoom, Teams, Eventbrite) that automatically log attendance and provide analytics on participation.
- When confidentiality is of concern, track participation via head count and consider using unique identifiers instead of personal information, such as assigning unique participant IDs or anonymized codes to attendees rather than collecting or displaying personally identifiable information in attendance logs.

3. Limit Access to Attendance Data

- Restrict access to attendance records to only those staff members who require the information for program administration or reporting. Use role-based permissions within tracking systems.

4. Monitor and Analyze Participation Trends

- Regularly review attendance data to assess levels of engagement, identify trends, and understand the composition of the audience.
- Report aggregate metrics as part of post-event summaries to inform key relevant parties and guide future outreach strategies.

5. Solicit Feedback on the Event Experience

- Display post-event survey via QR codes to attendees who can voluntarily provide input on access, technical issues, and overall satisfaction.

BENEFITS

- Improved accessibility for all community members.
- Enhanced data collection to inform engagement strategies and demonstrate accountability.
- Increased transparency, trust, and satisfaction among participants.
- Ability to track and respond to participation trends over time.

Accountability & Acknowledgement: Observations – Recommendation 3 (2/2)

Develop a systematic approach for attendance monitoring in public forums (i.e. Townhalls)

The following Action Plan activity for years 2-5 may align with the observation identified:

- 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. (1.2.3)
- Provide information to campus on opportunities to take part in planning and idea sharing (3.5.4)

Management Response:

Current practice for attendance tracking typically involves a head count at public events, counting people in the room as well as those attending virtually. We agree that participation analysis would be helpful in determining who is, and who is not, engaging with certain events and are already aware of under-participation by certain groups within our community. We are taking steps to develop opportunities that are more suitable or attractive for these groups.

The University will also commit to consulting with the community on this recommendation to gain an understanding of whether attendance at events, tracked in greater detail and in a more identifiable manner, is something the community favors. While there are benefits, we want to ensure that this is something our community is comfortable with and that it would not be a barrier to engagement.



Strengthen Leadership & Governance

Observations and Recommendations



Strengthen Leadership & Governance: Observations – Recommendation 1 (1/2)

Consolidate Board Governance Documentation and Align with Leading Practices

UPEI Opportunities

There is a lack of formal documentation outlining the Board’s policies, practices, and processes related to increasing equity, diversity, and inclusion (EDI) within its membership. Specifically, there are no policy instruments or written procedures that detail how tools, such as the skills matrix and demographic survey, are to be used to support diversity objectives. This gap has been previously identified in the Governance Review and is recognized as a Year 2 commitment in the governance implementation plan. While tools such as the skills matrix and demographic survey have been developed, the concurrent development of these tools and the recruitment process may have limited their effectiveness during the Year 0 and Year 1 audit. Going forward, there is an opportunity to more directly leverage these instruments to inform outreach and recruitment strategies, including documenting how applicants are evaluated and appointed.

The 2024–2025 demographic survey results indicate limited diversity within the Board, with the majority of members identifying within a racial and age segment, and no members identifying as part of two specific equity-deserving groups. Additionally, the current approach to capturing data, particularly in capturing gender identity and sociodemographic factors such as race and disability status, presents opportunities for enhancement.

Furthermore, several key governance documents—such as the updated Skills Matrix Result, Overview of Board-Identified Skills and Experience, and Board Membership Demographic Survey—are undated, which is inconsistent with leading practice that requires all governance documentation to be clearly dated for version control and accountability. Finally, there is no formal requirement documented to review the skills matrix on a regular basis.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

1. Develop and Formalize EDI Governance Documentation:

- Create a procedure that outlines the Board’s approach to EDI. This should include detailed guidance on the use of the skills matrix and demographic survey to support diversity and University strategic objectives.

2. Document Recruitment and Selection Processes:

- Establish and maintain written procedures that describe how applicants are evaluated and how selection decisions are made.

3. Enhance Demographic Data Collection:

- Review and update the approach to collecting demographic data to ensure it is comprehensive, inclusive, and aligned with leading practices. Examples of leading-practice suggested language can be provided upon request.

4. Update and Date Governance Documents:

- Ensure all governance documents—including the skills matrix, demographic surveys, and related records—are clearly dated and regularly updated.

5. Establish a Periodic Review Process for the Skills Matrix:

- Implement a formal requirement to review and update the skills matrix in alignment with Board member term expirations.

BENEFITS

- Strengthened governance framework.
- Enhanced transparency and accountability.
- Greater alignment with EDI objectives.

Strengthen Leadership & Governance: Observations – Recommendation 1 (2/2)

Consolidate Board Governance Documentation and Align with Leading Practices

The following Action Plan activity for years 2-5 may align with the observation identified:

- Develop a process to track training participation of those in governance-related roles (2.3.2)
- Ensure Board of Governors and Senate minutes are posted online after approval (3.5.1)
- Review and update in-camera guidelines, to ensure completeness of process (3.5.1)
- Collect workforce diversity information, guided by best practices, to create baseline information to better inform future decision making in equity, diversity, and inclusion policies and processes. (4.1.5)

Management Response:

The references made within this recommendation are tasks that were also identified in the Governance Review, including tracking the diversity of Board members and the skills matrix. This data has informed the recommendations of new Board members since February 2025. These processes are being systematized by the Governance Office (University Secretary).

Foster Inclusive Culture

Observations and Recommendations



Foster Inclusive Culture: Observations – Recommendation 1 (1/2)

Enhance Practices to Build a Culture of Psychological Health and Safety

UPEI Opportunities

The Workplace Assessment Report prepared by PEI Monarch in Spring 2025 describes culture-related concerns within the EDI&HR Department, including a lack of leadership alignment, a lack of role clarity, poor communication and conflict management. These circumstances have led to staff feeling stressed and isolated, hesitant to share concerns openly and, in some instances, excluded from the workplace.

Deloitte is aware that the University continues to receive feedback on the impact of the implementation of the Action Plan. As part of the audit, Deloitte received anonymous feedback highlighting themes such as perceptions of a lack of transparency and sentiments of mistrust. This feedback has been incorporated into our analysis.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations (1/2)

- 1. **Reinforce Transparent Communication and Inclusive Decision-Making at the Department Level:**
 - Leadership should establish regular, transparent communication channels to ensure staff are informed and consulted about major decisions, especially those impacting Action Plan-related responsibilities.
- 2. **Strengthen Leadership Accountability and Alignment:**
 - Leadership teams, particularly within the EDI&HR Department, should participate in facilitated sessions to clarify roles, expectations, and shared values.
- 3. **Implement a Structured Raise a Concern Mechanism:**
 - Introduce anonymous feedback tools and structured opportunities for staff to voice concerns and suggestions safely. Ensure that feedback received is acknowledged and addressed in a timely and transparent manner, with clear communication about how input is being considered.
- 4. **Invest in Conflict Management and Communication Training for members of the EDI&HR Department:**
 - Provide targeted training for leaders and managers in conflict resolution, effective communication, and inclusive leadership practices.
- 5. **Monitor Workplace Culture and Climate Regularly:**
 - Use developed instruments like the Employee Engagement Survey to continuously monitor staff sentiment by department, and address concerns promptly.

BENEFITS

- Addressed reported concerns.
- Fostered positive workplace culture.
- Alignment between leadership practices and the values outlined in the Action Plan.

Foster Inclusive Culture: Observations – Recommendation 1 (2/2)

Enhance Practices to Build a Culture of Psychological Health and Safety

Leading Practice Recommendations (2/2)

6. Foster Psychological Safety and Well-Being:

- Create an organization-wide definition of psychological health and safety.
- Encourage a culture where staff feel safe to raise concerns without fear of reprisal. Consider establishing peer-support networks or confidential advisory resources to support staff who may feel isolated or excluded.
- Review UPEI's Psychological Health & Safety Framework and consider adopting the National Standard on Psychological Health and Safety. Examples of leading-practice model can be provided upon request.
- Upskill Managers on their roles in fostering a psychologically healthy & safe environment.

The following Action Plan activity for years 2-5 may align with the observation identified:

- Consider potential training topics such as active listening, EDI, cultural competencies, mitigating unconscious bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training (2.4.1)
- 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 (2.5.1)
- Encourage all managers to recognize contributions made by employees to the University (3.2.1)
- Continue opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team (3.2.4)
- 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 (4.1.1)

Management Response:

This recommendation summarizes the overall goals of the Action Plan: to create a culture of trust, safety, and inclusion. Many Action Plan deliverables include training supervisors, enhancing communications, and creating feedback mechanisms. Some of these are addressed in policies currently under development, and, upon implementation, will create pathways for input.

The EDIHR office structure is currently under review and will include consideration of these recommendations. UPEI remains committed to fully implementing the Action Plan, including the items listed within this recommendation.

Improve Policies & Procedures

Observations and Recommendations



Improve Policies & Procedures: Observations – Recommendation 1 (1/2)

Optimize Action Plan Delivery: Aligning Priorities with Institutional Capacity

UPEI Opportunities

The scope and scale of the Action Plan represent a significant undertaking for any institution, especially one of the size of UPEI. Feedback from key community members indicates a disconnect between the significant achievements made in the completion of action items and community perceptions of progress. Additionally, during the course of Year 1, due to unforeseen circumstances, the University found the need to restructure the newly created EDI & HR department and reassign the action items accordingly, as well as delaying key action items, such as the approval and implementation of the Harassment & Discrimination Policy (originally prioritized by the Board of Governors in November 2023) and the Sexual Violence Policy. Given the ambitious nature of the Action Plan, delays and changes are to be expected; UPEI should consider reprioritizing action items to align with available resources and capacity, especially those items that require ongoing implementation beyond the 5-year Action Plan commitment, to highlight the importance of completing policy-related activities during Year 2.

Based on the observed opportunity, the following section outlines leading practices the University can consider in its planning for implementation of future years of the Action Plan.

Leading Practice Recommendations

- 1. **Reprioritize Action Plan Items:**
 - Undertake a reprioritization of the Action Plan, focusing on aligning activities with available resources and institutional capacity.
 - Priority should be given to policy-related activities to ensure foundational frameworks are in place early in the process.
- 2. **Enhance Communication and Engagement:**
 - Develop and implement a robust communication strategy to regularly update the campus community on progress, challenges, and achievements related to the Action Plan.
- 3. **Establish Formalized Interdepartmental Collaboration:**
 - Create and document clear protocols for interdepartmental collaboration and case management (when appropriate). These should include defined roles, responsibilities, and communication channels to ensure consistency and effectiveness.

BENEFITS

- Managed institutional capacity.
- Sustained community confidence in the process.
- Greater transparency and trust.

Improve Policies & Procedures: Observations – Recommendation 1 (2/2)

Optimize Action Plan Delivery: Aligning Priorities with Institutional Capacity

The following Action Plan activity for years 2-5 may align with the observation identified:

- 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 (3.4.2)
- Ensure there is capacity to respond to increased need for supports and reporting because of awareness program Efforts (3.4.2)
Create additional staff capacity on sexual and gender diversity to lead special projects to make the campus a more welcoming environment for members of the 2SLGBTQIA+ community (4.1.2)
- Create additional staff capacity on anti-racism and cultural diversity to lead special projects to make the campus a more welcoming environment for racialized members of the campus Community (4.1.2)
- The EDI and Human Rights Department will be responsible for intake and administration of the new Harassment and Discrimination Policy (once developed) (4.1.3)

Management Response:

The University acknowledges the value of establishing a process to review and potentially reprioritize the commitments set out in the Action Plan. As an example, in Year 1 of the implementation, it has already been noted that attention to the sequencing of Action Plan items must be clarified. Action Plan items like "develop a policy," "communicate the policy," and "provide training on the policy" are all presented as though these might occur concurrently, when clearly, they must occur sequentially. It would be useful to revisit some sequencing as part of the mid-plan assessment already noted. The need for a robust Communication Plan for the Action Plan has already been noted.



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