

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 Year 2
Plain Language Report

October 1, 2026

Table of Contents

Background & Approach	3
Audit Overview	7
Overview of Findings and Conclusions by Pillar	16
Acknowledgement & Accountability	18
Strengthen Leadership & Governance	22
Foster Inclusive Culture	28
Improve Policies & Procedures	42



BACKGROUND & APPROACH

Audit objective, scope, and approach

Audit Overview

In December 2021, the 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 this year’s audit, we have completed a reasonable assurance engagement of the *UPEI Action Plan: Building a Culture of Trust, Safety and Inclusion Implementation Plan–Year 2* for the period from May 1, 2025, to April 30, 2026, 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 year of May 1, 2025, to April 30, 2026 (Year 2).

Approach

The Year 2 implementation plan focused on building and enhancing the policy, procedural, and organizational frameworks required to support implementation of the Action Plan over a five-year period. Accordingly, the Year 2 audit focused on assessing the design and implementation activities outlined in the implementation plan.

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 period from May 1, 2025 to April 30, 2026.

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-five (65) 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 Plan for Year 2; and procedures performed 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-five criteria was agreed upon by UPEI management prior to the commencement of substantive audit procedures. These criteria formed the basis for our assessment of UPEI's implementation of the Action Plan during Year 2.

Assessment against Criteria - We performed procedures to gather sufficient and appropriate evidence to obtain reasonable assurance to support conclusions for each criterion. Procedures were developed based on the agreed-upon objective and criteria.

The Year 0, Year 1, and Year 2 audits primarily focused on assessing the design and implementation of planned Action Plan activities, as these years focused on building the structures and framework required to support the successful delivery and long-term sustainability of the Action Plan. As implementation of the Action Plan progresses, the focus of Years 3 through 5 will shift toward assessing the operational effectiveness, sustainability, and impact of actions implemented during Years 0 through 2.



AUDIT OVERVIEW

Audit Conclusion

As noted in our reasonable assurance report, in our opinion, except for the matters described in the following paragraph, the UPEI Implementation Plan-Year Two for the period of May 1, 2025, to April 30, 2026, was implemented, in all material respects, in accordance with the applicable criteria.

During the period from May 1, 2025 to April 30, 2026, the Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI's proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. As a result, testing criteria 46, 48, 60, and 61 were assessed as **Partially Met** with Criteria 47, 58, and 59, of the UPEI Implementation Plan-Year Two were assessed as **Not Met**.

An additional 11 criteria were assessed as **Partially Met** and one criterion (63) was assessed as **Not Met**. The evidence demonstrated that some, but not all, activities associated with these criteria were completed during the performance year. For some of these criteria, the Board of Governors approved revisions to the related activities, resulting in the implementation timelines for the outstanding commitments being extended to Year 3.

The delayed approval of these policies also affected the implementation of several dependent Action Plan activities, including policy communication, training, procedural requirements, and related implementation activities, increasing the risk that certain Action Plan commitments may not be met within the intended five-year implementation period.

Throughout the audit, management provided the information required to complete our procedures, with the exception of limited measures taken for privacy considerations.

Overview (cont'd)

In Year 2, UPEI continued to develop foundational structures to support its long-term implementation of the Action Plan. The audit team identified the following strengths:

- **Project Management**

UPEI continued to demonstrate a structured approach to managing and advancing Action Plan initiatives throughout the audit period. Evidence reviewed showed the use of implementation plans, working groups, committee oversight, assigned action owners, status reporting, and ongoing monitoring activities to support implementation efforts. These practices helped coordinate activities across multiple workstreams, provided accountability for action items, and supported the continued progression of Action Plan commitments and related initiatives.

- **Survivor-Centred Approach**

UPEI demonstrated a continued focus on survivor-informed and trauma-informed considerations throughout the audit period. Survivor perspectives were sought through consultation activities and engagement with Survivors of Harm, while the Sexual Violence Prevention and Response Office (SVPRO) actively contributed feedback and recommendations during policy redevelopment. These activities helped ensure that survivor-centred considerations informed policy discussions and related Action Plan initiatives.

- **Commitment to Campus Safety and Well-Being**

UPEI continued to advance initiatives intended to support the safety, accessibility, and well-being of the campus community. During the audit period, UPEI undertook activities to enhance campus safety infrastructure, including CCTV and lighting improvement initiatives, promotion and evaluation of the UPEI SAFE application, and ongoing communication of safety resources and reporting mechanisms. UPEI also continued to provide workplace health and safety training while progressing accessibility-related initiatives through follow-up reviews, planning activities, and assessment of future accessibility improvements. These efforts demonstrate an ongoing commitment to maintaining and enhancing a safe, accessible, and supportive environment for students, faculty, and staff.

Overview Continued

- **Communication and Student Engagement**

UPEI continued to create opportunities to engage and communicate with members of the campus community through listening sessions, surveys, town halls, consultation activities, and student engagement initiatives. Throughout the audit period, UPEI sought feedback from students and other stakeholder groups through a variety of formal and informal channels, providing opportunities to share perspectives, raise concerns, and contribute to discussions relating to institutional priorities and Action Plan initiatives. These efforts supported ongoing dialogue with the campus community and helped incorporate stakeholder feedback into planning, decision-making, and continuous improvement activities.

Year 0 / 1 Activities moved to Year 2

UPEI's Year 2 Implementation Plan included 18 actions and activities that were deferred from Years 0 and 1. These items were primarily dependent on, or affected by, the development and approval of two new policies: the Harassment and Discrimination Policy and the Sexual Violence Policy. Draft versions of both policies were presented to, and endorsed by, the Board of Governors in March 2026; however, formal approval remained pending at year-end.

As these deferred actions and activities were incorporated into the Year 2 Implementation Plan, they were considered in the development of the Year 2 audit criteria and included within the scope of the audit. Where implementation activities had occurred during Year 2, they were assessed as part of the audit.

The following pages summarize the actions and activities deferred from Years 0 and 1 to Year 2 and present the overall audit conclusion for each item.

Deferred Year 0 and Year 1 Activities for Follow-Up in Future Audit Years

Implementation Plan Item	Documented Progress	Year 2 Assessment
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.	This activity is tested under Year 2. Please refer to Criteria [#20] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#21] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#23] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#34] for the assessment of this activity.
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 (EDIHR) Department will be responsible for administering it.	This activity is tested under Year 2. Please refer to Criteria [#46] for the assessment of this activity.

Deferred Year 0 and Year 1 Activities for Follow-Up in Future Audit Years (cont'd)

Implementation Plan Item	Documented Progress	Year 2 Assessment
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.	This activity is tested under Year 2. Please refer to Criteria [#54] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#55] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#57] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#58] for the assessment of this activity.

Deferred Year 0 and Year 1 Activities for Follow-Up in Future Audit Years (cont'd)

Implementation Plan Item	Documented Progress	Year 2 Assessment
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.	This activity is tested under Year 2. Please refer to Criteria [#60] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#61] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#61] for the assessment of this activity.
4.4.2.7 Provide investigation results to the respondent's internal support provider	This activity will occur during Year 2.	This activity is tested under Year 2. Please refer to Criteria [#61] for the assessment of this activity.

Deferred Year 0 and Year 1 Activities for Follow-Up in Future Audit Years (cont'd)

Implementation Plan Item	Documented Progress	Year 2 Assessment
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.	This activity is tested under Year 2. Please refer to Criteria [#61] for the assessment of this activity.
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.	This activity is tested under Year 2. Please refer to Criteria [#65] for the assessment of this activity.

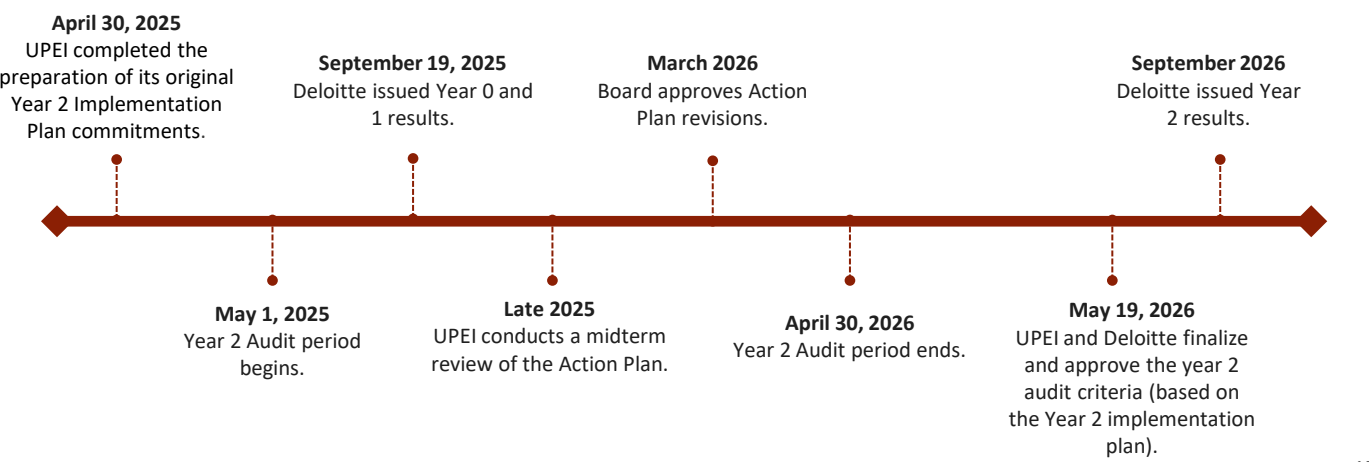
Year 2 Activities moved to Year 3

UPEI’s Year 2 Implementation Plan included 180 planned actions and activities. In its Year 2 Progress Report, UPEI reported on these activities and 23 additional actions and activities, including those carried forward from Year 1, for a total of 203 activities. In the progress update, UPEI reported that the majority of these actions and activities were implemented – 162 in total. The remaining 41 activities were not completed and self-assessed as either under review, partially complete, moved to Year 3, or impacted by Board approved revisions. While several of these activities remain dependent on, or affected by, the approval of the Harassment and Discrimination Policy and the Sexual Violence Policy, others relate to obtaining feedback from students and employees and enhancing institutional capacity.

UPEI completed the preparation of its original Year 2 Action Plan commitments by April 30, 2025. Following the issuance of the Year 0/1 audit results, including the Plain Language Report, Recommendations Report, and Reasonable Assurance Report in September 2025, UPEI undertook a review of the Action Plan to identify opportunities to refine priorities, timelines, and implementation approaches for the remaining years of the plan. This process resulted in a series of proposed revisions to the Action Plan, which were approved by the Board of Governors in March 2026. A progress update outlining implementation progress and the approved revisions was subsequently communicated to the University community through the UPEI website in May 2026.

UPEI proactively revised the Action Plan based on the results of the Year 0 and Year 1 audits. However, these revisions were made after May 1, 2025, at which point the Year 2 implementation period was already underway. Accordingly, the Year 2 audit criteria were based on the original implementation commitments and timelines that were in effect as of May 1, 2025. Auditing against subsequently amended commitments would have resulted in a moving target and compromised the consistency of the assessment. As a result, the audit evaluated design effectiveness against the original implementation commitments. Where relevant, findings identify activities that were subsequently revised, deferred, or re-sequenced through amendments approved in March 2026. This approach ensures that the audit remains aligned with the commitments in effect during the Year 2 assessment period while acknowledging subsequent changes to the Action Plan.

Amendments approved by the Board in March 2026 were subsequently incorporated into UPEI's Year 3 Implementation Plan. Consistent with this approach, the Year 3 audit criteria will be aligned with the commitments in effect on May 1, 2026, the start of the Year 3 implementation period.





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 of the evaluation criteria associated with the UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion. Certain criteria were only partially implemented or had not been fully implemented during the audit period.
NOT MET	UPEI met most of the evaluation criteria associated with the UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion. However, certain activities remained in progress or were deferred beyond the audit period.

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

PILLAR	# OF EVALUATION CRITERIA	MET	PARTIALLY MET	NOT MET
Acknowledge and demonstrate accountability for the issues within the UPEI review	4	3	1	0
Strengthen UPEI’s governance and leadership structure	9	6	3	0
Improve UPEI’s campus culture	30	25	5	0
Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI	22	12	6	4
TOTAL	65	46	15	4

For a total of eleven findings assessed as **Partially Met** or **Not Met**, including Criteria 3, 23, 37, 46, 47, 48, 49, 58, 59, 60, and 61, certain activities were revised and/or the completion timelines were extended to Year 3 following the Board of Governors' approval of Action Plan revisions on March 31, 2026.



Acknowledgement and Accountability

Analysis, insights, and outcomes

Pillar 1: Acknowledgement and Accountability



Pillar Overview

The Acknowledgement and Accountability pillar continues to support Goal 1 of the University of Prince Edward Island (UPEI) Action Plan by promoting transparency, stakeholder engagement, and institutional accountability. During Year 2, UPEI focused on maintaining open communication with the campus community, gathering feedback on Action Plan implementation, and supporting independent audit activities. These commitments within Year 2 of the implementation plan include:

- Conducting President-hosted engagement events
- Developing and communicating Action Plan progress updates
- Conducting town halls, listening sessions, and consultation activities
- Reviewing audit recommendations and employee engagement feedback
- Supporting annual audits and sharing audit results with key stakeholders

Collectively, these measures were intended to promote transparency, encourage stakeholder participation, and demonstrate accountability for Action Plan implementation.

UPEI continued to advance activities under this pillar during Year 2, including:

- **Community engagement and consultation:** Conducting town halls, listening sessions, and other engagement opportunities to gather stakeholder feedback.
- **Progress reporting and transparency:** Communicating Action Plan progress and sharing audit results with the university’s governance bodies, the PEI Ministry of Workforce and Advanced Learning, and the broader university community.
- **Continuous improvement:** Reviewing audit recommendations and employee feedback to support ongoing implementation efforts.
- **Independent oversight:** Supporting annual audit activities to assess progress against Action Plan commitments.

Together, these activities demonstrate UPEI's continued commitment to transparency, stakeholder engagement, and institutional accountability. Although progress continued throughout Year 2, opportunities remain to further strengthen certain implementation practices:

- **Strengthen feedback integration and measurement:** Formalize processes for tracking participation, assessing consultation outcomes, and demonstrating how feedback informs future initiatives and decisions.
- **Formalize operational procedures:** Further document key processes, responsibilities, and protocols to support consistency, knowledge transfer, and sustainability.
- **Enhance attendance monitoring and analysis:** Establish approaches for monitoring participation trends in Action Plan engagement, consultation, and awareness activities and use attendance information to support future planning, stakeholder outreach, and decision-making.

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

PILLAR	# OF EVALUATION CRITERIA	MET	PARTIALLY MET	NOT MET
Acknowledge and demonstrate accountability for the issues within the UPEI review	4	3	1	0
One finding (Criteria 3) was assessed as partially met, as activities related to this criterion were revised and/or their completion timeline was extended to Year 3 following Board of Governors approval on March 31, 2026.				

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

Action #1.2 Commit to addressing all the recommendations within the UPEI Review

Criteria	Conclusion	Summary of Assessment
Criteria #1 - UPEI leadership documented and maintained records of campus consultations through various scheduled engagement events such as town halls, listening session, and new channels for employee and student input.	MET	UPEI conducted several structured engagement activities, including: • Town halls • Listening sessions, including listening tours across 24 departments in Year 2 • Student listening sessions • A feedback survey distributed to student groups to gather additional ideas
Criteria #2 - UPEI continued to engage in ongoing consultations by performing the following: - Developing and disseminating an Action Plan progress report to community members - Conducting listening sessions with campus and community members to collect and document feedback - Reviewing recommendations of the first annual audit which includes documenting the discussion, results and next steps of the review with the applicable stakeholders. - Reviewing results from Employee Engagement feedback, as related to the Action Plan, collected which includes documenting the discussion, results and next steps of the review with the applicable stakeholders.	MET	UPEI continued to engage in campus and community consultations through Action Plan progress updates, listening sessions, review of annual audit recommendations, and consideration of Employee Engagement feedback. Feedback from listening sessions was collected, documented, and shared with the campus community.

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

Action #1.4 Engage in annual audit of the progress of the Action Plan

Criteria	Conclusion	Summary of Assessment
Criteria #3 - UPEI assessed and documented its review of the relevant goals of the PEI Advisory Council of the Status of Women Equality Report Card, including ongoing reconciliation with Indigenous peoples and support for individuals experiencing sexualized and other gender-based violence.	PARTIALLY MET	UPEI has assessed and documented goals related to supporting individuals experiencing sexualized and other gender-based violence from the Equality Report Card. Finding: UPEI did not assess and document goals for Women in Decision-Making, Reconciliation with Indigenous Peoples, Access to Justice, and Women's Health against the implementation plan. There is an opportunity for UPEI to strengthen its review and planning processes by establishing a formal mechanism to assess all relevant Equality Report Card goals and determine/document whether they should be incorporated into annual implementation planning activities. Note: On March 31, 2026, the Board approved changes to the Action Plan that included extending the timeline for this commitment to Year 3.
Criteria #4 - UPEI provided transparent dissemination of audit results for years 0 and 1 by making them publicly accessible, and sharing the results with the Board of Governors, the Province of PEI, and through a University Town Hall.	MET	UPEI publicly communicated the results of the Year 0 and Year 1 audits to the campus community, the Board of Governors, the Province of PEI, and through a University Town Hall. Audit results were presented to staff, faculty, and students, and feedback was collected from attendees.



STRENGTHEN LEADERSHIP & GOVERNANCE

Analysis, insights, and outcomes

Pillar Overview:

The Leadership and Governance pillar supports Goal 2 of the University of Prince Edward Island's (UPEI) Action Plan by strengthening governance capacity, leadership development, and institutional accountability. During Year 2, UPEI focused on training and development initiatives for Board members, Senate members, academic leaders, and administrators, while also developing mechanisms to monitor and report trends relating to harassment and discrimination. These commitments within Year 2 of the implementation plan include:

- Advancing governance and EDI training initiatives through Board training delivery, Senate training plan development, and participation tracking.
- Developing methods to track and report harassment and discrimination trends
- Reviewing leadership program structures, curriculum requirements, and resource needs
- Delivering leadership development programs and annual workshops for academic administrators.

Collectively, these activities are intended to strengthen governance practices, support leadership development, and promote informed decision-making across the institution. UPEI continued to advance activities under this pillar during Year 2, including:

- **Board and Senate training:** Delivering governance and EDI training while providing opportunities for participant feedback and ongoing learning.
- **Leadership development:** Delivering leadership programs and workshops focused on healthy workplaces, inclusive leadership, conflict management, and legal hiring practices.
- **Monitoring and reporting:** Developing mechanisms to monitor and report trends relating to harassment and discrimination.
- **Training planning and support:** Developing Senate training plans, identifying internal resources, and assessing leadership program requirements and resource needs.

Together, these activities demonstrate UPEI's continued commitment to leadership development, governance training, and institutional accountability. Although progress continued throughout Year 2, opportunities remain to further strengthen certain implementation practices:

- **Opportunity to formalize operational procedures:** Further document key processes, responsibilities, and protocols to support consistency and sustainability.
- **Opportunity to enhance attendance monitoring and analysis:** Strengthen approaches for monitoring participation trends and using training data to support planning and decision-making.
- **Opportunity to support ongoing leadership development:** Continue enhancing leadership programming and measuring the effectiveness of training initiatives over time.

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

PILLAR	# OF EVALUATION CRITERIA	MET	PARTIALLY MET	NOT MET
Strengthen UPEI's governance and leadership structure	9	6	3	0

2.0 Strengthen UPEI's Governance and Leadership Structure

Action #2.2 Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure

Criteria	Conclusion	Summary of Assessment
Criteria #5: UPEI delivered programming and training to Board members in alignment with the 2025-2027 Board Training plan, and provided opportunities for participants to offer feedback on the training received.	PARTIALLY MET	UPEI implemented a significant portion of its 2025–2027 Board Training Plan, including training on governance, risk, labour relations, Indigenous reconciliation, cybersecurity, EDI, and academic appeals. Feedback was also collected for several sessions to support continuous improvement. Finding: Although UPEI delivered eleven courses during Year 2 as planned, six courses have been deferred to Year 3. There is an opportunity for UPEI to support training efforts by ensuring that all training identified in the Board Training Plan is delivered within the planned timelines.
Criteria #6: The Human Resources Committee of the Board received information on all terminations and resignations from May 1, 2025 to April 30, 2026, including disclosure of the presence of any associated non-disclosure agreements.	MET	UPEI provided the Human Resources Committee with regular reporting on terminations and resignations, including disclosure of whether any cases involved non-disclosure agreements. These reports were presented across HR Committee meetings throughout the period, supporting ongoing oversight and transparency.
Criteria #7: UPEI developed and maintains a process for tracking trends of harassment or discrimination and reporting them to the Campus Culture Oversight Committee. (See also Criteria 44)	MET	UPEI developed a process for tracking and reporting harassment and discrimination trends to the Campus Culture Oversight Committee, including plans for the Equity, Diversity, Inclusion, and Human Rights Department (EDIHR) to assume responsibility for receiving complaints beginning in Year 3.

2.0 Strengthen UPEI's Governance and Leadership Structure

Action #2.3 Improve onboarding and training of UPEI Board of Governors and Senate members

Criteria	Conclusion	Summary of Assessment
Criteria #8: UPEI provided annual governance and EDI training to members of the Board of Governors and the Senate.	MET	UPEI provided governance and EDI training to Board of Governors and Senate members through dedicated sessions and annual training plans. While attendance is not mandatory, the training supported members in fulfilling their oversight and leadership responsibilities.
Criteria #9: UPEI developed a training plan for members of the Senate that included necessary internal resources to support the plan and established and implemented a process to track Senate training attendance.	PARTIALLY MET	UPEI developed and implemented a Senate Training Plan, identified internal resources for most training sessions, and established a process to monitor Senate attendance. Finding: There were sessions outlined in the training plan that were postponed to after April 30, 2026 due to staffing challenges and resources not being identified to conduct these sessions. The University has an opportunity to enhance Senate training by ensuring resources are planned for all training sessions.
Criteria #10: UPEI developed a leadership training strategy that: (1) incorporated recommendations from the external consultant's report, (2) considered the structure and curriculum of the program, and (3) outlined resource requirements for delivery	MET	UPEI developed a leadership training strategy informed by recommendations from an external consultant and considered the structure and curriculum of the program. The strategy outlines the resource requirements for delivery, such as how many facilitators and what kind of support and or resources are required to implement the program.

2.0 Strengthen UPEI's Governance and Leadership Structure

Action #2.5 Create a leadership development program for academic administrators

Criteria	Conclusion	Summary of Assessment
Criteria #11: UPEI developed a training program for academic administrators by establishing a Leadership Development Program (LDP) and conducting Annual Workshops (AW): - The Leadership Development Program: UPEI Developed and provided training on leadership skills to foster a healthy workplace and incorporated real-life examples, including discrimination, racism, and microaggressions. - The Annual Workshops: UPEI addressed topics related to promoting a healthy workplace and included examples focused on discrimination, education, and harassment.	PARTIALLY MET	UPEI delivered Leadership Development Sessions and Annual Workshops for academic administrators, including training on healthy workplaces, discrimination, harassment, and leadership skills. Finding: While leadership training has been provided to academic administrators, the Leadership Development Program lacks real-life examples addressing discrimination and racism. The Leadership Development Program could be enhanced through the inclusion of real-life examples related to discrimination and racism to better support awareness and application of inclusive leadership practices.
Criteria #12: UPEI developed and allocated institutional resources to support the delivery of leadership development programs and ongoing seminars and held Leadership Development and Annual Workshops that address key topics. Key topics should include the following: - conflict management; - legal hiring practices; - change management; and - healthy and inclusive workplaces.	MET	UPEI developed and delivered leadership development programs, annual workshops, and ongoing seminars supported by dedicated resources. Key topics included conflict management, legal hiring practices, change management, and healthy, inclusive workplaces.

2.0 Strengthen UPEI’s Governance and Leadership Structure

Action #2.5 Create a leadership development program for academic administrators

Criteria	Conclusion	Summary of Assessment
Criteria #13: UPEI canvased leadership interest and goals of academic administrators.	MET	UPEI sought input on leadership interests and goals through Leadership Café sessions, where participants identified priorities, behaviours, and areas for improvement. Feedback collected through these sessions was grouped into themes such as building trust, improving communication, addressing bullying and toxic behaviour, process improvement, and supporting inclusive meetings. UPEI documented the feedback through meeting notes, response summaries, and follow-up materials shared with academic administrators



FOSTER INCLUSIVE CULTURE

Analysis, insights, and outcomes

Pillar 3: Foster Inclusive Culture

Pillar Overview

The Inclusive Culture pillar supports Goal 3 of the University of Prince Edward Island's (UPEI) Action Plan by fostering a safe, respectful, inclusive, and responsive campus environment. During Year 2, UPEI focused on increasing opportunities for stakeholder engagement, strengthening support and reporting mechanisms, enhancing campus safety and accessibility initiatives, expanding training opportunities, and improving communication across the University community.

Key Year 2 commitments included:

- Expanding student engagement and consultation opportunities
- Collecting and analyzing student, employee, and stakeholder feedback
- Strengthening reporting, disclosure, and support mechanisms
- Enhancing campus safety, accessibility, and well-being initiatives
- Delivering EDI, trauma-informed, and inclusive workplace training
- Improving communication and information-sharing across campus

Collectively, these activities are intended to foster an inclusive culture where students, faculty, and staff feel supported. UPEI continued to advance activities under this pillar during Year 2, including:

- **Student, Employee and Community Engagement:** Expanding opportunities for engagement and feedback through surveys, focus groups, consultations, and representative groups.
- **Support and reporting mechanisms:** Continuing services through the Sexual Violence Prevention and Response Office (SVPRO), enhancing reporting pathways, and expanding information available through the UPEI SAFE app and other channels.
- **Safety and accessibility initiatives:** Advancing campus safety, accessibility, lighting, CCTV, and health and safety initiatives to support a safer and more accessible campus environment.
- **Training and awareness:** Delivering EDI, trauma-informed, safety, and workplace training while expanding access to educational resources and support materials.
- **Communication and consultation:** Maintaining pathways for feedback, engaging with stakeholders, and improving communication regarding supports, services, and implementation activities.

Together, these activities demonstrate UPEI's continued commitment to fostering an inclusive, safe, and supportive campus culture. Although progress continued throughout Year 2, opportunities remain to further strengthen certain implementation practices:

- **Enhance information transparency across the University:** Continue strengthening how information about campus initiatives, supports, services, and implementation activities are communicated to students, employees, and other stakeholders through planned communications strategies and timely updates on approved Board and Senate meeting materials, including meeting minutes.
- **Use student and employee feedback to inform campus culture initiatives:** Complete planned student survey reporting and student survey/focus group analysis activities moved to Year 3, and continue using student, employee, and stakeholder feedback to inform future EDI initiatives.
- **Build on accessibility and well-being initiatives:** Continue enhancing accessibility, safety, and well-being measures to support an inclusive campus environment.

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

PILLAR	# OF EVALUATION CRITERIA	MET	PARTIALLY MET	NOT MET
Improve UPEI's campus culture	30	25	5	0
Two findings (Criteria 23, 37) were assessed as partially met, as activities related to these criteria were revised and/or their completion timeline was extended to Year 3 following Board of Governors approval on March 31, 2026.				

3.0 Improve UPEI's Campus Culture

Action #3.1 Create a culture of listening at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #14: UPEI demonstrated its commitment to student engagement by introducing Student Union and Graduate Student Association Executives to senior leadership groups (including Deans Council, Directors of administrative units, and Vice-Presidential meetings). These student leaders were invited to participate in important meetings such as: - Vice President People and Culture direct reports meeting - Deans Council - Vice-President Administration and Finance direct reports meeting - Academic and Research Leadership Council	MET	UPEI invited Student Union Executive and Graduate Student Association Executive members to participate in senior leadership and governance meetings. Student representatives across multiple governance forums demonstrated active participation during Year 2.
Criteria #15: UPEI developed systems for collecting, analyzing, and reporting student data, including surveys and focus groups focused on sense of belonging, EDI, and student experience. The institution shared the results with the University community.	PARTIALLY MET	UPEI established a structured process for collecting and documenting student feedback, including conducting an Inquiry Session and producing a published Inquiry Report. Finding: Although UPEI collected, documented, and published student feedback, there is an opportunity to enhance transparency by communicating findings, outcomes, and resulting actions to key stakeholder groups (i.e., students, faculty, and staff).

3.0 Improve UPEI's Campus Culture

Action #3.1 Create a culture of listening at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #16: UPEI established clear and accessible communication channels for confidential feedback and incident reporting on safety, sexual violence, and harassment and discrimination.	MET	UPEI communicated clear and accessible channels for reporting safety concerns, sexual violence, harassment, and discrimination through its websites, SharePoint resources, and policies. Reporting options included the UPEI Safe App, in-person reporting, email, phone, online reporting forms, and anonymous reporting, supporting confidential incident reporting across the University community.
Criteria #17: Responsibility for administration of disclosures related to harassment and discrimination was assigned to the EDI and Human Rights Office (EDIHR), and ongoing services were maintained through the Sexual Violence Prevention and Response Office.	MET	UPEI assigned responsibility for the administration of harassment and discrimination disclosures to the Equity, Diversity, Inclusion and Human Rights Office through dedicated roles with responsibilities. UPEI also maintained ongoing support services through the Sexual Violence Prevention and Response Office which provided reporting channels, support resources, and tracked sexual violence disclosures received during the audit period.
Criteria #18: UPEI sought feedback by implementing and utilizing Exit Interview Surveys. <i>Please also refer to Criteria 23 for Employee Engagement related testing.</i>	MET	UPEI implemented Exit Interview Surveys and continued to collect and review employee feedback.

3.0 Improve UPEI's Campus Culture

Action #3.1 Create a culture of listening at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #19: UPEI actively collaborated with student, staff and faculty to promote a culture centered on open listening and idea sharing, by maintaining and evaluating multiple accessible pathways for stakeholder input, consultation, and feedback reflection, with documented reporting on actions taken.	MET	UPEI maintained multiple accessible channels for stakeholder input, consultation, and feedback. UPEI also documented and reported on actions taken in response to stakeholder feedback.
Criteria #20: UPEI established clear pathways for safe disclosure and continues to invite feedback from individuals who have experienced harm, in accordance with the recommendations of the RT report.	MET	UPEI established multiple channels for safe disclosure, feedback, and incident reporting related to harassment, discrimination, sexual violence, and safety concerns. These channels included, anonymous reporting options, phone, email, in-person reporting, and the UPEI SAFE app, as well as opportunities for community consultation and feedback.
Criteria #21: UPEI continued to work with Indigenous communities (Lennox Island First Nation, Abegweit First Nation, and the Native Council of PEI) on their journey of reconciliation, including supporting the implementation of an Indigenous Strategic Plan, and developing means to effectively connect with Indigenous members of UPEI.	MET	UPEI continued to collaborate with Indigenous communities (Lennox Island First Nation, Abegweit First Nation, and the Native Council of PEI) on their journey of reconciliation, including supporting the implementation of an Indigenous Strategic Plan, and developing means to effectively connect with Indigenous members of UPEI.

3.0 Improve UPEI's Campus Culture

Action #3.1 Create a culture of listening at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #22: UPEI implemented 360-degree performance reviews for the President and Vice Presidents. In Year 2, this included completing a performance review for the Vice President of Academic and Research.	MET	UPEI implemented structured performance review processes for the President and Vice Presidents. Performance evaluations were conducted during year 2, with results reviewed by relevant governance and leadership stakeholders and used to support ongoing leadership development and goal setting.
Criteria #23: UPEI developed and began the implementation of a documented plan for employee engagement initiatives, including an Employee Engagement Survey.	PARTIALLY MET	UPEI developed an Employee Engagement Plan in Year 2. Finding: According to the plan, the Triennial Employee Engagement Survey is scheduled to be conducted in 2027 and therefore, it was not administered during Year 2. Note: This Action Plan commitment was revised in Year 2 and has subsequently been approved by the UPEI Board of Governors. The audit finding however, is based on the implementation plan developed prior to these changes.
Criteria #24: UPEI developed and executed a communications plan, provided targeted training for leaders, and implemented an exit interview process in accordance with the Guidelines and Process document developed for exit interviews.	MET	UPEI has developed and executed a communications plan, provided targeted training for leaders, and implemented an exit interview process in accordance with the Guidelines and Process document developed for exit interviews. Department-level reporting has not been distributed due to insufficient response volumes to preserve confidentiality, consistent with UPEI's implementation guidelines.

3.0 Improve UPEI's Campus Culture

Action #3.2 Foster an environment in which employees feel valued

Criteria	Conclusion	Summary of Assessment
Criteria #25: UPEI assessed current training practices in other post secondary institutions, identified staff skill gaps through targeted surveys, and revised performance evaluation processes to support ongoing learning and professional development.	MET	UPEI conducted a scan of post-secondary training and learning practices, completed an assessment of staff training and skill development needs, and reviewed its performance evaluation process to support alignment with learning, training, and professional development objectives.
Criteria #26: UPEI promoted and delivered faculty development programs, including scheduled workshops, orientation sessions, and targeted training initiatives, ensuring support in teaching, research, EDI, and grant writing.	MET	UPEI commenced implementation of its Faculty Development Program plan during Year 2 and delivered faculty development opportunities through the Teaching and Learning Centre and the Office of Research Services. These initiatives were communicated throughout the academic year and provided support in areas including teaching, research, EDI, and grant writing.
Criteria #27: UPEI established a plan to review the staff classification system that supports a consistent framework for position evaluation.	MET	UPEI developed a staff classification review plan that outlines an approach for assessing staff positions to support equitable and transparent evaluation and classification across the University.
Criteria #28: UPEI conducted an inventory of current supports available relating to health and wellbeing.	MET	UPEI maintained a broad range of health and well-being supports for campus members across multiple dimensions of wellness, including mental, financial, environmental, physical, spiritual, occupational, and social well-being.

3.0 Improve UPEI's Campus Culture

Action #3.2 Foster an environment in which employees feel valued

Criteria	Conclusion	Summary of Assessment
Criteria #29: UPEI shared information relating to health and wellbeing through campus outlines, including information on support services related to EDI and SVPRO.	MET	UPEI communicated information related to equity, diversity and inclusion (EDI), sexual violence prevention, and available support services through a variety of channels, including social media, campus emails, newsletters, posters, displays, signage, resource materials, the UPEI SAFE app, and awareness events. These communications promoted educational resources, support services, reporting options, and campus initiatives related to consent, sexual violence prevention, and EDI.
Criteria #30: Security Services developed a plan to implement lighting and CCTV upgrades based on the results of an independent review.	MET	UPEI engaged an independent consultant to assess campus CCTV coverage and exterior lighting and developed plans to address identified recommendations. In year 2, UPEI entered into contracts for the implementation of campus CCTV enhancements and the design of lighting improvements in areas identified through the assessment, supporting the implementation of campus safety and security measures.

3.0 Improve UPEI's Campus Culture

Action #3.3 Rebuild trust and safety on campus

Criteria	Conclusion	Summary of Assessment
Criteria #31: UPEI maintained and enhanced campus safety supports, including the UPEI SAFE app, ensures timely promotion of updated safety information, such as emergency response, reporting, working alone, and support resources, through the Health, Safety and Environment intranet site, and delivers regular training sessions for students and employees on occupational health and safety requirements and reporting methods.	MET	UPEI communicated campus safety information and support resources through multiple channels, including the UPEI SAFE app, onboarding materials, websites, campus notices, and training sessions. The UPEI SAFE app provided access to emergency contacts, incident reporting, working-alone functionality, safety resources, and support services, including harassment and discrimination supports.
Criteria #32: UPEI developed a plan to address accessibility needs based on a review of the 2019 Internal Audit Report on Campus Accessibility.	MET	UPEI reviewed progress against recommendations from its campus accessibility audit and developed a plan to address accessibility needs based on a review of the 2019 Internal Audit Report on Campus Accessibility.
Criteria #33: UPEI ensured Security Services staff received training on topics of sexual violence and EDI. In Year 2 this included training on trauma-informed approaches to receiving disclosures.	MET	UPEI has established training for Security Services staff on sexual violence and EDI, including training on trauma-informed approaches to receiving disclosures. Although some staff did not receive annual training that included trauma-informed approaches to receiving disclosures during the audit period, UPEI has been and will continue to deliver these training sessions on an ongoing basis.

3.0 Improve UPEI's Campus Culture

Action #3.4 Develop campus training opportunities to promote safe, inclusive work and learning environments

Criteria	Conclusion	Summary of Assessment
Criteria #34: UPEI communicated defined behavioural obligations and limitations to students, staff and faculty.	MET	UPEI communicated defined behavioural obligations and limitations to students, staff, and faculty through the Student Code of Conduct, Residence Life Handbook, Student-Athlete Code of Conduct, Athletic Club Guide, and related campus communication. A draft version of the Harassment and Discrimination Policy is available on its website. UPEI has communicated the overall behavioural obligations, and limitations to students, staff and faculty.
Criteria #35: UPEI established and delivered trauma-informed training opportunities to build inclusive environments. Research was done to review, analyze and summarize leading practices in EDI training methods, approaches and content for educational institutions.	MET	UPEI reviewed leading practices in equity, diversity and inclusion training and trauma-informed communication within educational settings and delivered trauma-informed training opportunities to support the development of inclusive environments during Year 2.
Criteria #36: UPEI consulted with relevant subject-matter experts, including community organizations and Indigenous representatives, to inform and enhance EDI training content and delivery.	MET	UPEI consulted with relevant subject-matter experts, including community organizations and Indigenous representatives, and incorporated feedback from these consultations into the design and delivery of EDI training during Year 2.

3.0 Improve UPEI's Campus Culture

Action #3.4 Develop campus training opportunities to promote safe, inclusive work and learning environments

Criteria	Conclusion	Summary of Assessment
Criteria #37: UPEI established processes and capacity to intake and monitor harassment and discrimination complaints resulting from EDI awareness programs, and reports increases in such complaints to senior leadership and the Board.	PARTIALLY MET	UPEI established processes and capacity to intake, track, and monitor harassment and discrimination complaints and implemented reporting mechanisms to communicate aggregated complaint and disclosure-related information to senior leadership and the Board. Finding: The intake of harassment and discrimination complaints internally by the EDIHR Department was not implemented in Year 2 as planned. Note: On March 31, 2026, the Board approved changes to the Action Plan that included extending the timeline for this commitment to Year 3.
Criteria #38: UPEI provided an accessible mechanism for campus community members to request EDI training and proactively communicated training opportunities through multiple channels.	MET	UPEI established accessible mechanisms for requesting EDI training through a formal training request process that allows community members to identify accessibility and accommodation needs. UPEI also communicated EDI training opportunities through multiple channels, including the EDIHR SharePoint site and campus-wide engagement events. These mechanisms supported broad awareness of, and access to, EDI training opportunities during Year 2.

3.0 Improve UPEI's Campus Culture

Action #3.5 Enhance transparency and information sharing

Criteria	Conclusion	Summary of Assessment
Criteria #39: UPEI identified conventions used for reporting governance decisions in post-secondary institutions and compared them to UPEI's internal transparency and access to Board and Senate decisions on academic, financial, and governance matters.	MET	UPEI conducted a scan of governance reporting practices across Canadian post-secondary institutions and assessed its existing practices against identified sector conventions. The results of the scan were used to identify areas where UPEI's practices aligned with sector conventions and opportunities to enhance governance reporting and transparency.
Criteria #40: Approved Board of Governors and Senate meeting minutes are posted online within established timelines, and in-camera guidelines are reviewed and updated to ensure completeness of the process.	PARTIALLY MET	UPEI reviewed and updated its in-camera guidelines to support governance transparency and posted some approved Board and Senate meeting minutes to its website within the required timeframe. Finding: Although UPEI posted several approved Board and Senate meeting minutes as required, some minutes were not published within 10 business days of approval, and some approved Senate meeting minutes were not posted to the website. Deloitte also observed that the minutes for one Senate meeting were posted to the UPEI website prior to receiving formal approval. There is an opportunity for UPEI to strengthen its minutes publication process through enhanced tracking and oversight.

3.0 Improve UPEI's Campus Culture

Action #3.5 Enhance transparency and information sharing

Criteria	Conclusion	Summary of Assessment
Criteria #41: UPEI developed guidelines for internal communication and access of UPEI's processes.	PARTIALLY MET	UPEI is developing guidelines for internal communication and access to common processes during Year 2. However, the draft guidelines do not currently specify the authority of the procedure and the contact of the responsible party. Additionally, the guideline was not finalized in Year 2. Finding: The guidelines are still in the development phase and therefore, were not finalized in Year 2 as planned.
Criteria #42: UPEI developed a calendar of President-hosted engagement events for the 2025–26 academic year to enhance information sharing about campus initiatives and provided timely information and invitations to the University community for participation in planning and idea sharing.	MET	UPEI developed an Internal Communications Plan to enhance information sharing and strengthen opportunities for campus community engagement and participation. UPEI communicated engagement opportunities through multiple channels, including town halls, listening sessions, student engagement events, website notices, campus-wide emails, and direct invitations.

3.0 Improve UPEI’s Campus Culture

Action #3.5 Enhance transparency and information sharing

Criteria	Conclusion	Summary of Assessment
Criteria #43: UPEI issued a Request for Proposal to secure a service provider to determine communication needs to support the development of a campus communications strategy focused on understanding the needs of campus audiences, improving communications processes, and fostering collaboration.	MET	UPEI engaged a service provider during Year 2 to support the development of a campus communications strategy focused on understanding audience needs, improving communication processes, and fostering collaboration. In accordance with its procurement process, UPEI selected an existing vendor to provide these services rather than issuing a separate Request for Proposals.



IMPROVE POLICIES & PROCEDURES

Analysis, insights, and outcomes

Pillar 4: Improve Policies & Practices

Pillar Overview

The Improve Policies and Procedures pillar supports Goal 4 of UPEI's Action Plan by strengthening policies, reporting mechanisms, support services, and institutional practices related to equity, discrimination, harassment, and sexual violence. During Year 2, UPEI focused on policy redevelopment, reporting and disclosure processes, training and awareness initiatives, and stakeholder engagement. Key Year 2 commitments included:

- Advancing redevelopment of the Harassment and Discrimination Policy and Sexual Violence Policy
- Enhancing reporting, disclosure, and support mechanisms
- Consulting with students, employees, survivors, Indigenous representatives, and other stakeholders
- Delivering EDI, sexual violence prevention, and trauma-informed training initiatives
- Strengthening collaboration between campus partners and support offices
- Developing communication, accommodation, and support resources.

Collectively, these activities are intended to strengthen institutional policies and practices while promoting safety, equity, accountability, and accessibility across the University community. UPEI continued to advance activities under this pillar during Year 2, including:

- **Policy redevelopment and consultation:** Continuing development of the Harassment and Discrimination and Sexual Violence policies through consultation, review, and legal input.
- **Support and reporting mechanisms:** Advancing reporting pathways, continuing SVPRO services, and strengthening complaint monitoring practices.
- **Training and awareness:** Delivering EDI, trauma-informed, and sexual violence prevention training supported by educational resources.
- **Collaboration and engagement:** Consulting with Indigenous representatives, subject-matter experts, campus partners, unions, and individuals with lived experience to inform policy and practice improvements.
- **Accommodation and support initiatives:** Advancing accommodation procedures and support resources to improve service delivery.

Together, these activities demonstrate UPEI's continued commitment to strengthening policies, support services, and institutional practices. While progress continued throughout Year 2, opportunities remain to further advance implementation activities:

- **Complete policy implementation activities:** During the period from May 1, 2025 to April 30, 2026, the Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI's proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. As a result, related implementation activities remain outstanding.
- **Advance policy operationalization:** Continue developing supporting procedures, guidance materials, and implementation tools to support consistent application of policy requirements following approval.
- **Strengthen policy-related reporting and support processes:** Continue enhancing reporting pathways, escalation protocols, complaint monitoring, and support services, including consideration of an incident reporting tool aligned with the principles of confidentiality, respect, and safety.

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

PILLAR	# OF EVALUATION CRITERIA	MET	PARTIALLY MET	NOT MET
Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI	22	12	6	4

Eight findings (Criteria 46, 47, 48, 49, 58, 59, 60, 61) were assessed as partially met or not met as activities related to these criteria were revised and/or their completion timeline was extended to Year 3 following Board of Governors approval on March 31, 2026.

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #44: UPEI developed a formal protocol enabling the Director of EDI and Human Rights to report issues, conflicts of interest, and concerning trends regarding sexual violence, harassment, and discrimination directly to the President and/or Chair of the Board of Governors and advised relevant parties that the protocol was active and available.	MET	UPEI developed and implemented a Protocol for Reporting Concerning Trends and Patterns related to harassment, discrimination, and sexual violence. The protocol enables the Director of EDI and Human Rights to report issues, conflicts of interest, and concerning trends directly to the President and/or Chair of the Board of Governors. The protocol was active and communicated to key stakeholders during the audit period.
Criteria #45: UPEI collaborated with campus partners to develop educational messaging for students, staff, and faculty, aimed at increasing awareness and providing guidance on identifying and preventing discrimination, harassment, and sexual violence on campus.	MET	UPEI collaborated with student stakeholders and campus partners to develop educational messaging related to the prevention of discrimination, harassment, and sexual violence.

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #46: UPEI created a Human Rights and Equity Advisor role, designated staff for disclosures, and communicated the department’s intake role to the campus community.	PARTIALLY MET	The roles were created as planned; however, communication to the campus community of the intake role was delayed. A communication to establish the EDIHR department's intake role was sent in May 2026 (after the audit period).. Finding: While the roles were created, the department's intake role was not communicated until after the end of the audit period, as implementation of the EDIHR department's intake role was delayed to Year 3. Note: <i>The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI’s proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.</i>

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #47: UPEI developed a process to engage and maintain a list of external investigators, ensured investigations were procedurally fair, and selected investigators with training in procedural fairness.	NOT MET	The development of the external investigator process and associated procedural fairness requirements have been deferred to Year 3 and, therefore, were not implemented during Year 2. The UPEI’s draft Harassment and Discrimination Policy outlines investigator responsibilities and investigation processes. Note: The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI’s proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #48: UPEI provided informal resolution services in accordance with the new Harassment and Discrimination Policy and offered appropriate resolution options to complainants.	PARTIALLY MET	UPEI included resolution services including accommodations, immediate measures, early intervention, and formal investigation processes in its draft policy. Finding: The policy was not approved by the Board of Governors during Year 2. As a result, Deloitte was unable to verify whether informal resolution services were offered and applied in accordance with the policy. Note: <i>The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI’s proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.</i>

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #49: UPEI reviewed, analyzed, and summarized research on best practices in EDI training methods, approaches and content for educational institutions, and communicated the requirement for all new faculty and staff to complete the online Preventing Sexualized Violence course.	PARTIALLY MET	UPEI reviewed leading practices in EDI training and identified key principles for design and delivery. UPEI developed and implemented a mandatory Preventing Sexualized Violence program and incorporated it into onboarding processes and communicated to the campus. Finding: The Preventing Sexualized Violence course was identified as a mandatory requirement for students and staff and recommended for faculty. Note: On March 31, 2026, the Board approved changes to the Action Plan that included extending the timeline for this commitment to Year 3.

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #50: UPEI took actions to welcome input from underrepresented and marginalized students, staff, and faculty, and collected their perspectives to inform initiatives of the EDI and Human Rights department.	MET	UPEI sought input from underrepresented and marginalized students, staff, and faculty through structured consultations, stakeholder engagement sessions, and student-led initiatives during Year 2. Feedback was gathered from Indigenous representatives, students, accessibility advocates, equity-focused staff, faculty, and community partners, and was used to inform the development and enhancement of EDI and Human Rights initiatives, training, support services, and awareness activities.
Criteria #51: UPEI maintained documented collaboration with campus partners, Student Affairs, SVPRO, and academic leadership to support underrepresented or marginalized groups.	MET	UPEI collaborated with campus and community partners to support the design and delivery of EDI and sexual violence prevention initiatives. These collaborations informed service accessibility, awareness campaigns, training, student engagement activities, and support resources, including initiatives tailored to the needs of equity-deserving and marginalized groups.
Criteria #52: UPEI coordinated student-related sexual violence investigations by engaging the Sexual Violence Response Team.	MET	UPEI maintained a coordinated, multi-disciplinary approach to responding to complex sexual violence matters through collaboration among SVPRO, Human Rights, Student Affairs, Accessibility Services, and other campus support units.

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

Action #4.1 Develop an Equity, Diversity, Inclusion (EDI) and Human Rights department at UPEI

Criteria	Conclusion	Summary of Assessment
Criteria #53: UPEI formalized cross-departmental coordination through documented and regular meetings to allow opportunity for coordination of response to harassment, discrimination, racism, and sexual violence.	MET	UPEI established formal mechanisms to coordinate responses to sexual violence, harassment, and discrimination matters across relevant campus units, including SVPRO, Student Affairs, Human Rights, Accessibility Services, and Security Services.
Criteria #54: UPEI enhanced the accommodations process including incorporating feedback from faculty and staff unions. Information relating to the accommodation's procedure was communicated to the campus community via the HR myUPEI and EDIHR myUPEI.	MET	UPEI enhanced and formalized its employee accommodations process through the development of a centralized accommodations framework, supported by collaboration among Human Resources, EDIHR, and union representatives. Information relating to the accommodation's procedure was communicated to the campus community via the HR myUPEI and EDIHR myUPEI.
Criteria #55: The Informal Resolution Specialist collaborated with the Sexual Violence Prevention and Response Coordinator to review and consider best practices for informal resolution in sexual violence complaints.	MET	UPEI explored leading practices for informal resolution and restorative approaches in sexual violence matters and provided capacity-building opportunities for staff through restorative justice-focused discussions and training.

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

Action #4.3 Create a Harassment and Discrimination Policy for all members of the UPEI community

Criteria	Conclusion	Summary of Assessment
Criteria #56: UPEI organized and provided training on the Non-disclosure Agreements Act and the new policy to the Board of Governors, Senate, Senior Executive Team, and Deans.	MET	UPEI delivered training on the Prince Edward Island Non-Disclosure Agreements Act and the UPEI Non-Disclosure Agreements in Harassment and Discrimination Policy to senior leadership, including the Senior Executive Team and Deans, as well as to members of the Board of Governors and Senate.
Criteria #57: UPEI drafted a comprehensive Harassment and Discrimination Policy. The new policy is trauma-informed, procedurally fair, and complies with legislative requirements such as relevant sections and/or requirements under the PEI Occupational Health and Safety Act and Employment Standards Act.	MET	UPEI established a Fair Treatment Policy Replacement Review Committee and undertook a university-wide consultation process to support the development of a Harassment and Discrimination Policy and revised Sexual Violence Policy.

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

Action #4.3 Create a Harassment and Discrimination Policy for all members of the UPEI community

Criteria	Conclusion	Summary of Assessment
Criteria #58: UPEI communicated the Harassment and Discrimination Policy to campus by making the policy available on the university website.	NOT MET	The Harassment and Discrimination Policy was endorsed by the Board on March 31, 2026. <i>The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI’s proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.</i> Note: On March 31, 2026, the Board approved changes to the Action Plan that included extending the timeline for this commitment to Year 3.

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

Action #4.4 Finalize and implement UPEI's revised Sexual Violence Policy

Criteria	Conclusion	Summary of Assessment
Criteria #59: UPEI developed and offered training on the new Harassment and Discrimination Policy. UPEI began relevant partnership development to ensure training on the new Harassment and Discrimination Policy.	NOT MET	The Harassment and Discrimination Policy was endorsed by the Board on March 31, 2026. <i>The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI’s proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.</i> Note: On March 31, 2026, the Board approved changes to the Action Plan that included extending the timeline for this commitment to Year 3.

4.0

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

Action #4.4 Finalize and implement UPEI's revised Sexual Violence Policy

Criteria	Conclusion	Summary of Assessment
Criteria #60: UPEI finalized the Sexual Violence Policy. Revisions made are trauma-informed, procedurally fair, and comply with legislative requirements.	PARTIALLY MET	UPEI established supporting structures, processes, and resources to promote trauma-informed and procedurally fair administration of the Sexual Violence Policy, including implementing a Sexual Violence Response Team and developing respondent-facing materials outlining investigation processes and participant rights. Finding: Although UPEI implemented several supporting processes and resources to support the administration of the Sexual Violence Policy, the revised policy was endorsed by the Board of Governors on March 31, 2026, but not formally approved. As a result, UPEI was unable to demonstrate that the revisions had been formally adopted and implemented across the University. Note: <i>The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI’s proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.</i>

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

Action #4.4 Finalize and implement UPEI's revised Sexual Violence Policy

Criteria	Conclusion	Summary of Assessment
Criteria #61: 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 Sexual Violence Response Team members; - provided training for the Board, Senate, and Senior Executive Team; - 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	PARTIALLY MET	UPEI maintained ongoing communication between SVPRO and SVRT members, collected statistical information related to sexual violence disclosures, established processes to monitor trends, and consulted with unions regarding mandatory sexual violence prevention training. Finding: UPEI continued to advance key activities related to the development of the Sexual Violence Policy; however, the policy was endorsed by the Board but not formally approved. As a result, the revised Sexual Violence Policy was not implemented or communicated to the campus community, and policy-specific training was not delivered to the Board, Senate, or Senior Executive Team during the audit period. Note: <i>The Board of Governors did not receive the express written consent required under the collective agreement with the UPEI Faculty Association to amend or replace the Fair Treatment Policy. Consequently, UPEI's proposed Harassment and Discrimination Policy and Sexual Violence Policy were not advanced to the Board of Governors for approval. This resulted in a delay in this Action Plan commitment.</i>

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

Action #4.4 Finalize and implement UPEI's revised Sexual Violence Policy

Criteria	Conclusion	Summary of Assessment
Criteria #62: To support the Sexual Violence Policy, UPEI implemented a mandatory online Preventing Sexualized Violence course for all incoming students and made it available to faculty, staff, and students.	MET	UPEI implemented a mandatory online Preventing Sexualized Violence course for incoming students, staff, and faculty. While the course is not mandatory for faculty, it is available.

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

Action #4.5 Establish clear feedback, disclosure, and reporting mechanisms for campus members

Criteria	Conclusion	Summary of Assessment
Criteria #63: The University developed and communicated processes for handling anonymous and third-party reports under its updated Sexual Violence, Harassment and Discrimination, and Violence Prevention policies.	NOT MET	Activities related to the development and communication of processes for anonymous and third-party reporting were not completed during Year 2. UPEI has advised that this commitment will be addressed during Year 3 of the Action Plan through activities and processes developed outside of the revised policies.
Criteria #64: UPEI assessed options for electronic tools to support the reporting and tracking of related incidents.	MET	UPEI assessed multiple electronic tools to support the reporting, intake, and tracking of incidents related to violence, sexual violence, harassment, and discrimination.
Criteria #65: UPEI created processes to respond to individuals disclosing sexual violence, harassment, and discrimination that reflect principles of safety and respect.	PARTIALLY MET	UPEI has made progress in creating processes to respond to individuals who disclose incidents of violence, sexual violence, harassment, and discrimination. This includes identifying principles such as safety and respect, assessing the potential use of the UPEI SAFE app, and considering recommendations from the Status of Women Report to inform future reporting, disclosure, and case management processes. Finding: While UPEI has designed elements of its response framework, the process is still being developed. Accordingly, this criterion is assessed as Partially Met.



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