



UNIVERSITY  
of Prince Edward  
ISLAND

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

IMPLEMENTATION PLAN - YEAR 3



## **LAND ACKNOWLEDGEMENT**

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

## Implementation Plan: Building a Culture of Trust, Safety, and Inclusion

Dear UPEI Community

Following is the Year 3 Implementation Plan of the 6-year UPEI Action Plan. We are starting to see the scaffolding being built to support the strong and inclusive culture we want for UPEI. We are also growing and adapting as we move through the 6-year plan. With actions from years 0, 1, and 2 now implemented, and our 1st Audit (for years 0 and 1) behind us, we are ensuring the actions are as entrenched as possible into our day-to-day experiences.

Year 3 includes some adaptations to new realities, 3 years on, including finances, the capacity of the community to create and absorb the changes, new colleagues, and the positive effects of the changes already made. In addition to giving us an overall clear audit, our auditors recommended reviewing priorities, alignment, and operational aspects of the action plan. The Year 3 implementation plan includes some streamlining to reduce redundancies, some language changes that allow us to proceed with the implementation of essentials including responding to the employee engagement survey, some changes of 'leads' such as having Human Resources take on leadership development rather than developing a new office for this purpose. These small changes retain the focus and commitment on creating a culture of trust, safety, and inclusion while recognizing financial constraints unanticipated in 2023, for example.

We are now into longer term activities, with time frames spanning all the way to the end of Year 5. These time spans reflect the phased work required to, for example, develop training, implement it, communicate it, and deliver it. Another example is addressing aspects of community engagement and assessing inclusion and belonging – multi-year activities. These and many other initiatives across campus will be positively impacting communities with sustainable outcomes. Our auditors, Deloitte, will be visiting us again through the spring and summer, to assess the completion of the tasks assigned for Year 2.

The Board of Governors and Senior Leadership remain committed to the achievement of a culture of trust, safety, and inclusion. Further, we commit to supporting our community in living our values. We are looking forward to working together and making UPEI an even better place.

Sincerely,



Shannon MacDonald, FCA, CPA, ICD.D (she/her)  
Chair, UPEI Board of Governors



Wendy M. Rodgers, PhD (she/her)  
President and Vice-Chancellor

**IMPLEMENTATION PLAN - YEAR 3 (MAY 1, 2026-APRIL 30, 2027)**

## Introduction

The University made a commitment to address the recommendations from the UPEI Review, as well as feedback from the campus community through the goals and actions defined in the *UPEI Action Plan: Creating a culture of trust, safety, and inclusion*.

The Action Plan outlines the following goals:

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

Each goal is associated with Actions and Implementation Activities. The implementation of the UPEI Action Plan extends over a 6-year period, from 2023 through 2029 with each Action and respective Implementation Activities scheduled in, or within a range of, implementation year(s).

Comprehensive implementation plans are created annually to define the activities that will be undertaken throughout each year to achieve the associated Action.

In accordance with the UPEI Review, the implementation of the UPEI Action Plan will be subject to an annual audit. The activities prescribed in the Implementation Plans must therefore be stated in an auditable manner, ensuring they

are observable and measurable. The first audit was successfully completed in the summer of 2025, and the lessons learned through that process have guided the implementation moving forward.

The table below shows the schedule of the external audit and provides links to prior year implementation plans and audit results.

UPEI Fiscal Year	Action Plan Year	Audit Year	Subject of Audit	Audit Status
2023-24	Year 0			
2024-25	Year 1			
2025-26	Year 2	Year 1	<a href="#">Year 0 implementation plan</a> <a href="#">Year 1 implementation plan</a>	Complete
2026-27	Year 3	Year 2	<a href="#">Year 2 implementation plan</a>	Upcoming
2027-28	Year 4	Year 3	Year 3 implementation plan	Not started
2028-29	Year 5	Year 4	Year 4 implementation plan	Not started
2029-30		Year 5	Year 5 implementation plan	Not started

### Table 1. Implementation Plan – Year 3

Year 3 of the UPEI Action Plan is the period beginning May 1<sup>st</sup>, 2026, through April 30<sup>th</sup>, 2027. The Implementation Plans for the Actions to be completed in Year 3 of the Action Plan can be found in the tables below.

The Year 3 Implementation Plan was defined, through a collaborative process, as was done with prior year implementation plans. This process was led by the Program Manager and involved 15 leaders from across the university to determine the activities for their units for Year 3. Once defined, the activities were reviewed by a member of the Senior Leadership Team to ensure they were complete, measurable, feasible and adequately resourced, with the entire leadership group reviewing the full plan as a final step.

The Year 3 Implementation Plan will guide the work being completed throughout the year and will serve as the basis for reporting the activities for evaluation in the annual audit.

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

**Action 2      Commit to addressing all the recommendations within the UPEI Review**

<b>ADDRESSING ISSUES AND RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>SUPPORTING ACTIONS</b>	<b>IMPLEMENTATION ACTIVITIES</b>
<p><b>1.2.3 Engage in ongoing consultation</b>                      President                      Senior Executive Team</p>	<p>Year 0-5</p>	<p>1.2.3.1 UPEI leadership will maintain an enhanced level of consultation with the campus community. These consultations will include opportunities like the previously held town halls and campus listening sessions, as well as new employee and student engagement channels.</p>	<ul style="list-style-type: none"> <li>• Review and update approach to consulting with the campus community for 2026-2027</li> <li>• Develop a calendar for President-hosted engagement events for 2026-2027 academic year</li> <li>• Include consultation approach in communications content plan/calendar.</li> </ul> <p>*These activities are duplicated in 1.2.3.1, 3.1.3.1, 3.2.4.1, 3.5.4.2, as the activities are in support of multiple actions.</p>
	<p>Year 2-3</p>	<p>1.2.3.2 Develop and deliver a mid-plan consultation to gauge campus and community members' input on progress.</p>	<ul style="list-style-type: none"> <li>• Develop a report on Action Plan progress, to be distributed to the UPEI campus community</li> <li>• A session, open to staff, faculty and students, will be held to review the audit results and discuss progress.</li> </ul>

**GOAL 1      ACKNOWLEDGE AND DEMONSTRATE ACCOUNTABILITY FOR THE ISSUES WITHIN THE UPEI REVIEW****Action 4      Engage in annual audits of the progress of the Action Plan**

<b>ADDRESSING ISSUES AND RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>SUPPORTING ACTIONS</b>	<b>IMPLEMENTATION ACTIVITIES</b>
<b>1.4.2 Develop audit schedule and process</b> President Senior Executive Team	Year 1-5	1.4.2.1 Develop audit schedule and process to support annual audits	<ul style="list-style-type: none"> <li>• Provide an annual progress report to the auditors on the activities outlined in the implementation plan</li> <li>• The audit of the Year 2 Action Plan implementation will be conducted in accordance with the schedule defined in the UPEI Action Plan</li> <li>• The audit results for Year 2 will be finalized and made available to the UPEI community.</li> </ul>
		1.4.2.2 Align internal resource needs to support the audit	<ul style="list-style-type: none"> <li>• Program Manager will work with auditors to ensure access to university resources as required.</li> </ul>
<b>1.4.3 Assign annual audits and receive results</b> President Board of Governors	Year 2-5	1.4.3.1 Carry out annual audits (aligned with UPEI fiscal year) based on audit schedule	<ul style="list-style-type: none"> <li>• Conduct an audit of the Year 2 implementation of the Action Plan</li> </ul>
		1.4.3.2 Make the audit results public	<ul style="list-style-type: none"> <li>• The audit results will be posted to the UPEI external website</li> <li>• The audit results will be provided to the Province of PEI</li> <li>• The audit results will be presented to the Board of Governors</li> <li>• A session, open to staff, faculty and students, will be held to review the audit results and discuss progress.</li> </ul>

Table .1 Implementation Plan – Year 3

		1.4.3.3 Conduct the first audit following the completion of Year 1 and thereafter annually	<ul style="list-style-type: none"> <li>• Conduct an audit of the Year 2 implementation of the Action Plan</li> </ul>
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**GOAL 2 STRENGTHEN UPEI’S GOVERNANCE AND LEADERSHIP STRUCTURE**

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
2.4.1 Develop training program for UPEI leaders President VPPC	Year 2-5	2.4.1.3 Develop a leadership training strategy	<ul style="list-style-type: none"> <li>• Develop Leadership Essentials Program</li> </ul>
	Year 3-5	2.4.1.4 Implement the leadership training strategy	<ul style="list-style-type: none"> <li>• Lead the rollout of the first Leadership Essentials Program cohort</li> </ul>
2.4.2 Develop training schedule and tracking process VPPC	Year 3-5	2.4.2.1 Develop a training calendar	<ul style="list-style-type: none"> <li>• Develop a calendar for leadership training</li> </ul>
		2.4.2.2 Develop a process to track participation in leadership training	<ul style="list-style-type: none"> <li>• Develop workflow and tracking process for leadership training</li> </ul>

**GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE****Action 1 Create a culture of listening at UPEI**

<b>ADDRESSING ISSUES AND RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>SUPPORTING ACTIONS</b>	<b>IMPLEMENTATION ACTIVITIES</b>
<b>3.1.1 Culture of listening for students</b> President VPAR VPAF	Year 1-3	3.1.1.3 Seek meaningful feedback from students as to their experience through questions such as inclusive and intercultural learning, perceptions of institutional values and commitment to EDI, and diversity-related programming	<ul style="list-style-type: none"> <li>• Draft a report with information gathered from the National Survey of Student Engagement and identify key items for implementation specific to the 1<sup>st</sup> year experience based on the data</li> <li>• Draft a report based on the data collected from the focus groups to be shared with the Vice President People and Culture and the Associate Vice President, Student</li> </ul>
		3.1.1.4 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	<ul style="list-style-type: none"> <li>• Implement system to administer student survey</li> <li>• Administer survey to all 2<sup>nd</sup> year students</li> <li>• Generate a report and identify key items for implementation based on the 2<sup>nd</sup> year survey data</li> <li>• Share report with the Associate Vice President, Student</li> </ul>
<b>3.1.3 Foster a culture of listening for the UPEI community</b> Chair of Board of Governors President	Year 0-5	3.1.3.1 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team.	<ul style="list-style-type: none"> <li>• Review and update the approach for consulting with the campus community for 2026-2027</li> <li>• Develop a calendar of President-hosted engagement events for 2026-2027 academic year</li> </ul>

Table .1 Implementation Plan – Year 3

			<ul style="list-style-type: none"> <li>• Include consultation approach in communications content plan/calendar.</li> </ul> <p>*These activities are duplicated in 1.2.3.1, 3.1.3.1, 3.2.4.1, 3.5.4.2, as the activities are in support of multiple actions.</p>
		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	<ul style="list-style-type: none"> <li>• Deliver restorative justice capacity building program to equip relevant university personnel to address harm and foster reconciliation.</li> </ul>
		3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	<ul style="list-style-type: none"> <li>• Hold annual meetings with Indigenous students and staff</li> <li>• Establish an Indigenous Council</li> </ul>
<b>3.1.4 Improve feedback processes</b> VPPC	Year 3-5	3.1.4.5 Continue and optimize employee engagement survey as per defined cadence	<ul style="list-style-type: none"> <li>• Identify improvements to engagement survey questionnaire</li> <li>• Identify improvements to the engagement survey process</li> </ul>
<b>3.1.5 Exit interviews</b> VPPC	Year 3-5	3.1.5.5 Develop a protocol for how exit interview information will be appropriately shared with the EDI and Human Rights department where permitted and relevant	<ul style="list-style-type: none"> <li>• Develop a protocol for how to share relevant exit survey data with the Director of the EDI and Human Rights department.</li> </ul>
		3.1.5.6 Continue and optimize exit interview process	<ul style="list-style-type: none"> <li>• Track opportunities for improvement related to the exit interview guidelines and questionnaire</li> <li>• Assess opportunities for improvement and implement appropriate changes</li> </ul>

**GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE****Action 2 Foster an environment in which employees feel valued**

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>3.2.1 Employee Engagement</b> VPPC Senior Executive Team	Year 3-5	3.2.1.8 Continue and optimize employee engagement and recognition processes	<ul style="list-style-type: none"> <li>Assess and optimize onboarding process</li> <li>Assess and optimize recognition programs</li> </ul>
		3.2.1.9 Use data from employee engagement surveys to inform improvements	<ul style="list-style-type: none"> <li>Outline how survey data has informed improvements</li> </ul>
<b>3.2.2 Development opportunities for employees</b> VPPC VPAR	Year 1-5	3.2.2.1 Provide staff with enhanced opportunities for training and skills building	<ul style="list-style-type: none"> <li>Develop training calendar for learning opportunities for staff</li> <li>Implement training calendar for 2026-2027 academic year</li> </ul>
		3.2.2.2 Enhance faculty development opportunities in teaching and research through the Teaching Learning Centre and Office of Research Services	<ul style="list-style-type: none"> <li>Continue the implementation of the Faculty Development Program Plan for researchers</li> <li>Continue the implementation of the Graduate Supervisors Training Program</li> <li>Extend orientation for new faculty, librarians, CNIs and clinical veterinary professionals to include training sessions on EDI in Teacher, Research and best practices in Graduate Supervision.</li> <li>Develop and deliver workshops to support the development of Professional Service Dossiers.</li> </ul>

Table .1 Implementation Plan – Year 3

<p><b>3.2.3 Review staff classification system</b> VPPC</p>	<p>Year 2-5</p>	<p>3.2.3.1 Examine the current staff classification practices to support fair and consistent role evaluation across the institution.</p>	<ul style="list-style-type: none"> <li>• Begin the implementation of the plan developed for the UPEI Classification System Review</li> </ul>
<p><b>3.2.4 Enhance open dialogue</b> President Senior Executive Team</p>	<p>Year 0-5</p>	<p>3.2.4.1 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team</p>	<ul style="list-style-type: none"> <li>• Review/update approach to consulting with the campus community for 2026-2027</li> <li>• Develop a calendar for President-hosted engagement events for the 2026-2027 academic year</li> <li>• Include consultation approach in communication content plan/calendar.</li> </ul> <p>*These activities are duplicated in 1.2.3.1, 3.1.3.1, 3.2.4.1, 3.5.4.2, as the activities are in support of multiple actions.</p>
<p><b>3.2.5 Communicate supports and resources</b> VPPC</p>	<p>Year 1-5</p>	<p>3.2.5.1 Promote information about supports for campus members in relation to health and wellbeing</p>	<ul style="list-style-type: none"> <li>• Continue ongoing communication of health and wellbeing supports</li> <li>• Continue ongoing updates and communication of the online benefits portal</li> </ul>
		<p>3.2.5.2 As they are implemented, share information on new supports and services in EDI and SVPRO that are accessible to campus members</p>	<ul style="list-style-type: none"> <li>• Continue to share information about implementation of new supports and services through outlets such as: Campus Notices, Campus Connectors, department emails, campus wide emails, social media, or MyUPEI EDI site and/or main EDI UPEI webpage</li> </ul>

**GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE****Action 3 Rebuild trust and safety on campus**

<b>ADDRESSING ISSUES AND RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>SUPPORTING ACTIONS</b>	<b>IMPLEMENTATION ACTIVITIES</b>
<b>3.3.2 Review campus safety infrastructure</b> VPAF	Year 2-3	3.3.2.3 Review campus safety infrastructure (e.g., lighting, safety poles, and security cameras)	<ul style="list-style-type: none"> <li>• Initiate contracted installation plan of additional CCTV cameras on campus</li> <li>• Initiate contracted installation plan of additional lighting on campus</li> </ul>
		3.3.2.4 Review the Campus Accessibility Audit to determine and plan for needs	<ul style="list-style-type: none"> <li>• Complete 3<sup>rd</sup> party accessibility audit of Charlottetown campus grounds</li> <li>• Request that a 3<sup>rd</sup> party consultant develop a prioritization plan of accessibility needs for the buildings on campus.</li> </ul>
		3.3.2.5 Enhance campus safety supports such as UPEI SAFE app	<ul style="list-style-type: none"> <li>• Develop Moodle modules for safety information and training</li> </ul>
<b>3.3.4 Create tracking processes for reporting of sexual violence and harassment and discrimination</b> VPPC	Year 3	3.3.4.2 EDI&HR department will track reporting information (including third party) relating to harassment and discrimination disclosures.	<ul style="list-style-type: none"> <li>• A Human Rights Office case monitoring document, which tracks file information by multiple data points, and allows for searching and statistical reporting will be created</li> <li>• The design of the Human Rights Office case monitoring document will be led by the Human Rights and Equity Advisor to ensure a victim-centered lens was a primary consideration</li> </ul>

**GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE****Action 4 Develop campus training opportunities to promote safe, inclusive work and learning environments**

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>3.4.1 Communicate behavioural obligations</b> President Senior Executive Team	Year 1-5	3.4.1.1 Communicate behavioural obligations and limitations through documents, including the Sexual Violence Policy, Harassment and Discrimination Policy, Student Code of Conduct, Athletic Club Guidelines, and International Student Orientation Handbook	<ul style="list-style-type: none"> <li>Identify pathways to increase awareness of UPEI values.</li> </ul>
<b>3.4.2 Develop on-campus awareness</b> President Senior Executive Team	Year 2-4	3.4.2.1 Put in place the resources needed to support and develop training opportunities, related to building inclusive environments; consider topics such as anti-racism, anti-oppression, unconscious bias, microaggressions, cultural differences, sexual violence including gender-based violence, and harassment and discrimination	<ul style="list-style-type: none"> <li>Develop an EDI training framework for UPEI</li> <li>Design and pilot at least one foundational EDI training module for UPEI staff and/or faculty</li> <li>Provide results from the research conducted into best practices in EDI training methods and approaches to new positions within EDIHR with responsibilities for training</li> </ul>
		3.4.2.2 Ensure training has equity, diversity and inclusion lens	<ul style="list-style-type: none"> <li>Engage with campus community partners regarding the institutional approach to incorporating EDI into training</li> <li>Support a UPEI learning group on training to include EDI-informed thinking</li> <li>Initiate a collaborative partnership with the Learning and Development team in Human Resources to review existing training through an EDI lens</li> <li>Develop self-assessment tool for people conducting training.</li> </ul>

Table .1 Implementation Plan – Year 3

		<p>3.4.2.3 Use a trauma-informed approach to the delivery of training on difficult subjects</p>	<ul style="list-style-type: none"> <li>• Develop a one-page trauma-informed facilitation guide for UPEI trainers and facilitators.</li> <li>• Incorporate trauma-informed principles into the EDI lens self-assessment checklist.</li> <li>• Identify and communicate at least one external professional development opportunity related to trauma-informed facilitation.</li> </ul>
		<p>3.4.2.4 Consult subject-matter experts for specific and targeted themes and messages</p>	<ul style="list-style-type: none"> <li>• Develop a referral list of local community organizations serving underrepresented marginalized communities.</li> <li>• Engage with subject-matter experts to inform themes and messages from the EDIHR Department.</li> </ul>
		<p>3.4.2.5 Ensure there is capacity to respond to increased need for supports and reporting because of awareness program</p>	<ul style="list-style-type: none"> <li>• Begin the practice of intaking harassment and discrimination complaints on campus through the EDI&amp;HR Department</li> <li>• Continue to monitor statistics relating to sexual violence and harassment and discrimination complaints, and report increases to the Vice President People and Culture, President and Board of Governors</li> </ul>
		<p>3.4.2.6 Provide in-person and on-demand training related to building inclusive environments</p>	<ul style="list-style-type: none"> <li>• Establish a schedule for hiring committee training</li> <li>• Deliver training related to building inclusive environments</li> <li>• Collect feedback on EDIHR training offerings</li> <li>• Design and pilot at least one foundational EDI training module for UPEI staff and/or faculty.</li> </ul>

Table .1 Implementation Plan – Year 3

		3.4.2.7 Provide mechanisms through which campus community members can request training on specific issues	<ul style="list-style-type: none"> <li>Review requests received through the EDI training request form to identify patterns and underserved areas.</li> <li>Develop a triage and response protocol for training requests.</li> </ul>
<b>3.4.3 Update available training</b> President	Year 3-5	3.4.3.1 Make EDI Training available that reflects how the environment continues to evolve	<ul style="list-style-type: none"> <li>Establish a process for staying current on emerging EDI topics and trends in post-secondary education</li> <li>Build an annual review cycle into existing EDIHR training materials</li> </ul>
		3.4.3.2 Commit to ongoing improvements to EDI training opportunities	<ul style="list-style-type: none"> <li>Implement a standard feedback mechanism for all EDIHR-delivered training</li> <li>Complete a brief annual training report</li> </ul>

**GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE**

**Action 5 Improve campus information sharing and communications processes**

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>3.5.3 Improve information sharing</b> President Senior Executive Team	Year 2-5	3.5.3.1 Encourage all departments to make more information accessible about common processes	<ul style="list-style-type: none"> <li>Communicate " Guidelines for Communication of Process or Procedure Changes"</li> </ul>

Table .1 Implementation Plan – Year 3

<b>3.5.4 Build opportunities for input and participation</b> President Senior Executive Team	Year 1-5	3.5.4.1 Enhance information sharing about campus initiatives	<ul style="list-style-type: none"> <li>Identify priority campus initiatives for 2026-2027 academic year</li> <li>Develop a calendar for President-hosted engagement events for the 2026-2027 academic year</li> <li>Update communications content plan/calendar to enhance information sharing about priority campus initiatives</li> </ul>
		3.5.4.2 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with their President and Senior Executive Team.	<ul style="list-style-type: none"> <li>Review/update approach to consulting with the campus community for 2026-2027</li> <li>Develop a calendar of President-hosted engagement events for 2026-2027 academic year</li> <li>Include consultation approach in communications content plan/calendar.</li> </ul> <p>*These activities are duplicated in 1.2.3.1, 3.1.3.1, 3.2.4.1, 3.5.4.2, as the activities are in support of multiple actions.</p>
<b>3.5.5 Improve campus communications</b> President	Year 3-5	3.5.5.4 Implement the campus communications strategy	<ul style="list-style-type: none"> <li>Centralize all communications plans into overall campus communications strategy</li> <li>Introduce the campus communications strategy to senior leaders</li> <li>Develop 2026-2027 content plan/calendar that prioritizes a multi-channel approach for key messages, by audience.</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>4.1.3 Administer a harassment and discrimination policy within the EDI&amp;HR Department</b> VPPC	Year 3	4.1.3.1 The EDI and Human Rights Department will be responsible for intake and administration of a harassment and discrimination policy	<ul style="list-style-type: none"> <li>The EDIHR Department will be responsible for the intake and administration of a harassment and discrimination policy</li> </ul>
	Year 1-3	4.1.3.2 Create a new position, Human Rights and Equity Advisor, for the intake and administration of a harassment and discrimination policy.	<ul style="list-style-type: none"> <li>Human Rights and Equity Advisor to begin meeting with clients regarding harassment and discrimination matters.</li> </ul>
	Year 3	4.1.3.3 Communicate to the campus community that the EDI and Human Rights Department is the intake location for harassment, discrimination, and sexual violence reports and complaints	<ul style="list-style-type: none"> <li>Communicate to all faculty, students, and staff announcing the Department of EDIHR is the new intake location for harassment, discrimination, and sexual violence complaints.</li> <li>Create materials to be distributed to the campus community explaining the Department of EDIHR is the new intake location for harassment, discrimination, and sexual violence complaints.</li> </ul>
	Year 1-3	4.1.3.4 Use a variety of external investigators	<ul style="list-style-type: none"> <li>Engage in a process to develop a list of external investigators for future use</li> <li>Ensure that multiple investigators are relied on to investigate complaints throughout the year</li> </ul>
		4.1.3.5 Ensure investigations are procedurally fair	<ul style="list-style-type: none"> <li>Select investigators who have received training on procedural fairness</li> </ul>

Table .1 Implementation Plan – Year 3

		4.1.3.6 Provide informal resolution services	<ul style="list-style-type: none"> <li>• Department of EDIHR to offer appropriate resolution services in accordance with a harassment and discrimination policy.</li> </ul>
<b>4.1.4 Develop and deliver training</b> President Senior Executive Team	Year 2-3	4.1.4.9 Continue to review established best practices and research to inform the training offered	<ul style="list-style-type: none"> <li>• Conduct a focused literature scan on one priority training topic</li> <li>• Establish a process for staying current on emerging EDI topics and trends in post-secondary education</li> </ul>
	Year 2-4	4.1.4.10 Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<ul style="list-style-type: none"> <li>• For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email</li> <li>• Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty</li> <li>• Ensure a tracking system is in place which allows for monitoring of course completion.</li> </ul>
<b>4.1.5 Leverage feedback and data to inform decision making</b> VPPC	Year 3-5	4.1.5.4 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	<ul style="list-style-type: none"> <li>• Review current practices and legal considerations for workforce diversity data collection in Canadian post-secondary institutions.</li> <li>• Initiate conversations to assess institutional readiness for a workforce diversity data collection</li> <li>• Develop a proposed framework or roadmap for workforce diversity data collection at UPEI.</li> </ul>
<b>4.1.6 Cross-departmental communication to</b>	Year 1-3	4.1.6.1 Work collaboratively with campus partners who provide services to underrepresented or marginalized groups including International Student Office, Accessibility Services, and Student Affairs	<ul style="list-style-type: none"> <li>• Implement at least one concrete collaborative activity with campus partners emerging from the project plan developed in the previous implementation year</li> </ul>

Table .1 Implementation Plan – Year 3

<b>improve supports and services</b> VPPC VPAR VPAF			<ul style="list-style-type: none"> <li>Establish a regular quarterly touchpoint with campus partner representatives</li> </ul>
		4.1.6.2 Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available	<ul style="list-style-type: none"> <li>Continue to provide learning opportunities for campus community regarding the accommodation procedure</li> </ul>
		4.1.6.5 Formalize cross-departmental coordination in relation to harassment, discrimination, racism, or sexual violence	<ul style="list-style-type: none"> <li>Hold regular meetings between the Human Rights Office and the Student Culture and Community Standards unit of Student Affairs to ensure staff have the opportunity to coordinate activities on harassment and discrimination</li> <li>Ensure that the Human Rights Office process that refers clients to counselling in Student Affairs will include scheduling sensitive to both the Complainant and Respondent</li> <li>Enhance the EDI Advisory Committee with members from different parts of campus to allow conversations about issues related to equity, diversity, inclusion and human rights.</li> </ul>
		4.1.6.6 Work collaboratively with Deans/Associate Deans to provide advice and guidance on EDI initiatives led by/within Faculties.	<ul style="list-style-type: none"> <li>Develop menu of EDIHR advisory supports available to Faculties</li> <li>Respond to Faculty-initiated requests for EDI advice or guidance</li> <li>Establish a point of contact protocol with each Faculty for EDI-related questions and requests.</li> </ul>
		4.1.6.7 Encourage the development of EDI liaisons across the campus	<ul style="list-style-type: none"> <li>Review existing campus EDI committee infrastructure</li> </ul>
<b>4.1.7 Offer informal resolution</b> President	Year 1-3	4.1.7.1 Build capacity for informal resolution methods applicable to matters of sexual violence and harassment and discrimination	<ul style="list-style-type: none"> <li>Have the relevant staff in Department of Equity, Diversity, Inclusion and Human Rights complete a restorative capacity building program</li> </ul>

Senior Executive Team			<ul style="list-style-type: none"> <li>• Department of EDI&amp;HR to offer informal resolution methods</li> </ul>
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**GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM AND VIOLENCE**

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>4.3.1 Draft a Harassment and Discrimination Policy to replace the Fair Treatment Policy</b> Board of Governors President Senior Executive Team	Year 3-5	4.3.1.8 Build information about human rights and health and safety obligations applicable to work and clinical placements into the program manuals for students in applicable programs	<ul style="list-style-type: none"> <li>• Develop training for students in work placement settings about sexual violence</li> <li>• Deliver training about sexual violence in work placement settings</li> <li>• Create a resource explaining human rights and health and safety obligations in placement settings</li> <li>• Make a resource explaining human rights and health and safety obligation in placement settings available on the myUPEI EDIHR site.</li> </ul>
<b>4.3.2 Communicate policy to campus</b> President VPPC	Year 3	4.3.2.1 Make the policy, that is in effect, easily available to the campus community	<ul style="list-style-type: none"> <li>• Ensure that the harassment and discrimination policy that is in effect is available on the university website.</li> </ul>
		4.3.2.2 Create materials to communicate the policy, that is in effect, to UPEI community in easy-to-understand language	<ul style="list-style-type: none"> <li>• Create materials which explain the process of filing a harassment and discrimination complaint</li> <li>• Develop training on the new Harassment and Discrimination Policy</li> </ul>

Table .1 Implementation Plan – Year 3

			<ul style="list-style-type: none"> <li>• Have someone with expertise in plain-language communication review the training materials on the new Harassment and Discrimination Policy to ensure that the language is easy to understand.</li> </ul>
		4.3.2.3 Develop and deliver training on the policy in effect	<ul style="list-style-type: none"> <li>• Develop training on the new Harassment and Discrimination Policy</li> <li>• Following the passing of the new Harassment and Discrimination Policy begin offering training on the new Harassment and Discrimination Policy</li> <li>• Create materials which explain the process of filing a harassment and discrimination complaint.</li> </ul>
<b>4.3.3 Applications for harassment and discrimination reporting</b> President VPPC	Year 3	4.3.3.1 Collect information regarding harassment and discrimination complaint management applications/software to assess suitability for UPEI	<ul style="list-style-type: none"> <li>• Collect information on electronic reporting and tracking tools which could be utilized for tracking reports and incidents of violence, sexual violence, harassment, and/or discrimination</li> <li>• Implement new file management system in the Human Rights Office which allows for reporting and tracking incidents of harassment and discrimination.</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.4.2 Implement the new Sexual Violence Policy Board of Governors President	Following Board approval	4.4.2.2 Communicate the new policy in a timely manner	<ul style="list-style-type: none"> <li>Following board approval, send campus wide communication regarding the new Sexual Violence Policy</li> </ul>
		4.4.2.3 Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy	<ul style="list-style-type: none"> <li>Following Board approval, training on the revised Sexual Violence Policy will be offered to members of the Board of Governors, Senate and the Senior Executive Team.</li> </ul>
		4.4.2.5 Strengthen and clarify pathway for respondent support	<ul style="list-style-type: none"> <li>Ensure communication materials discussing the respondent support available are in line with the Sexual Violence policy in effect.</li> </ul>
		4.4.2.6 Whenever possible, provide advance notice of delivery of investigation results to the parties	<ul style="list-style-type: none"> <li>Following the implementation of the new Sexual Violence Policy, develop a process which includes, providing advance notice delivery of investigation results to the parties, whenever possible.</li> </ul>
		4.4.2.7 Provide investigation results to the respondent's internal support provider	<ul style="list-style-type: none"> <li>Develop a process addressing how a support provider would be provided with investigation results, with Respondent's consent</li> <li>Following board approval of the new Sexual Violence Policy, begin implementation of providing investigation results to the support provider, as outlined in the process.</li> </ul>

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<b>4.4.3 Communicate the policy to campus</b> President VPPC	Following Board approval	4.4.3.1 Make the policy easily available to the campus community	<ul style="list-style-type: none"> <li>Following Board approval, post the policy on the university website.</li> </ul>
		4.4.3.2 Create materials to communicate the policy to UPEI community in easy-to-understand language	<ul style="list-style-type: none"> <li>Create materials to communicate the policy in easy-to-understand language</li> </ul>
		4.4.3.3 Develop and deliver training on the new policy	<ul style="list-style-type: none"> <li>Develop training on the new Sexual Violence Policy</li> <li>Following Board of Governors approval, begin offering training on the new Sexual Violence Policy.</li> </ul>
<b>4.4.4 Implement mandatory sexual violence training for all campus members</b> President Senior Executive Team	Year 2-4	4.4.4.4 Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<ul style="list-style-type: none"> <li>For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email</li> <li>Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty</li> <li>Ensure a tracking system is in place which allows for monitoring of course completion.</li> </ul>
<b>4.4.5 Collect statistical information</b> VPPC	Year 3	4.4.5.3 Collect information regarding sexual violence complaint management applications/software to assess suitability for UPEI	<ul style="list-style-type: none"> <li>Collect information on electronic reporting and tracking tools which could be utilized for tracking reports and incidents of violence, sexual violence, harassment, and/or discrimination</li> <li>Implement new file management system in the Sexual Violence Prevention and Response Office which allows for reporting and tracking incidents of sexual violence</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>4.5.1 Establish anonymous and confidential feedback channels regarding violence, sexual violence, harassment, and discrimination</b> President Senior Executive Team	Year 2-3	4.5.1.1 Provide an explanation of how third-party disclosures will be handled	<ul style="list-style-type: none"> <li>Establish and explain pathways and mechanisms for anonymous and third-party disclosures through Sexual Violence Policy, Harassment and Discrimination Policy.</li> </ul>
		4.5.1.2 Collect information on electronic reporting and tracking tools	<ul style="list-style-type: none"> <li>Following the prior determination that the SAFE App as currently structured is not suitable for the submission of reports of sexual violence and harassment and discrimination in a safe and respectful manner; explore an alternative method which may integrate with the UPEI SAFE APP or other existing UPEI platforms, to assess whether that would be a viable, safe, and respectful solution</li> <li>Implement new file management system in the Sexual Violence Prevention and Response Office which allows for reporting and tracking incidents of sexual violence</li> </ul>
<b>4.5.2 Respond respectfully to those who report issues regarding violence, sexual violence, harassment, and discrimination</b> President Senior Executive Team	Year 0-5	4.5.2.1 Review processes regarding violence, sexual violence, harassment, and discrimination to ensure they are designed reflecting principles of safety and respect	<ul style="list-style-type: none"> <li>Following the prior determination that the SAFE App as currently structured is not suitable for the submission of reports of sexual violence and harassment and discrimination in a safe and respectful manner; explore an alternative method which may integrate with the UPEI SAFE APP or other existing UPEI platforms, to assess whether that would be a viable, safe, and respectful solution</li> </ul>

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			<ul style="list-style-type: none"> <li>• HSE to review the updated Violence Prevention and Response Policy and ensure OHS compliance when policy draft is ready.</li> </ul>
		4.5.2.2 Create pathways for sexual violence or harassment and discrimination disclosures and complaints that are clear	<ul style="list-style-type: none"> <li>• Following the passing of the Policy by the Board of Governors, update the website with information about the new disclosure process under the new Sexual Violence Policy.</li> <li>• Update Sexual Violence Prevention and Response Office website to provide additional information about the process of making disclosures.</li> <li>• Communicate to campus that harassment and discrimination complaints can be made to the Human Rights Office</li> <li>• Update website with information to reflect that the harassment and discrimination complaints can be made to the Human Rights Office.</li> </ul>



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