



**Board of Governors Meeting
Tuesday, March 25, 2025
4:00 – 7:00 p.m.
Alumni Hall, Room 102 and Via Teams**

OPEN AGENDA

1. **Call to Order and Land Acknowledgement** 4:00 pm
2. **Conflict of Interest** 4:03 pm
3. **Approval of Open Agenda** 4:05 pm
Motion: Approval of Agenda
4. **Approval of Minutes** 4:08 pm
 - a. **February 6, 2025 Open Minutes**
Motion: Approval of February 6, 2025 Open Minutes
 - b. **February 6, 2025 Closed Minutes**
Motion: Approval of February 6, 2025 Closed Minutes
5. **Business Arising from the Minutes** 4:10 pm
6. **Business Arising from February 6, 2025 Closed Meeting** 4:12 pm
 - a. **UPEI Board of Governors By-laws**
 - b. **Repeal of UPEI BoG Regulations & Procedures and UPEI Guidelines of the BoG**
7. **President's Performance Review Process – Heather Stamp, MC Advisory** 4:15 pm
8. **UPEI Research Priorities and Results (Board Education) – Dr. Marva Sweeney-Nixon, AVP Research and Dean of Graduate Studies and Maria Steele, Manager, Research Administration, Partnerships and Innovation** 4:45 pm
9. **-BREAK-** 5:15 pm
10. **Chair's Report – S. MacDonald** 5:35 pm
11. **President's Report – W. Rodgers** 5:40 pm
12. **Student Perspective Update – G. Jiang** 5:50 pm
13. **Senate Report to Board – M. A. McMahan** 6:00 pm

- 14. Naming of Building – G. Naterer** **6:10 pm**
Motion: Approval to Name Building
- 15. Board Committees Updates** **6:20 pm**
- a. Property and Environmental Sustainability Committee – G. Johnston
 - b. Finance, Audit and Risk Committee – A. MacBeath
Motion: Approval to Appoint External Auditors
Motion: Approval to Appoint Action Plan Auditors
 - c. Development, Fundraising & External Relations Committee – P. Montgomery
 - d. Governance, Nominating and Appeals Committee – B. Thompson
Motion: Approve Health, Safety and Environment Policy
Motion: Approve Non-Disclosure Agreements in Harassment & Discrimination Policy
Motion: Approve Appointment and Review of Academic Administrators Policy
Motion: Appointment of Acting and Interim Senior Administrators Policy
Motion: Approve Appointment of Acting and Interim President Policy and Repeal Acting President Policy
Motion: Approve Selection of Vice-Presidents and Senior Executives Policy
 - e. Campus Culture Oversight Committee – C. Simpson
 - f. Human Resources Committee – C. Simpson
Motion: Approve Employee Benefits Renewal Rates
 - g. Executive Committee – S. MacDonald
- 16. Strategic Planning Process Update – W. Rodgers** **6:40 pm**
- 17. MOVE TO IN-CAMERA AGENDA** **6:45 pm**
Motion: Move to In-Camera Agenda
- 18. RETURN TO OPEN AGENDA**
- 19. Adjournment**
Motion: Meeting Adjournment



**UPEI BOARD OF GOVERNORS
BOARD OF GOVERNORS' MEETING
Tuesday, February 6, 2025
Alumni Hall, Room 102 and Via Teams
4:00 pm**

DRAFT MINUTES

Members Present: Ms. Shannon MacDonald, Chair; Dr. Wendy Rodgers, President; Ms. Kateri Coade; Ms. Karen Creighan; Ms. Lynn Ellsworth; Dr. Gary Evans; Hon. Diane Griffin; Mr. George Jiang; Dr. Geraldine Johnston; Ms. Kristi Kelly (virtual); Dr. Christian Lacroix; Mr. Alex MacBeath (virtual); Dr. Alexander (Sandy) MacDonald (virtual); Mr. Don MacKenzie; Ms. Camille Mady; Mr. Kevin Magee (virtual); Ms. Mary Anne McMahon; Dr. William Montelpare; Ms. Pam Montgomery; Mr. Brian Thompson; Ms. Sara Underwood; Prof. William Waterman and Dr. Betty Anne Younker

Regrets: Hon. Mary Robinson; Dr. Ajay Sahajpal; and Ms. Carolyn Simpson

Invited Guests: Mr. Shreesh Agrawal, Vice-President External, Student Union (SU); Noah Mannholland, Vice-President Academic Student Union (SU); Hadiqa Sulman, Vice-President Student Life Student Union (SU); and Cezar Campeanu, Vice-President Finance and Administration, Student Union (SU); and Ms. Kelly Dawson, Project Manager, IT Systems and Services

Staff Present: Ms. Sue Connolly, Vice-President, People and Culture (Interim); Ms. Tara Judson, Vice-President, Administration and Finance (Interim); Dr. Greg Naterer, Vice-President, Academics and Research; Mr. Dana Sanderson, Chief Information Officer; Mr. Pascal Robichaud, University Secretary; Mr. Bobby Cameron, Chief of Staff; Ms. Pam Trainor, Advisor to the Board of Governors; Ms. Willow Anderson, Administrative Assistant; and Ms. Kim Porter, Administrative Assistant to the Board of Governors

1. Call to Order, Welcome and Land Acknowledgement

Chair, S. MacDonald called the meeting to order at 4:04 pm and acknowledged the land.

2. Conflict of Interest

W. Waterman declared a conflict of interest with motion #1 in agenda item 14.g; K. Kelly declared a conflict of interest with any discussions regarding the Action Plan.

3. Welcome

S. MacDonald welcomed Pascal Robichaud, University Secretary; and Betty Anne Younker, new Board member; to their first meeting.

4. Approval of Open Agenda

MOVED by D. MacKenzie, SECONDED by W. Waterman that the February 6, 2025, open agenda be approved as presented. CARRIED.

5. Consent Agenda

MOVED by M. A. McMahon, SECONDED by K. Creighan that the Consent Agenda be approved as presented. CARRIED.

On December 23, 2024 the following motions were approved via e-vote:

MOTION: That the appointment of Geraldine Johnston as Chair of the Property and Asset Management Committee, effective immediately, as recommended by the Executive Committee, be approved.

MOTION: That the appointment of Betty Anne Younker as a member of the Property and Asset Management Committee, effective immediately, as recommended by the Executive Committee, be approved.

6. Approval of Minutes

a. December 3, 2024

The draft minutes of the UPEI Board of Governors' meeting of December 3, 2024, were circulated prior to the meeting. The following was moved:

MOVED by B. Thompson, SECONDED by K. Kelly that the minutes of the December 3, 2024 meeting of the UPEI Board of Governors be approved as presented. CARRIED.

7. Business Arising from the Minutes of December 3, 2024

There was no business arising from the minutes.

8. Chair's Report

Chair MacDonald reported that work continues on the UPEI Action Plan and the Governance Review.

9. President's Report

President Rodgers provided a written report circulated in advance with the meeting material and verbally reported that a Town Hall was held yesterday on campus with the theme of "hearts and flowers". This was an opportunity to speak to the campus to encourage thankfulness and promote kindness.

10. Student Perspective Update

G. Jiang gave a verbal report on student activities held since the last Board meeting.

- Activities were planned over the Christmas break for those students that remained on campus.
- Students participated on each search committee for the new Vice-Presidents, with one student representative on each committee.
- Students have been involved with the UPEI strategic planning process.
- A successful mixer was held with students and PEI politicians.

- Students presented their priorities to a Provincial Government Standing Committee.
- A week of events were organized for Black History Month, and next week activities are focused on “love”.

11. Student Union Presentation

Executive officers of the Student Union; George Jiang, President; Shreesh Agrawal, Vice-President External; Noah Mannholland, Vice-President Academic; Hadiqa Sulman, Vice-President Student Life; and Cezar Campeanu, Vice-President Finance and Administration, presented on their roles and activities to support to students. Highlights include:

- Approximately 5300 full-time undergraduate and graduate students are members of the SU
- SU has been advocating on behalf of students with both Provincial and Federal Governments
- SU has established over 70 clubs available, including 22 new ones this year. These clubs help students to connect on a more personal level.
- Several events have been organized including a Powwow, a Halloween event with attendance of over 800 students, and a holiday market.
- Funding assistance is available to students with approximately 90% of international students using the service. Funds provide financial aid, fund clubs and respond to emergencies.
- Support is offered for internal advocacy support such as student academic appeals. The VP Academic also supports student participation at Senate.
- SU Advocacy and services are driven by members’ input via surveys.

12. AV and IT Requirements for Faculty of Medicine

D. Sanderson, Chief Information Officer; and K. Dawson, Project Manager, IT Systems and Services provided Board members with an update on the technology requirements for the Faculty of Medicine building. Highlights of the presentation include:

- There will be approximately 2300 connections across UPEI infrastructure.
- There will be four different levels of rooms in the building. Level 1 and 2 are similar to current classrooms at UPEI. Level 3 classrooms will allow interactive bi-directional classrooms between UPEI and Memorial University at Newfoundland (MUN). Level 4 classrooms will allow immersive experiential learning, the ability to project life-like simulations to students.
- UPEI and MUN classrooms will have direct connections to each other and will function identically.

13. Senate Report to the Board

M.A. McMahon provided a verbal report on recent Senate meetings held on December 13, 2024, and January 17, 2025:

December 13, 2024

The President’s report included an addition of an update on the international enrollment reflecting a decrease in international applications and admissions. The University is encouraging applications, and conversions from application to accepted admissions. It was noted that UPEI is not unique in facing these challenges.

Dr. Greg Naterer (VP Academic and Research) gave an update on

- Significant achievements in major grants and project funding and research initiatives
- Challenges in The Graduate English academic preparation program, with declining demand.

- The Faculty of Graduate Studies is assessing the viability of pathway agreements with reputable English language training partners and conducting a review of current minimum English language proficiency requirements.
- A research process advisory group has been formed to improve the research administrative processes.

Sue Connolly (VP People and Culture) gave an update on:

- For the implementation of the action plan, the department is working through evidence submission for years zero and one. Activities for year 2 have been assigned and are being worked on with implementation leads.
- The Employee Engagement Survey closed with results to be shared with the Community in the new year.
- The 2nd installment of the Cultivating a Culture of Reckoning, Recognition and Appreciation series was issued in December with a focus on the role of celebration at work.
- The EDI department is working to finalize progress reports on our EDI strategy. A community quilt for the 16 days of activism against gender-based violence created with the student union will tour campus and be displayed in the Sexual Violence Prevention and Response Office.

Kate Richard attended the meeting to provide an update on the status of the UPEI Action Plan.

Highlights from the presentation include:

- UPEI is committed to auditing the Action Plan on an annual basis.
- In consultation with the Senior Executive Team, 24 Implementation Leads have been assigned from across Campus.
- Last year 138 activities were completed. The focus is now on gathering evidence for the audit.
- We are currently in Year 1 of the Action Plan with 226 activities to complete in support of 117 actions. Evidence is being gathered as the activities are being completed.
- There are two large priorities associated with the Action Plan: (1) success of the project and (2) success of the audit.

Dr. Kim Critchley, Provost UPEI Cairo, gave a presentation on the UPEI Cairo campus, which was the same presentation given at the December Board meeting. Following the presentation, Senators asked a number of questions with regard to curriculum at the Cairo campus. In response to the questions, Dr. Critchley confirmed that UPEI Cairo has fulfilled the financial aspects of the contract and that academic freedom is respected in Cairo.

Finally, the Senate approved the Terms of Reference for a new Ad Hoc Teaching Evaluation Committee.

January 17, 2025

The President gave a report with the material provided therein covered in the report to the Board.

Dr. Greg Naterer (VPAR) gave an update on:

- Good news report on academic and research successes for faculty and students
- Several new recruitment initiatives are underway to meet the challenges imposed by the international student cap. These include:

Sue Connolly (VP People and Culture) gave an update on:
The Academic Planning and Curriculum Committee recommended, and Senators approved, a revised Scheduling Policy to deliver a better student experience.

The Senate approved a new *UPEI Framework for Online and Technology-Supported Learning* to better support online teaching and learning.

14. Board Committees Updates

a. Property and Asset Management Committee

G. Johnston reported the Committee met on January 8, 2025, and received a presentation on the Faculty of Medicine IT requirements, similar to the presentation received at today's Board meeting.

A capital project proposal was received for the Steel Building ventilation project. The main ventilation system has reached its end of life and is not providing sufficient cooling and fresh air intake. The proposed project is to completely remove all HVAC systems and install a new one. Due to scale and complexity, the project will be divided into three phases. The Committee recommended the following:

Whereas the Steel Building is an important facility within the university campus, housing important academic and research functions; and,

Whereas a comprehensive review of the building's existing ventilation system has revealed that the main system has reached the end of life and is not providing sufficient cooling and fresh air intake; and,

Whereas the proposed ventilation upgrade project includes the replacement of outdated air handling units, the installation of advanced filtration systems, and the implementation of energy-efficient solutions to enhance overall air circulation and reduce environmental impact; and,

Whereas, due to the scale, complexity and the need to have the building occupied during the school year the proposed project is split into 3 phases; and,

Whereas the project is expected to enhance environmental sustainability, and improve the comfort and productivity of those who work and study in the Steele Building; and,

Whereas the total cost of the project is \$3,680,000, with Phase 1 construction costing \$625,000; and,

Whereas, the University has funds available to proceed with Phase 1; and,

Whereas the University funds have not yet been secured for Phases II and III; and,

Whereas the University will not proceed with Phases II or III until funding is secured.

MOVED by G. Johnston, SECONDED by W. Montelpare that the ventilation system upgrade project in Steel Building as presented subject to funding availability, as recommended by the Property and Asset Management Committee be approved; and,

Further, the University administration is authorized to proceed with the necessary planning, procurement, and contracting processes to implement the project, ensuring that it is completed in a timely and cost-effective manner. CARRIED

The Committee received an update on major capital projects, including the status of the exterior of the Faculty of Medicine Building. The project remains on schedule. The update included a list of renovation/construction projects, a deferred maintenance project list and a capital projects list. A Capital projects schedule was also included to assist the committee with its monitoring role.

The Committee also reviewed its terms of reference and approved the Committee 2024-2025 Workplan. The Committee recommended the following:

Whereas the Property and Asset Management Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format, language; and,

Whereas the Property and Asset Management Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Property and Asset Management Committee agrees that the revised Committee Terms of Reference accurately describe the authority and responsibilities of the Property and Asset Management Committee, and that the Committee should be renamed the Property and Environmental Sustainability Committee; and,

Whereas the Governance and Appeals Committee reviewed all committee terms of reference to ensure authorities and responsibilities are appropriately assigned to standing committees.

MOVED by G. Johnston, SECONDED by C. Lacroix that the revised Terms of Reference for the Property and Asset Management Committee, including the renaming of the Committee to the Property and Environmental Sustainability Committee, as recommended by the Property and Asset Management Committee, be approved. CARRIED

The Committee welcomed new Committee member Betty Anne Younker.

b. Finance and Audit Committee

A. MacBeath reported that the Finance and Audit Committee (FAC) at their January 27, 2025 meeting, approved the Internal Audit Charter and appointments to the Sponsor Board for the Pension Plan of the Employees of the University of Prince Edward Island and the Board of Trustees for the Pension Plan of the Employees of the University of Prince Edward Island.

The Committee received a request to increase the budget for the medical building project, noting that funding is available to cover the increased costs. The Committee recommended the following:

Whereas the Board is responsible to approve expenditures greater than \$1 million per the University Spending Authority policy; and,

Whereas the Finance and Audit Committee reviews budgets greater than \$1 million and recommends approval to the Board; and,

Whereas the Board approved the capital budget for the medical building project at its October 4, 2022, meeting with the following motion:

“MOVED by Mr. Alex MacBeath, SECONDED by Mr. Jim Bradley that, the UPEI Board of Governors approve the financial components for the construction, including \$10,000,000 in UPEI fundraising, and \$81,475,279 provincial support of the medical faculty building, and having received this financing, administration can proceed with the construction as designed as recommended by the Finance and Audit Committee; and,

Whereas project costs have increased specifically due to the mechanical tender results and the complexity of the audio visual and information technology infrastructure by \$11,552,185; and,

Whereas UPEI received \$19,523,985 additional funding after October 4, 2022, from the federal Investing in Canada Infrastructure Program (“ICIP”) thereby providing additional funds to the project; and,

Whereas an increase in the capital project budget from \$ 91,475,279 to \$103,027,464, for which funding is available, is required.

MOVED by A. MacBeath, SECONDED by G. Johnston that the revised capital budget for the medical building project of \$103,027,464, as recommended by the Finance and Audit Committee, be approved. CARRIED.

The Committee reviewed its Terms of Reference at two Committee meetings. The Committee recommended the following:

Whereas the Finance and Audit Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format and language; and,

Whereas the Finance and Audit Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Finance and Audit Committee agrees that the revised Committee Terms of Reference accurately describe the authority and responsibilities of the Finance and Audit

Committee, and that the Committee should be renamed the Finance, Audit and Risk Committee; and,

Whereas the Governance and Appeals Committee reviewed all committee terms of reference to ensure authorities and responsibilities are appropriately assigned to standing committees.

MOVED by A. MacBeath, SECONDED by M. A. McMahon that the revised Terms of Reference for the Finance and Audit Committee, including the renaming of the Committee to the Finance, Audit and Risk Committee, as recommended by the Finance and Audit Committee, be approved. CARRIED.

c. Development, Fundraising and External Relations Committee

P. Montgomery reported that the Development, Fundraising and External Relations Committee met on January 9, 2025, and received reports on Development and Fundraising, Marketing and Production, and Communications and External Relations. It was noted that the recent postal strike has impacted fundraising. However, it was noted that \$520,600 was received in the last two weeks and a \$102,000 estate gift was received this week.

There has been a lot of communications activity recently related to sports, academics and major institutional events, including the UPEI levee. Work is underway to develop goals and a communication plan for the University. UPEI continues to ensure brand continuity across University departments.

The Committee approved the naming of the following two new awards:

- Connie Ding International Student Scholarship
- The Velma and George Wright Scholarship

The Committee reviewed its terms of reference and approved the 2024-2025 Committee Workplan.

The Committee recommended the following:

Whereas the Development, Fundraising and External Relations Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format, language; and,

Whereas the Development, Fundraising and External Relations Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Development, Fundraising and External Relations Management Committee agrees that the revised Committee Terms of Reference accurately describe the authority and responsibilities of the Development, Fundraising and External Relations Committee; and,

Whereas the Governance and Appeals Committee reviewed all committee terms of reference to ensure authorities and responsibilities are appropriately assigned to standing committees.

MOVED by P. Montgomery, SECONDED by W. Montelpare that the revised Terms of Reference for the Development, Fundraising and External Relations Committee, as recommended by the Development, Fundraising and External Relations Committee, be approved. CARRIED.

d. Governance and Appeals Committee

B. Thompson reported that the Governance and Appeals Committee met on January 23, 2025, and received an update on the status of University policies along with the modernization of the policy framework. Responsibility of University policies is transferring to the University Secretary.

The Committee received an update on the redevelopment of the Fair Treatment Policy. A committee has been formed to create new policies using feedback received from stakeholders and general public. It is expected the new policies will be drafted after the review of feedback, with the intent to bring the policy to the Board for approval at the end of March.

The Committee provided feedback into a draft Board training plan, which is a requirement for year one of the UPEI Action Plan.

The Committee reviewed its terms of reference as well as the terms of reference for all Board Committees, fulfilling its role in assisting the Board in ensuring responsibilities and authorities are appropriately assigned to Standing Committees through Committee terms of reference. The Committee recommended the following:

Whereas the Governance and Appeals Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format and language; and,

Whereas the Governance and Appeals Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Governance and Appeals Committee agrees that the revised Committee Terms of Reference accurately describe the authority and responsibilities of the Governance and Appeals Committee, and that the Committee should be renamed the Governance, Nominating and Appeals Committee.

MOVED by B. Thompson, SECONDED by W. Waterman that the revised Terms of Reference for the Governance and Appeals Committee, including the renaming of the Committee to the Governance, Nominating and Appeals Committee, be approved as recommended by the Governance and Appeals Committee. CARRIED.

e. Campus Culture Oversight Committee

C. Simpson reported that the Campus Culture Oversight Committee's January meeting was cancelled due to a snowstorm.

The Committee reviewed its terms of reference and approved its 2024-2025 Committee Workplan through an e-vote. The Committee recommended the following:

Whereas the Campus Culture Oversight Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format, language; and,

Whereas the Campus Culture Oversight Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Campus Culture Oversight Committee Terms of Reference accurately describe the authority and responsibilities of the Campus Culture Oversight Committee; and,

Whereas the Governance and Appeals Committee reviewed all committee terms of reference to ensure authorities and responsibilities are appropriately assigned to standing committees.

MOVED by W. Montelpare, SECONDED by D. MacKenzie that the revised Terms of Reference for the Campus Culture Oversight Committee, as recommended by the Campus Culture Oversight Committee be approved. CARRIED.

f. Human Resources Committee

D. MacKenzie reported that the Human Resources Committee met on January 21, 2025, and received a presentation on Policies and Processes for Hiring, Tenure and Promotion.

The Committee provided input into the drafting of an Acting and Interim Administrators Appointment Policy and reviewed a draft NDA Policy.

Updates were received on the following items: status of the Employee Engagement Survey; University organizational structure; and recruitment of senior executives. The Committee also reviewed its terms of reference and approved its 2024-2025 Committee workplan.

The Committee recommended the following:

Whereas the Human Resources Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format, language; and,

Whereas the Human Resources Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Human Resources Committee Terms of Reference accurately describe the authority and responsibilities of the Human Resources Committee; and,

Whereas the Governance and Appeals Committee reviewed all committee terms of reference to ensure authorities and responsibilities are appropriately assigned to standing committees.

MOVED by D. MacKenzie, SECONDED by M. A. McMahon that the revised Terms of Reference for the Human Resources Committee, as recommended by the Human Resources Committee, be approved. CARRIED.

g. Executive Committee

S. MacDonald reported at the January 29, 2025, meeting, the Committee reviewed the evaluation process for the review of the President and reviewed the Appointment of Acting and Interim President Policy, both items are activities of the UPEI Action Plan. Committee members also received an update on the strategic plan and considered an appointment to the Campus Culture Oversight Committee.

MOVED by W. Montelpare, SECONDED by G. Johnston that the appointment of Adewale Alaba to the Campus Culture Oversight Committee as the Graduate Student Representative be approved. W. Waterman ABSTAINED. CARRIED.

The Committee reviewed its Terms of Reference and approved the 2024-2025 Committee Workplan. The Committee recommended the following:

Whereas the Executive Committee Terms of Reference were revised to incorporate recommendations from the recent external review of the University of Prince Edward Island University (UPEI) Board of Governance; to ensure alignment with new Board of Governors By-laws currently in development; and, to create consistency across all Board of Governors Committee Terms of Reference with respect to format and language; and,

Whereas the Executive Committee has reviewed the revised Committee Terms of Reference; and,

Whereas the Executive Committee agrees that the revised Committee Terms of Reference accurately describe the authority and responsibilities of the Executive Committee; and,

Whereas the Governance and Appeals Committee reviewed all committee terms of reference to ensure authorities and responsibilities are appropriately assigned to standing committees.

MOVED by B. Thompson, SECONDED by W. Montelpare that the revised Terms of Reference for the Executive Committee, as recommended by the Executive Committee, be approved. CARRIED.

15. Strategic Planning Process Update

W. Rodgers informed Board members the strategic planning process is described in the report that was circulated in advance with the meeting material. Consultation sessions with stakeholders have resulted in emerging themes. The Chapman Group has been gathering feedback from stakeholders and has been helpful in providing suggestions of work that could be completed. Dr. Jessica Riddell will be presenting a session on post-secondary education at UPEI.

Members took a 15-minute break at 5:46 pm.

MOVED by W. Waterman, SECONDED by W. Montelpare to move to a closed agenda. CARRIED.

MEETING MOVED TO CLOSED SESSION

MEETING RETURNED TO OPEN SESSION

16. Adjournment

MOVED by W. Waterman, SECONDED by G. Evans that the meeting adjourned at 6:57 pm.



UNIVERSITY
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President Performance Review Process

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President Performance Review Process

Executive Summary

The President's Performance Review Process at UPEI is designed to provide a structured, objective, and development-focused approach to assessing the President's leadership. This process ensures alignment with UPEI's Leadership Competency Framework, institutional priorities, and the President's identified goals (**Appendix A** – UPEI Leadership Framework). The framework includes two key components (**Appendix B**):

1. **Annual Review Process:** Conducted each year, this process is focused on leadership effectiveness, strategic impact, and engagement with internal stakeholders, including the senior leadership team which includes Vice-Presidents, Chief of Staff, University Secretary and Board Members.
2. **Comprehensive Stakeholder Feedback Process:** Conducted once every three years, this process includes a broader assessment incorporating input from faculty, staff, students, and external partners, ensuring a holistic evaluation of the President's leadership impact.

The UPEI Leadership Framework serves as the foundation for this review, assessing competencies in:

- Shape the Future – strategic vision, innovation, and institutional impact;
- Build Relationships – collaboration, stakeholder engagement, and inclusivity;
- Achieve Results – accountability, performance, and institutional progress; and
- Lead with Courage and Respect – integrity, resilience, and ethical leadership.

Key features of the framework include:

- Self-Assessment by the President (**Appendix C**) to encourage reflection on performance and institutional progress;
- Leadership Development Action Plan (LDAP) (**Appendix D**) ensuring growth-focused support and alignment with institutional priorities;
- Stakeholder Feedback through structured 360-degree process (**Appendix E**);
- A Communication and Training Guide for Feedback Providers (**Appendix F**) to ensure meaningful and constructive input from stakeholders; and
- Feedback from consultations that informed the development of this framework (**Appendix G**).

This guide provides detailed procedures, evaluation criteria, and implementation steps to ensure that the process remains transparent, constructive, and aligned with UPEI's institutional goals.

Overview of the Performance Review Process

This guide provides facilitators and consultants with the framework for conducting the Annual President's Performance Review and the Comprehensive Extended Stakeholder Feedback Process at UPEI. It outlines the steps, stakeholder engagement methods, key questions, and communication strategies to ensure a constructive and objective feedback process.

The Performance Review Framework is aligned with the UPEI Leadership Competency Framework—which defines core expectations for leadership effectiveness—and the President's identified priorities, ensuring that leadership assessments are contextually relevant to the institution's evolving needs. For current priorities, refer to [Goals and Priorities | University of Prince Edward Island](#).

Additionally, the UPEI Leadership Framework serves as the foundation for assessing leadership effectiveness, guiding the President's leadership development, and ensuring alignment with institutional goals. This framework is built around four core competencies:

1. **Shape the Future** – Setting strategic direction and driving institutional impact through innovation and change leadership.
2. **Build Relationships** – Fostering collaboration, stakeholder engagement, and an inclusive work environment.
3. **Achieve Results** – Delivering measurable impact aligned with UPEI's mission and strategic goals.
4. **Lead with Courage and Respect** – Navigating complex challenges with integrity, resilience, and self-awareness.

A full breakdown of the UPEI Leadership Framework and President Priorities is included in Appendix A for reference.

Annual Feedback Process (Senior Leadership & Board)

Process Overview:

- Feedback is gathered annually from the senior leadership team which includes the Vice-Presidents, Chief of Staff, and University Secretary and Board Members.
- The President submits a self-assessment.
- An external facilitator consolidates feedback and discusses themes with the Board Chair and President.
- The President develops a Leadership Development Action Plan (LDAP) based on feedback.

Key Questions for Senior Leadership & Board:

1. How effectively does the President provide strategic direction and communicate institutional priorities and the President's identified goals?
2. How well does the President demonstrate leadership in academic and administrative areas?
3. How does the President foster a culture of collaboration, trust and accountability?
4. How effectively does the President engage with internal and external stakeholders (faculty, staff, students, government, donors, etc.)?

5. How does the President's leadership contribute to advancing institutional and Presidential priorities?
6. What are the President's key strengths, and what areas require further development?
7. What aspects of the President's leadership have been most impactful, and where do you see opportunities for further growth?

Comprehensive Stakeholder Feedback Process

(Expanded Stakeholders – Twice in a Five-Year Term)

Process Overview:

- In addition to the senior leadership team which includes the Vice-Presidents, Chief of Staff, University Secretary, and Board Members – a representative group of approximately 20-30 stakeholders from across faculty, staff, students, and external partners will be invited to provide feedback.
- An external facilitator conducts stakeholder interviews and surveys.
- The President submits a self-assessment.
- Findings are consolidated into a comprehensive performance review report.
- The President updates their Leadership Development Action Plan (LDAP).

Key Questions for Broader Stakeholders:

Faculty & Staff:

1. How clearly and consistently are decisions communicated under the President's leadership?
2. How well does the President advocate for academic excellence, research innovation and faculty growth?
3. How accessible and responsive is the President to faculty/staff concerns and institutional priorities?
4. What strengths does the President bring to their leadership, and where do you see opportunities for further impact?

Students:

1. How well does the President prioritize student experience and academic success?
2. How does the President foster an inclusive and supportive campus environment?
3. How effectively does the President communicate with students on institutional priorities and decision-making processes to students?
4. How does the President support student engagement in governance and university initiatives?
5. What has the President done to positively impact student success and well-being?

External Partners (e.g. Government, Donors, Alumni, Community Leaders):

1. How effectively does the President build and sustain external partnerships?
2. How well does the President advocate for UPEI's position and interests?
3. How does the President engage alumni and external stakeholders in advancing UPEI's mission?

4. What impact has the President's leadership had on external relations and institutional reputation?

CONCLUSION

The President's Performance Review Process is a key mechanism for fostering accountability, leadership growth, and institutional alignment at UPEI. By combining performance data, stakeholder feedback, and structured leadership development planning, this framework ensures a balanced and future-focused assessment of the President's role.

The integration of the UPEI Leadership Framework ensures that evaluations consider the core leadership competencies expected of senior university leaders, while the President's identified priorities provide a contextual foundation for assessing performance outcomes.

The Annual Review Process provides ongoing oversight and refinement of leadership effectiveness, while the Comprehensive Stakeholder Feedback Process ensures a broad review into long-term leadership impact and institutional progress – recognizing that such progress is the result of collective leadership across the institution.

In addition to the President's goals and priorities, the following appendices included in this guide provide critical resources to support implementation:

- Appendix A – UPEI Leadership Framework;
- Appendix B - President's Annual and Extended Performance Process;
- Appendix C - President's Self-Assessment;
- Appendix D - Leadership Development Action Plan;
- Appendix E - 360-Degree Feedback Process;
- Appendix F - Communication & Training Guide for Feedback Providers; and
- Appendix G - UPEI President Consultation Feedback.

This structure approach ensures that the President's leadership is evaluated fairly and consistently, allowing for meaningful development opportunities and ensuring continued progress towards UPEI's institutional goals.

APPENDIX A – UPEI Leadership Framework

For detailed information on the President’s current goals and priorities, refer to [Goals and Priorities | University of Prince Edward Island](#)



UPEI Leadership Framework



UPEI Leadership Framework Competencies and Behaviours



Shape the Future

- Collaboratively generates and promotes a shared vision of the future that aligns with the UPEI mission
- Thinks strategically, consistently assessing the status quo and identifying what is working well and opportunities for improvement.
- Champions and executes change that improves the overall UPEI community experience(s)
- Focuses on sustainability when making decisions
- Understands the unique context and history of the University and the internal and external factors impacting it

Build Relationships

- Supports and challenges others to achieve personal and professional goals
- Builds partnerships and networks to support achievement of organizational results
- Effectively negotiates conflict in good faith
- Builds relationships across the university and responsibly considers impacts actions and decisions have on others
- Invests time in coaching and mentoring direct reports and colleagues
- Is accessible and willing to listen to others
- Is people-centered, placing focus and priority on the success and well-being of others
- Effectively communicates how feedback is considered in decision-making processes

UPEI Leadership Framework Competencies and Behaviours



Lead with Courage and Respect

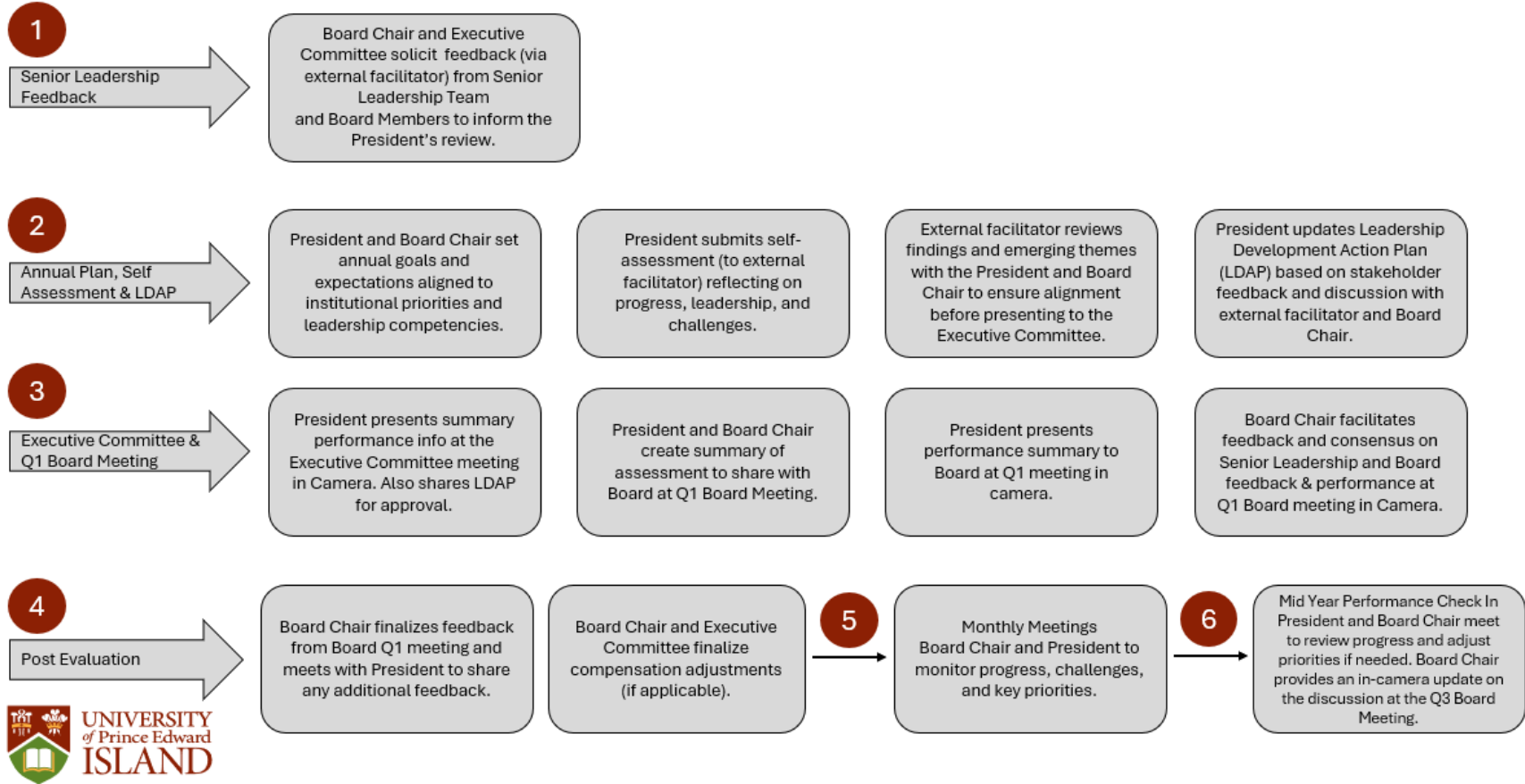
- Models qualities of honesty, integrity, commitment, confidence and transparency
- Demonstrates awareness of their own assumptions, values, principles, strengths, and limitations
- Is willing to change their position based on new and emerging information
- Respectfully challenges unacceptable behaviours
- Remains calm when undertaking difficult conversations
- Seeks opportunities for personal and professional growth that are aligned with organizational objectives
- Empowers and supports others to make decisions
- Owns mistakes and is non-blaming
- Is able to adapt their position based on unanticipated circumstances
- Respects and trusts the expertise of others

Achieve Results

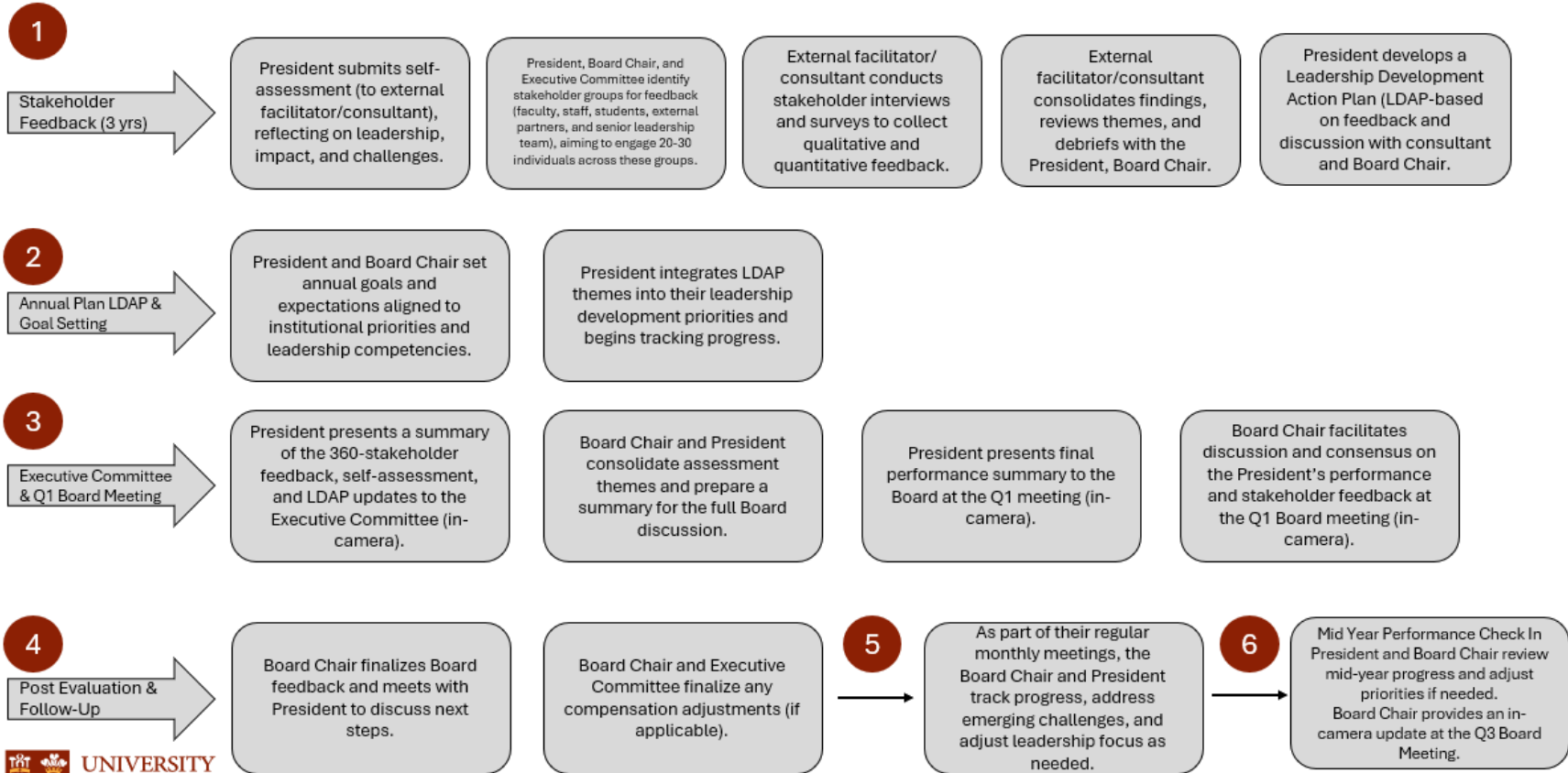
- With consultation, establishes and communicates clear and meaningful expectations
- Collaboratively develops strategies to achieve goals and outcomes
- Consistently measures and evaluates goals, strategies and outcomes fairly and transparently
- Provides resources and supports necessary to enable agreed upon results
- Corrects course of action based on evidence
- Holds self and others accountable for results
- Is able to make difficult decisions

APPENDIX B - President's Annual and Extended Performance Process

PRESIDENT ANNUAL PERFORMANCE PROCESS *(no extended stakeholder feedback)*



PRESIDENT PERFORMANCE PROCESS WITH EXTENDED STAKEHOLDER FEEDBACK *(twice in five years)*



APPENDIX C - President's Self-Assessment

The self-assessment provides the President with an opportunity to reflect on their leadership, contributions to institutional priorities, and areas for growth.

Annual Self-Assessment (Focused & Tactical)

1. Institutional Priorities & Leadership

- a. What progress have I made on institutional and President-identified priorities over the past year?
- b. How have I adapted my leadership approach to align with emerging challenges and opportunities?

2. Stakeholder Engagement & Communication

- a. How effectively have I engaged with faculty, staff, students, and external partners?
- b. What feedback (formal or unsolicited) have I received on my communication approach, and what improvements have I made?

3. Operational & Administrative Leadership

- a. What have I done to strengthen financial sustainability, operational efficiency, and external partnerships?
- b. What actions have I taken to foster an inclusive and high-performing leadership team?

4. Leadership Development

- a. What have I done to develop as a leader within the framework of the UPEI Leadership Competencies?
- b. What additional support or professional development would enhance my effectiveness?

Three-Year Self-Assessment (Comprehensive & Strategic)

1. Long-Term Impact & Institutional Priorities

- a. What have I done to contribute to advancing institutional priorities?
- b. What challenges have I encountered, and how have I adapted?

2. Culture & Organizational Development

- a. How have I influenced the university's culture, faculty/staff engagement, and student experience?
- b. What initiatives have I implemented to support leadership succession and long-term planning?

3. Governance & External Relations

- a. How effectively have I engaged with the Board, Senate, and external stakeholders?
- b. What progress has been made in strengthening government relations, donor engagement, and public perception of UPEI?

4. Leadership Growth & Future Vision

- a. How have I grown as a leader, and what key lessons have I learned?
- b. What is my vision for the next phase of leadership, and how can I position UPEI for continued success?

APPENDIX D - Leadership Development Action Plan

*Note – A fillable form has been included for ease of use.



Leadership Development Action Plan (LDAP)

(For Use in Both the Annual and Three-Year Performance Review Cycles)

1. Leadership Overview

President's Name	Review Period	Facilitator/Consultant Name	Date of Review Discussion

2. Leadership Strengths & Key Achievements

(Summarize key strengths and accomplishments from the feedback process.)

What leadership qualities and actions have been most impactful?
What successes have been noted in advancing institutional priorities and Presidential goals and priorities?
How has stakeholder engagement contributed to progress?

3. Key Areas for Development

(Identify opportunities for growth based on feedback and self-reflection.)

Which leadership behaviors require further development?

Are there recurring themes from stakeholder feedback that need attention?
What challenges or barriers need to be addressed?

4. Leadership Development Goals

(Set 2-4 SMART goals aligned with institutional priorities.)

Development Goal	Success Measures	Action Steps	Timeline	Support Needed

5. Stakeholder Engagement & Support

Who are the key stakeholders that can support leadership development?
How will feedback loops be integrated to assess progress?

What additional mentorship, coaching, or training might be helpful?

6. Mid-Year Progress Check-In (Annual Plan Only)

What progress has been made toward leadership goals?
What adjustments are needed?
Any new development needs identified?

7. End-of-Year or Twice in Five Year Review Summary

Which goals were successfully achieved?
What leadership growth has been demonstrated?

How will development areas be carried forward into the next cycle?

8. Next Steps & Commitments

Key priorities moving forward

Additional resources or supports needed

Commitments from the President, Board, and stakeholders

9. Signatures

President	Board Chair	Facilitator/Consultant
Signature: _____	Signature: _____	Signature: _____
Date: _____	Date: _____	Date: _____

APPENDIX E - 360-Degree Feedback Process

Survey Structure

This 360-degree feedback survey is a key component of the Comprehensive Extended Stakeholder Feedback Process, conducted twice in five years as part of the President's overall performance review framework. The purpose of the survey is to gather well-rounded insights into the President's leadership effectiveness and impact, based on the UPEI Leadership Competency Framework and institutional priorities.

The selection of survey participants—whether peers, direct reports, Board members, faculty, staff, students, or external partners—will be determined collaboratively by the President and the Board Chair. The aim is to ensure a thoughtful and representative group of respondents aligned with the President's role and institutional context at the time of review.

Stakeholder groups may receive tailored versions of the survey that reflect their level of interaction with the President and their unique perspective. For example, alumni, donors, and government partners may be invited to complete a shortened or adapted version of the survey to ensure relevance while preserving consistency across key leadership themes.

The survey will include:

1. Quantitative Ratings (1–5 scale) on leadership effectiveness in key areas.
2. Key Institutional Performance Metrics (e.g., enrollment, research funding, financial sustainability) that can be tracked over time.
3. Open-Ended Narrative Questions for deeper insights and qualitative feedback.

Survey Questions (Sample):

Quantitative Ratings (1–5 scale)

(1 = Strongly Disagree, 5 = Strongly Agree)

- a) The President provides clear and inspiring leadership aligned with institutional priorities.
- b) The President effectively fosters a culture of respect, collaboration, and accountability.
- c) The President successfully balances academic and administrative leadership responsibilities.
- d) The President demonstrates sound financial stewardship and operational decision-making.
- e) The President is effective in external relations, including government, donors, and alumni.
- f) The President demonstrates a commitment to diversity, equity, and inclusion.
- g) The President communicates institutional priorities effectively across the university.
- h) The President supports faculty and research excellence through strategic initiatives.
- i) The President's decision-making process is transparent and inclusive.
- j) The President creates an environment where members of the university community feel valued, included, and a sense of belonging.

Institutional Performance Metrics

Data provided separately from survey responses but included in performance review discussions.

- Student Enrollment Trends: Year-over-year enrollment changes.
- Research Funding: Total external research grants secured.
- Financial Health: Annual budget performance and financial sustainability indicators.
- Operational Efficiency: Employee retention, engagement scores, and administrative cost efficiency.
- Student Experience: Student satisfaction and success indicators.
- External Relations: Number of strategic partnerships, donor contributions, government funding secured.

Note: These metrics are not gathered via survey but serve as a data-informed discussion point for the Board and President.

Qualitative / Narrative Questions

- a) What are the President's key strengths that positively impact the university?
- b) What areas should the President focus on for continued leadership growth?
- c) How does the President's leadership contribute to a positive institutional culture?
- d) In what ways has the President effectively engaged with key stakeholders (faculty, staff, students, community)?
- e) Where could the President improve in supporting institutional priorities?
- f) Are there specific leadership behaviors that would enhance the President's effectiveness?

APPENDIX F - Communication & Training Guide for Feedback Providers

Goal: Ensure stakeholders provide constructive, objective, and meaningful feedback rather than personal grievances.

Process: As part of the Comprehensive Stakeholder Feedback Process, the external facilitator or consultant will provide a short training or orientation session to all feedback providers prior to any interviews or distribution of the 360-degree survey. The purpose of this session is to ensure that participants understand the goals of the process, their role as contributors, and how to provide constructive, professional, and objective feedback. The guidance outlined below supports a consistent, respectful, and leadership-focused approach to feedback that aligns with UPEI's values and leadership expectations.

Training & Guidelines:

1. Focus on Leadership Behaviors: Feedback should relate to how the President leads, makes decisions, and engages stakeholders.
2. Be Specific & Balanced: Avoid vague criticism. Instead, provide constructive feedback based on observations and experiences.
3. Avoid Personal Bias: Assess the role, not personal preferences.
4. Use Examples Where Possible: Provide instances where leadership positively or negatively impacted the university.
5. Maintain Confidentiality & Respect: Feedback should be professional and aligned with the university's values.

APPENDIX G - UPEI President Consultation Feedback



UPEI
President Performance Review Consultation Feedback
March 2025

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Primary Objectives of the President's Performance Review

The framework should balance accountability, leadership development, and strategic impact. There is strong consensus that the review must be directly tied to Institutional Priorities as defined by the President's contract.

- Emphasis on leadership growth is critical given the challenging external environment and the need to rebuild trust internally
- The process should help foster alignment between the Board and the President, so expectations are clear, realistic, and mutually understood
- Faculty, student, and community engagement must be embedded to ensure all key voices are heard



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Balance Between Academic and Administrative Leadership

The framework must clearly assess both academic and administrative leadership, but with distinct evaluation streams for each, as these areas can sometimes be in conflict.

- Academic leadership: Student success, faculty engagement, research excellence
- Administrative leadership: Financial stewardship, operational effectiveness, relationship with the senior executive team, and government and external relations
- Recognition that some outcomes rely on the President' leadership of the senior team, not their individual actions



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Core Leadership Competencies

There is agreement that UPEI's Leadership Competencies (Shape the Future, Build Relationships, Achieve Results, Lead with Courage, and Respect) should form the foundation of the assessment.

- Particular emphasis on relationship-building with faculty, students, and government, and fostering a collaborative, respectful culture
- The President must demonstrate the ability to balance financial pressures with maintaining a healthy, positive campus culture.



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Combination of Qualitative and Quantitative Measures

There is a strong preference for a balanced approach – while key metrics (financial performance, enrollment, student success, research funding) matter, qualitative insights are essential for understanding leadership effectiveness in a complex and evolving environment.

- Numbers alone do not capture the full story, especially given external pressures and legacy issues
- Narrative feedback will be critical, particularly from faculty, staff, students, and senior leadership



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Performance Review Process: Phased and Developmental

The process should include:

- Annual performance review
- Mid-year check ins
- President's self-assessment
- 360-degree feedback every two to three years
- Goal-setting and development planning tied to both institutional priorities and the President's personal development goals

Special Notes:

- Initial process (Year 1) should be seen as a pilot, with room to refine after learning from the first cycle
- Regular touchpoints between the President and Board Chair are necessary to avoid surprises and ensure ongoing alignment



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360-Degree Review Process

- Focus on developmental feedback aligned with leadership competencies and institutional priorities
- Participants: senior leadership (core input group with greater weight), faculty (possibly phased in), administrative staff, board, student leaders (via Student Union), external partners (government, donors, alumni)
- Greater weight will be placed on feedback from the senior leadership team given their direct working relationship with the President, while the broader campus feedback will provide additional perspectives.
- Strong preference for narrative-based feedback over traditional survey ratings
- Narrative allows for deeper insights, context, and specific examples – more meaningful than numeric scores
- A small set of structured rating questions can complement the narrative, but should not drive the process
- Confidentiality and external facilitation were highlighted in all discussions, notes as key for building trust



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Feedback Collection and Delivery

- The Board Chair should play a lead role in sharing performance feedback with the President
- Feedback should be delivered in a formal report supported by a facilitated conversation (potentially with external support for neutrality and depth)
- An external facilitator for the 360 process is recommended, especially in the first few cycles, to build trust in the process





Link to Institutional Priorities & University Context

- Performance expectations must be directly tied to institutional priorities
- Flexibility is required to adjust for environmental challenges, such as funding changes, government shifts, and external disruptions
- The review should account for the President's role in creating conditions for success – including setting clear expectations for VPs and fostering effective team performance



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Role of the Board

- The Board must calibrate expectations appropriately and ensure alignment on what success looks like for the President at this moment in UPEI's evolution
- The framework must help the Board and President work together, ensuring mutual accountability



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Leadership Development Support

- In addition to formal evaluation, the framework should include:
 - Executive coaching
 - Structured leadership development
 - Support for the President's personal and professional growth
- This ensures the process is constructive and future-focused, rather than punitive
- The President's development goals should align with both the Board's priorities and the President's self-identified areas for growth



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Cultural Healing & Rebuilding Trust

- Many Board Directors see this process as a critical part of restoring institutional trust and creating cultural renewal
- The process itself must model fairness, transparency, and respect, demonstrating a commitment to continuous improvement for both the President and the institution




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Phased & Adaptive Approach

- Given the history of leadership challenges and the evolving governance culture at UPEI, the Board expressed a desire for a phased approach to implementation
- Recommendations included starting with a foundational review with direct reports and the board, followed by wider engagement (faculty, students, external) in later cycles
- Consistent with the phased approach, early feedback processes should prioritize narrative-based insights from close stakeholders over broad surveys to build trust and ensure feedback is meaningful
- Some thought broader surveys may become more appropriate in future phases, once the process and its value are well established, and stakeholder confidence increases





Caution on Open Surveys & Popularity Contests

- There is concern that open surveys (especially campus-wide) could turn into popularity contests, driven more by historical grievances than fair, constructive feedback
- Any feedback tool must be well-designed, focused, and framed around leadership competencies and institutional priorities, not general personal opinion



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Open Session Report

President & Vice-Chancellor
March 25, 2025, Board of Governors' Meeting

REPORT PERIOD – January 30, 2025 - March 17, 2025

The UPEI community is eager to move beyond ‘the troubles’ with due care and concern for those harmed, and due care and concern to creating an environment where people thrive and harms are avoided. The University committed to an ambitious plan to change its culture, with corresponding firm commitments to evidence and audits to do so. As we continue to work on many things, we need to also recognize great strides and milestones that have been achieved. It will take a while until change is noticeable in every room, classroom, and at each workstation across the university. As we develop and replace policies, address processes, and continue to listen to students, faculty, and staff across the university, we are making progress. I’m noticing improved communication – people are talking to me – people are talking to each other – and this will increase the speed at which the cultural shift will be noticeable everywhere. It will enhance our ability to target our efforts to achieve the strongest outcomes.

As I write – we are facing budget uncertainty. This is always unsettling. This is due to changes in the provincial government including the premier, the deputy ministers, the proroguing of the legislature, and the province’s own budget pressures. We are also absorbing the loss of our international enrolment. Recent IRCC changes to the post-graduate work permit eligibility might stimulate some recovery in applications to Canadian post-secondary. We need to realize that 100% of the budget uncertainty is due to the loss of international enrolment, and it is a profound effect across the country – with even more negative impact at many peer institutions. To address this loss as well as to build stability and sustainability of our university, we are focused on initiatives that will build enrolment (recruitment and retention), that will build reputation, that will build stable revenue, and that will reduce unsustainable practices, and will improve processes. Our efforts are to improve our supportiveness of students, faculty, and staff, to build on our strengths, to enhance our culture.

With respect to the President’s 14 goals and priorities I offer the following comments:

1. Sponsor the mission, values, and priorities set forth in UPEI’s 2018-2023

Strategic Plan

- a. Key priorities from the 2018-2023 plan were:
 - i. Education for a connected world
 - ii. Inclusive campus culture
 - iii. Scholarship, research, and discovery
 - iv. Community partnerships

v. Responsible growth and resource management

As we near the completion of the new strategic plan, we will see most of these priorities moving forward with the new plan, in refreshed format.

- i. Education for a connected world – here we see focus on reducing silos between programs, on making curricula more navigable by students, on entire programming in areas like Sustainable Design Engineering. Our efforts to recruit and support our international students will also contribute to this goal.
- ii. Inclusive campus culture. This continues to be the main purview of the Action Plan, as UPEI builds toward a culture of trust, safety, and inclusion.
- iii. Scholarship, research, and discovery: We are continuing to build excellence and focus in these areas. We are finishing off the preparations for two new Canada Research Chairs and are up to 6 at UPEI. CRCs reflect the university's proportionate success in tri-council grants compared to the rest of the country. Growth in this area reflects growth in tri-council success.
- iv. Community partnerships – our work on developing the strategic plan revealed work to be done in this area. This will be undertaken with renewed vigor in our next plan.
- v. Responsible growth and resource management. Prior to running into the budget challenges noted above, we were already embarking on initiatives in process improvement and curricular cohesion. It is important that we move towards self-sustainability as much as possible.

2. Kickstart the next Strategic Planning cycle with a consultative process to address 2025 to 2030 timeframe for the University.

The strategic plan steering committee is just entering the development of the themes emerging from the plan. One more consultation with deans and members of the professoriate and teaching staff is happening on March 26th – to ensure we have had good input from that group. The Strat Plan is on schedule to be developed by the late spring.

3. Invest the time necessary to reinforce relationships with leaders, partners, stakeholders, locally, nationally, and internationally.

This continues to play out as attendance at community and invited events. I have been connecting with our new Deputy Minister. As noted, it's a busy time in the province as well as at the university.

4. Lead the ongoing implementation of the UPEI Action Plan in response to the 2023 University of Prince Edward Island Review, conducted by Rubin Thomlinson.

The Action Plan is making excellent progress under the management of Kate Richard. A big achievement was securing an audit firm to perform the Action Plan audit – which will be done to a very high standard with great expertise. We are in the middle of developing the year 2 implementation plan. It's time to pace ourselves to

achieve good traction and integration of the Year 0 and 1 action plan items, and to build on them in year 2. As Action Plan items are achieved (e.g., building the EDI and Human Rights Department) that these items take on their own initiative to remain and enduring and meaningful contributor to life at UPEI.

5. Lead the implementation of a refresh of the University's leadership team and organizational structure review, including confirmation of scope of responsibility in the executive portfolios. This includes recruitment, development and mentoring of the senior management team.

The majority of this work is now complete. It must be noted that a large amount of the actual selection of colleagues was left 'for the new president'. Therefore, it might appear that there has been a swell in new positions since my arrival. Noting that one of the 14 goals is to do this work, and that many of the positions were already identified. I did delay on a couple of them to do my own assessment of whether they were of benefit to the institution. Having determined that they were, we have proceeded with 2 of the 3 Vice Presidents. The search for the CIO was not successful and we are seeking an interim person now. We additionally placed a Chief of Staff, who has been essential in the review of the president's office staff work and structure – a group of 10 individuals. Our new University Secretary started in February. This was a recommendation of the Governance Review, which was required by the Action Plan, recognizing that Governance had not been well understood or performed in the past, contributing to the lack of transparency and accountability in many decisions. To pursue process improvements, funds and positions have been moved around, with minimal overall funding impact to create additional capacity for leadership in process change and reporting in finance and human resources.

6. Support the Board with the completion and implementation of the governance review.

The governance implementation work is going well. The board engaged Cheryl Foy as their external consultant. Now also supported by our University Secretary, the work is well underway.

7. Work with Memorial University, the Government of PEI, and the medical community on PEI and other stakeholders to establish an accredited Faculty of Medicine at UPEI.

Led by our Dean and COO of Medicine, the start of the first MD cohort in August, 2025 is on schedule, as is the completion of the Medicine building. It should be noted that the first cohort will be students of MUN and the accreditation is with MUN. Numerous MOUs with MUN stipulate that the development of an accredited joint program with MUN and UPEI will be begun before the 1st cohort convokes.

8. Work to support the continued development of an Indigenous Studies program at the University.

I intend to take up a stronger presence on this item through the spring, summer, and next year. Work is necessary to strengthen relationships with communities. Work is also required to separate out institutional Indigenous initiatives from the scholarly focus of the faculty of IKERAS.

9. Annually develop the annual operating budget and maintain a three-year operating plan.

This year we developed a new format of engaging all of the university leadership in budget planning called the Budget Café. We extended this to a special joint meeting of Board and Senate to create a deeper understanding of budget. Given the opening commentary, we are not able to articulate a 3 year operating plan at this time as we adapt to the challenges created by the IRCC. I will continue to work with the new VPAF to develop a 3 year strategy that will be informed by a Strategic Enrolment Plan and process improvements across portfolios.

10. Continue to execute and refine the enrolment management and retention strategy.

As in the last report, Vice President Naterer continues to lead the Strategic Enrolment Planning process. We made the decision to focus on recruitment and retention to address our enrolment and budget challenges. This plan is evolving with continued changes to the IRCC regulations, that, March 17th, are encouraging with the reinstatement of the post-graduate work permits. A stable proportion of international students with appropriately provided services and supports, and a tuition set-aside strategy to support emergency financial needs will be key components of enrolment and budget strategies.

11. Commit the human resources, the financial resources, and the infrastructure necessary to improve students' physical and mental well-being.

We are organizing a student – senior administrator – and board social event to support better connection to students about their needs. This will inform the specific implementation of recruitment and retention strategies. Means of collecting meaningful demographic data and information on belongingness among students need to be developed.

12. Continue to upgrade the university's technological infrastructure.

Consultations with the ITSS group through the unsuccessful selection of the VPIT/CIO and the subsequent selection of an interim CIO have revealed a deep commitment among this group for continuous process improvement. An excellent foundation has been laid. It will be critical to continue to think of IT as core infrastructure and to address IT needs and capacity to uphold our mission as we implement the strategic planning and budgeting processes.

13. Continue to increase the university's research capabilities.

The strategic planning process has emphasized the need to continue to develop research and scholarship, and to ensure undergraduate opportunities for participation in these activities.

14. Assist the advancement team with selected fundraising initiatives.

This period has continued to focus on meeting people and also developing clarity around the university's needs. Partnerships with governments, and governmental agencies have emerged as key priorities.

Briefing Note on Naming of New Medical Building

Summary of Issue

Identifiable signage is required for the new medical building in advance of formal Donor naming.

Background

Various ideas have been proposed for the name of the new medical building. Several health professional programs at UPEI will have a presence in the new building, including the Faculty of Medicine, as well as Nursing and Psychology.

The new building will also have spaces for cross-appointed faculty members and collaborations with other academic units such as the Atlantic Veterinary College.

Recommendation

The recommended name for the new medical building is the “Faculty of Medicine and Interprofessional Health Education Centre”, at least temporarily until a donor name is identified.

Rationale

The recommended name is inclusive of the various health programs to be located in the building. It reflects the primary focal areas of work to be conducted there – new Faculty of Medicine; and interprofessional collaboration among health programs on campus.

Normally the designation of a Centre requires approval by Senate under the Centres Policy. However, Section 3.2 identifies an exclusion – “except where they have been established as administrative or service units” – which applies under the present circumstances. Therefore the naming of a Centre in this case does not require formal approval by Senate.

The Vice-President, Academic and Research, consulted with Deans and there was broad support for the above proposed naming of the building.

March 18, 2025



Open Session Report

Property and Environmental Sustainability Committee

March 25, 2025, Board of Governors' Meeting

COMMITTEE ACTIVITIES SINCE LAST REPORT

At the scheduled February meeting the Committee received an update on capital projects listed in appendix.

The Committee received an update on physical space requirements and land planning and development. The University owns 32 buildings. The University holds 426.5 acres of land distributed as: 13.8ac at 550ac University Avenue, 6.25ac at the St. Peters' Campus and 406ac in other holdings. Student and employee population growth over the last several years is creating space pressures. Parking availability has improved.

The Committee also received an update on Information Technology Capital Projects. The following projects are in progress: Network Modernization Project, Faculty of Medicine Technology Integration Project, Microsoft 365 Platform Deployment Project, University's Data Centre Upgrades located in the AVC building. Data Centre Upgrades in the MCDH Building are in the planning phase. Areas of technical debt awaiting funding approval include enterprise computing, end-user computing, infrastructure, network and enterprise risk management – security.

APPENDIX

Update to Capital Projects

- Interior and exterior of Faculty of Medicine building;
- ITSS Data Center upgrades planned for Q2 of 2025;
- Foreign Animal Disease Testing Lab at AVC expected completion February 19;
- Cass building office additions scheduled for completion March 1;
- Andrew Hall retaining wall construction to begin in May;
- Renovation of Human Resources area in the Kelly Building to open concept model;
- SDU Main Building Ventilation Upgrade level 4 and 5 and parts of level 1 scheduled for completion in Summer of 2025 and levels 1,2 and 3 scheduled for Summer 2026;
- Phase 1 construction for Steel Building ventilation upgrade scheduled for Summer 2025, phase 2 for 2026 and phase 3 for 2027;
- Installation of field lighting at the Alumni Canada Games Place Field planned for May 2025;
- Deferred maintenance projects at AVC to be phased in over 5-6 years due to complexity;
- Small addition to the Veterinary Teaching Hospital to allow human patients to use the MRI;
- Multiple projects being planned for Robertson Library.



Open Session Report

Finance, Audit and Risk Committee

March 25, Board of Governors' Meeting

COMMITTEE ACTIVITY SINCE LAST REPORT

The Committee's scheduled March meeting included an update on the status of the University budgeting process. The University's budget cannot be finalized until the provincial government confirms its funding commitment for the next fiscal year. With the PEI legislature currently not sitting, the Province's budget submission is delayed.

The Committee also received an overview of capital project budgets totaling \$169 million. The total cost for capital projects previously approved by the Board and for which funding has been secured is approximately \$107 million. Projects in planning total \$62 million for which secured funding to date totals \$5 million.

A presentation was received on IT Strategy, IT Projects and Risk Management and future directions. Strategic IT priorities include Improve Campus Collaboration; Support Campus Contribution and Discovery; Champion Secure, Reliable Connectivity; Promote Process Evolution; and Stewardship of Services. Emerging technologies and trends noted include Artificial Intelligence in Education, Cloud Computing Benefits and Future of Education Services.

The Committee thanked Dana Sanderson for his leadership of IT and for what the department has achieved during his tenure.

The Committee received updates on the Action Plan audit and selection of external auditors. Motions are provided below.

ITEMS FOR APPROVALAction Plan Audit

WHEREAS, in response to a recommendation made in the UPEI Review, a commitment was made within the UPEI Action Plan for the University to engage in an annual audit process to assess the implementation of the Action Plan; and

WHEREAS an Auditor Selection Committee, containing Board members, UPEI staff, UPEI Faculty, Province of PEI and student representation, was created to select an audit firm to fulfill this commitment; and



WHEREAS the Auditor Selection Committee carried out a selection process in accordance with UPEI's policies and procedures for procurement; and

WHEREAS Deloitte LLP has been identified as a qualified and suitable candidate to perform the audit for the Action Plan Implementation;

MOTION: The UPEI Board of Governors approves the appointment of Deloitte LLP as Auditor for the UPEI Action Plan, in accordance with terms and conditions to be negotiated through the standard UPEI contract process, upon approval, as recommended by the Finance, Audit and Risk Committee.

External Audit Selection

MOTION: That Doane Grant Thornton LLP be appointed external auditor for the fiscal year ending April 30, 2026.

Supporting Details:

- A public request for proposals ("RFP") process was undertaken during the 2024-25 fiscal year for external financial auditing services.
- Doane Grant Thornton LLP was the successful proponent of the RFP tender.
- The term of the RFP is for a period of five (5) years with an option to extend the agreement for one additional five (5) year term.
- External auditors are appointed by the Board of Governors on an annual basis, as recommended by the Finance, Audit and Risk Committee. The Finance, Audit and Risk Committee of the UPEI Board of Governors is directly responsible for overseeing the work of the external auditor, and the external auditor reports directly to the Board through the Finance Audit and Risk Committee.



Open Session Report

Development, Fundraising and External Relations Committee

March 25, 2025, Board of Governors' Meeting

COMMITTEE ACTIVITY SINCE LAST REPORT

The focus of the February Committee meeting was an education session on *Institutional Reputation and the Role of Communication Strategies and External Relations Plans*.

The Committee approved the naming of the following new awards:

- a. Linda Dyer Award at AVC
- b. Fondation Jefe AVC Scholarship

The Committee also received reports on Development and Fundraising, Marketing and Production and Communications and External Relations for information. \$3,866,302.00 of the \$10 million goal has been raised to date for the Faculty of Medicine building and \$6,080,832 of the \$15 million goal has been raised for the Robertson Library.

Open Session Report

Governance, Nominating and Appeals Committee

March 25, 2025, Board of Governors' Meeting

COMMITTEE ACTIVITIES SINCE LAST REPORT

At its regularly scheduled meeting, the Committee reviewed the following policies for approval by the Board of Governors: *Health, Safety and Environment Policy, Non-Disclosure Agreements in Harassment and Discrimination Policy, Appointment and Review of Academic Administrators Policy, Appointment of Acting and Interim Senior Administrators Policy, Selection of Vice-Presidents and Senior Executives Policy, Appointment of Acting and Interim President Policy* and repeal of the *Acting President Policy, and Risk Management Policy*.

The Committee received a progress update on the development of a new *Fair Treatment Policy*.

The Committee approved the Board of Governors 2024-2026 Training Plan and the Board of Governors Skills Matrix and Representation Survey. Documents are attached.

The Committee reviewed updates on UPEI Action Plan governance related activities and the implementation of the Governance Review. The November 2024 report on implementation of the Governance review noted eleven completed activities. The following additional activities have been completed since that report.

- The Board will approve the process by which a strategic direction is developed, as well as engage critically in the substance of the strategy
- The Board will revisit the practice of including a Student Union update at board meetings. These updates are largely operational in nature and thus not the purview of the Board.
- The Board will establish and enforce deadlines for timely submission of documents to the Board and to committees. One week in advance is a recommended minimum.
- UPEI's Board minute-taker will be experienced in or trained in good minuting practices.
- Adopt and publish by-laws that reflect those recommendations in this Review Report appropriate for inclusion in the by-laws.
- While the by-laws are passed, the Board will approve the rescission of the *Procedures and Guidelines* and the amendment of Terms of Reference and other policy instruments as appropriate to ensure consistency with the by-laws.
- Each Standing Committee Terms of Reference should, like Finance and Audit, state the preferred skills and experience of the committee members.
- Amend the Executive Committee Terms of Reference as follows.....
- Amend the Finance and Audit Committee Terms of Reference to reflect the following:
- The inclusion of "governance" in the Committee's Purpose overlaps with the work of the Governance and Appeals Committee and should be removed.



- The Finance and Audit Committee should require a composition that includes more than one “financial expert” - a minimum of 3 is suggested with the remaining members being financially literate. *Note: the final terms of reference includes a minimum of 2 “financial experts”*
- Executive sessions with the internal and external auditors must be held at least annually as a matter of course. These sessions are more properly described as in camera sessions within the meeting nomenclature.
- The Development, Fundraising and External Relations Committee Terms of Reference should be amended to add explicit responsibility for oversight of the Endowment Oversight Committee and for pension plan compliance and liability.
- The Committee will be renamed the “Property and Environmental Sustainability Committee” to better reflect its mandate.
- Remove oversight of risk management from the GAC Terms of Reference as that duplicates the work of the Finance and Audit Committee.
- Given the change in scope of the mandate of this Committee, rename the committee to “Governance, Nominating, and Appeals Committee”.
- The HR Committee will focus on specific human resources issues, such as recruitment, retention, compensation, succession planning processes and oversight of succession plans for the senior team.
- Amend the HR Committee Terms of Reference to reflect the following: the removal of the approval of sabbaticals as that is not required by the UPEI Act. This approval should normally be the purview of the Vice-President Academic & Research.
- The HR Committee Terms of Reference will be amended to delegate to the Committee the responsibility and authority for approval of the hiring of academic and other staff, as well as the tenure and promotion of faculty members.
- The approval of the creation of awards, but not the awarding of awards, is appropriately a committee task and the Development, Fundraising and External Relations Committee will be delegated with responsibility to approve the creation of awards and scholarships.....
- Ensure clarity between roles of CCOC and HRC
- UPEI will seek a governance professional with university governance experience or comparable experience.

The Committee also had an initial discussion on the development of a process to select the Board of Governors Chair and Vice Chair. The University Secretary will bring a draft policy to the Committee at a future meeting

ITEMS FOR APPROVAL

New and Revised Policies

MOTION: That the UPEI Board of Governors approves the Health, Safety and Environment Policy, as recommended by the Governance, Nominating and Appeals Committee.

MOTION: That the UPEI Board of Governors approves the Non-Disclosure Agreements in Harassment and Discrimination, as recommended by the Governance, Nominating and Appeals Committee.



MOTION: That the UPEI Board of Governors approves the Appointment and Review of Academic Administrators Policy, as recommended by the Governance, Nominating and Appeals Committee.

MOTION: That the UPEI Board of Governors approves the Appointment of Acting and Interim Senior Administrators Policy, as recommended by the Governance, Nominating and Appeals Committee.

MOTION: That the UPEI Board of Governors approves the Appointment of Acting and Interim President Policy and repeals the Acting President Policy, as recommended by the Governance, Nominating and Appeals Committee and with an amendment to the definition of Interim President to clarify that an Interim President must be a Vice-President, to align with the University Act

MOTION: That UPEI Board of Governors approves the Selection of Vice-Presidents and Senior Executives Policy, as recommended by the Governance, Nominating and Appeals Committee.



Policy Summary Sheet

COVER SHEET UPDATED ON:	February 19, 2025
POLICY TITLE:	Health, Safety and Environment Policy
POLICY NUMBER:	admhrdohs0001
POLICY CREATION DATE:	April 29, 2002
HISTORY OF AMENDMENTS:	Revised and Board approved September 26, 2023; 5 subsequent review versions as of Nov 8, 2024
WHO AMENDED THE POLICY:	Elizabeth Rostant MacArthur Health, Safety and Environment Manager

Purpose of Change(s):

- This policy was updated to:
 - reflect OHS legislation.
 - better reflect HSE responsibility.
 - add reference to related policies and procedures.
 - add a new section called RELEVANT LEGISLATION to include more supporting documentation.

Who was consulted?

- Joint Occupational Health and Safety Committee (JOHSC) reviewed the policy in October 2024 with no comments.
- PEI Workers Compensation Board Officer reviewed the policy and agreed with the content. The Policy was reviewed by the VPAF, SET, the University Auditor and VPAF Policy Analyst.

Amendment List by Section:

- An introduction section was added to:
 - highlight legislation protecting workers from workplace safety risks,
 - clarify that safety refers to both physical and psychological well-being as referenced in the Act (section 1, changing the subsequent policy numbering) and
 - emphasize that health and safety are the responsibilities of all university members.
- Purpose and Scope sections re-worded, including the addition of “University Members at all UPEI Campuses” under scope.
- Definitions:
 - 3.1(a) Contractor removed.
 - Wording updates to Supervisor.

- Added “University Members” to clarify the group of individuals who have HSE responsibilities, including persons holding a University appointment, whether that person is an employee or not, Board of Governors members, all campus residents and visitors.
- Responsibilities:
 - Minor wordsmithing to section 5.3 including the addition of ‘environment, initiatives, manuals and guidelines.
 - Addition of section 5.4.
- Policy:
 - Wording changes to the first paragraph of section 6.1 (previously 4.1).
 - First 3 bullets unchanged (a, b, c), but added 2 more bullets (now 6.1.4 and 6.1.5):
 - Identifying and eliminating hazards and reducing occupational health and safety risks, injuries and illnesses.
 - Continually improving the University’s organizational health and safety management system, and its health and safety culture.
- Added a section called RELEVANT LEGISLATION.

Have policies or procedures from other institutions been reviewed for comparison?

- UPEI follows the PEI OHS Act and its regulations and UPEI values and structure to guide the Policy. Earlier versions of the Policy have been compared to regional HSE Policies to ensure that we are in-line with other Canadian universities. There were no comparisons necessary for the current review as we only made minor changes.

Possible Issue(s) for Discussion:

No specific issues noted.

Health, Safety and Environment Policy (admhrdohs0001)
Amendment List by Section (February 19, 2025)

Current Policy	Amendments in New Policy
No introduction	<p>Introduction Section added:</p> <p>1.1. This Policy is issued in accordance with PEI Occupational Health and Safety Act ('PEI OHS Act') and its Regulations.</p> <p>1.2. The purpose of the PEI OHS Act is to secure workers and self-employed persons from risks to their safety, health and physical or psychological well-being arising out of, or in connection with, activities in their workplaces.</p> <p>1.3. The University of Prince Edward Island (The University, UPEI) is committed to providing a safe working and learning environment to all its members.</p> <p>1.4. All University Members have responsibilities for ensuring a healthy and safe environment at UPEI.</p>
<p>Purpose</p> <p>1.1 The University is committed to providing a safe working and learning environment. This Policy reflects this University's commitment to follow its obligations under the PEI Occupational Health and Safety Act and Regulations (PEI OHS Act and Regulations).</p>	<p>Purpose</p> <p>2.1. This Policy reflects the University's commitment to follow its obligations under the PEI Occupational Health and Safety OHS Act and its Regulations (PEI OHS Act and its Regulations).</p>
<p>Scope</p> <p>2.1 This Policy applies to everyone who works at the University, including all supervisors and workers. It also applies to all contractors of the University.</p>	<p>Scope</p> <p>3.1. This Policy applies to all University Members at all UPEI Campuses.</p>
<p>3.1 In this Policy and in accordance with the PEI OHS Act and Regulations:</p> <p>(a) "contractor" means a person, partnership, or corporation who contracts to perform work on behalf of the University.</p>	<p>3.1 (a) removed from definitions.</p>
<p>3.1 (b) "supervisor" means a person who has charge of a workplace or authority over a worker.</p>	<p>4.1(b) Supervisor means a person who instructs, directs, and controls workers in the performance of their duties. A supervisor can be any worker who meets this description, whether or not they have the supervisor title.</p>

Current Policy	Amendments in New Policy
	<p>Added to Definitions:</p> <p>4.2. University Members include:</p> <p>4.2.1. all current employees, students and post-doctoral fellows</p> <p>4.2.2. any person holding a University appointment whether or not that person is an employee</p> <p>4.2.3. separately incorporated organizations operating on campus who voluntarily agree to submit to the process under this Policy</p> <p>4.2.4. organizations and individuals required by contract to comply with University policies</p> <p>4.2.5. members of the Board of Governors of the University</p> <p>4.2.6. anyone residing on University campuses</p> <p>4.2.7. visitors, volunteers and guests</p> <p>4.2.8. anyone using University facilities.</p>
<p>5.3 The Health, Safety and Environment Manager has responsibility for operational matters relating to health and safety, including the development and implementation of programs and procedures, ensuring compliance with legislation, and facilitating communication between those individuals, groups and organizations with responsibilities for health and safety.</p>	<p>5.3. The Health, Safety and Environment Manager has responsibility for operational matters relating to health, safety and environment, including the development and implementation of programs, procedures, initiatives, manuals and guidelines, ensuring compliance with legislation, and facilitating communication between those individuals, groups and organizations with responsibilities for health, safety and environment.</p>
	<p>Added to Responsibilities:</p> <p>5.4. The University and all University Members at every level of its organizational structure have legal and organizational responsibilities to comply with occupational health and safety laws and with internal health and safety policies, programs, procedures and directives.</p>

Current Policy	Amendments in New Policy
<p>4.1 The University is committed to providing and maintaining a safe and healthy workplace. The University will meet this commitment by:</p> <p>(a) complying with the PEI OHS Act and Regulations and other relevant regulations and standards;</p> <p>(b) making health, safety, and environment issues a priority in the planning, budgeting, implementation and ongoing management of University activities; and</p> <p>(c) providing training and safety programs appropriate to the daily operation of the University.</p>	<p>6.1. The University is committed to providing and maintaining a safe and healthy work and study environment and will, at a minimum, comply with health and safety legislation, regulations and orders. Where possible and reasonable, the University commits to go beyond minimum legal requirements to ensure a healthy and safe environment at UPEI. The University will meet this commitment by:</p> <p>6.1.1. complying with the PEI OHS Act and its Regulations and other relevant regulations and standards.</p> <p>6.1.2. making health, safety, and environment issues a priority in the planning, budgeting, implementation and ongoing management of University activities.</p> <p>6.1.3. providing training and safety programs appropriate to the daily operation of the University.</p> <p>6.1.4. Identifying and eliminating hazards and reducing occupational health and safety risks, injuries and illnesses (NEW).</p> <p>6.1.5. Continually improving the University’s organizational health and safety management system, and its health and safety culture (NEW).</p>
	<p>Added RELEVANT LEGISLATION section.</p>

University of Prince Edward Island	Policy No. TBA	Revision No. 0
Policy Title: Non-Disclosure Agreements in Harassment and Discrimination		Page 1 of 3
Creation Date: TBA	Version Date: ____TBA	Review Date: TBA
Policy Approval Authority: Board of Governors	Designated Executive Officer: Vice-President People and Culture	WWW Access: Yes

1. Purpose

- 1.1 The purpose of this policy is to regulate the use of Non-Disclosure Agreements by the University of Prince Edward Island (the “University”) in the contexts of harassment and discrimination.
- 1.2 More particularly, this policy is intended to ensure compliance with the provisions of the *Non-disclosure Agreements Act*.

2. Guiding Principles

- 2.1 The University is committed to maintaining a respectful study and work environment that is free of Harassment and Discrimination, and one in which all persons are treated with respect and dignity.
- 2.2 The University recognizes that Non-Disclosure Agreements can be used to silence those who have experienced Harassment and Discrimination and to deny institutional accountability for preventing Harassment and Discrimination.
- 2.3 In making this policy, the University intends to foster an environment in which those who have experienced Harassment and Discrimination remain free to speak about their experiences.

3. Definitions

3.1 In this Policy:

- (a) “Act” means the *Non-disclosure Agreements Act*, R.S.P.E.I. 1988, c N-3.02;
- (a) “Discrimination” means discrimination as defined in the *Human Rights Act* R.S.P.E.I. 1988, Cap. H-12;
- (b) “Harassment” means harassment as defined in the Act;
- (c) “Non-Disclosure Agreement” means a provision in writing in a Settlement Agreement, however described, between a Relevant Person and
 - (i) the Party Responsible, or

- (ii) the person who committed or is alleged to have committed the Harassment or Discrimination,

whereby the Relevant Person agrees not to disclose any material information about the circumstances of a dispute between them concerning allegations of Harassment or Discrimination that are unlawful under an enactment or Act of Parliament;

- (d) “Party Responsible” means a person who has an obligation in law to take reasonable steps to prevent Harassment and Discrimination in the place where the Harassment or Discrimination occurred or is alleged to have occurred;
- (e) “Relevant Person” means the person who has experienced or made allegations about Harassment or Discrimination;
- (f) “Settlement Agreement” means an agreement between two or more parties that disposes of one or more issues in dispute between the parties in relation to allegations of Harassment or Discrimination
- (g) “University Community” means everyone who works, studies, or volunteers at the University.

4. **Responsibility**

- 4.1 The University’s Board of Governors is responsible for establishment and amendment of this policy.

5. **Administration**

- 5.1 The Vice President, People & Culture is responsible for oversight of this policy.

6. **General Prohibition re the University**

- 6.1 The University shall not enter into a Non-Disclosure Agreement except in accordance with this policy.

- 6.2 The University may enter into a Non-Disclosure Agreement if:

- (a) the Non-Disclosure Agreement is permitted by, and is enforceable under, the Act;
- (b) the Non-Disclosure Agreement does not have the purpose or effect of restricting the Relevant Person from disclosing the fact of settlement or the existence of a Settlement Agreement; and
- (c) the President and the Vice President, People & Culture authorize the University in writing to enter into the Non-Disclosure Agreement, except in the following circumstances:

- (i) if the Non-Disclosure Agreement relates to the conduct of, or to allegations against, the Chair of the Board of Governors, authorization for the University to enter into the Non-Disclosure Agreement must be obtained from the Board of Governors in the absence of the Chair;
- (ii) if the Non-Disclosure Agreement relates to the conduct of, or to allegations against, the President, authorization for the University to enter into the Non-Disclosure Agreement must be obtained from the Board of Governors in the absence of the President;
- (iii) if the Non-Disclosure Agreement relates to the conduct of, or to allegations against, a member of the Board of Governors, authorization for the University to enter into the Non-Disclosure Agreement must be obtained from the Board of Governors in the absence of the member; or
- (iv) if the Non-Disclosure Agreement relates to the conduct of, or to allegations against, a Vice President of the University, written authorization for the University to enter into the Non-Disclosure Agreement must be obtained from the Chair of the Board of Governors and the President.

7. **Review**

7.1 The Board of Governors will review this policy at least once every five years.

University of Prince Edward Island	Policy No. admhrdrs_0009	Revision No. 0
Policy Title: Appointment and Review of Academic Administrators		Page 1 of 5
Creation Date: 24 October 2022	Version Date: 11 February 2025	Review Date: 11 February 2030
Policy Approval Authority: Board of Governors	Designated Executive Officer(s): President	WWW Access: Yes

1. Purpose

The purpose of this Policy is to establish an effective, equitable and consistent hiring process for the selection, appointment and review of academic administrators at the University, including Acting and Interim roles.

2. Scope

This Policy is applicable to all Dean, Associate Dean, and University Librarian positions at the University.

3. Definitions

Academic Administrator – refers to a Dean, Associate Dean, or University Librarian, including interim and acting appointments.

Acting Dean – assumes the responsibilities of an appointed Dean who is on an approved leave of absence, vacation, administrative or other temporary leave. The term ‘Acting Dean’ shall be understood to mean ‘Acting Dean’ or ‘Acting University Librarian’, as appropriate.

Associate Dean – an academic administrator who reports to the Dean and normally functions as the Dean’s designate on specific matters of the academic unit, or alternatively an administrative head of a School within a Faculty. The term ‘Associate Dean’ shall be understood to mean ‘Associate Dean’ or ‘Associate University Librarian’, as appropriate.

Dean – administrative head of an academic unit who is appointed according to the procedures contained in this Policy. The term ‘Dean’ shall be understood to mean ‘Dean’ or ‘University Librarian’, as appropriate.

Interim Dean – serves as the Dean, in the event that a Deanship becomes vacant, until a new Dean is appointed according to the procedures contained in this Policy. The term ‘Interim Dean’ shall be understood to mean ‘Interim Dean’ or ‘Interim University Librarian’, as appropriate.

Review Committee – conducts a review of the Dean (or Associate Dean) and makes a recommendation to the Vice-President Academic and Research with respect to the reappointment of the Dean (or Associate Dean) for a successive term.

Search Committee – identifies, after its deliberations, a candidate whom it recommends to the Vice-President Academic and Research for appointment as Dean (or Associate Dean).

4. Responsibilities

- 4.1. This Policy is authorized by the Board of Governors.
- 4.2. The overall authority to execute this Policy lies with the President.
- 4.3. The development, maintenance, and administration of this Policy is the responsibility of the Vice-President Academic and Research or any delegated position under the Vice-President's authority.

5. Policy

5.1. Terms of Office

- 5.1.1. The term of office of the Dean shall be five years, with a midterm review after two years, and eligibility for consideration of an additional five-year term, subject to satisfactory performance and a satisfactory review by the Vice-President Academic and Research and Review Committee after four years. An incumbent Dean is normally eligible for only one such additional five-year term.
- 5.1.2. For an Associate Dean, the term of office shall be three years, with eligibility for consideration of an additional three-year term, subject to satisfactory performance and review by the Dean and a Review Committee after two years. An incumbent Associate Dean is normally eligible for only one such additional three-year term.
- 5.1.3. Upon completion of a term of office, the incumbent Dean or Associate Dean shall be eligible for two months of administrative leave per year of administrative service. It is not mandatory for an outgoing Dean or Associate Dean to take this leave.

5.2. Selection, Appointment and Review of Deans

Appointment of Deans

- 5.2.1. Deans shall be appointed by the Board of Governors upon recommendation from the President and following a search completed by the relevant Search Committee in accordance with this Policy.

Search Committee

- 5.2.2. In the event of a vacancy of a Dean's Office, a Search Committee shall be formed to conduct a search for a new Dean. The procedures for the selection of committee members are consistent across all Faculties and shall be in accordance with Section 5.2 of this Policy.
- 5.2.3. The Vice-President Academic and Research, in consultation with the President, may elect to proceed with the search internally or externally based on the University Strategic Plan and the University budget.
- 5.2.4. The Search Committee for any Dean falling under the scope of this Policy shall normally be established one year prior to the expiry of an incumbent Dean's term.
- 5.2.5. In the event that a member of the Search Committee applies for a Dean position, they will be required to step down to ensure fairness of the process, prior to the committee reviewing any files.
- 5.2.6. As part of the University's commitment to principles of equity, diversity and inclusion (EDI), as per UPEI's EDI Strategy, members of the Search Committee shall receive training in these areas, including unconscious bias. The Chair will identify an EDI Champion who helps to support and ensure the committee's ongoing commitment to EDI throughout the entire search process and identifies any concerns with the process to the Chair of the committee.

Search Committee Composition

- 5.2.7. The President has designated the Vice-President Academic and Research as the Chair for all Dean searches. The Search Committee shall consist of:
- not fewer than six (6) nor more than ten (10) members;
 - half of the membership as faculty members / librarians (for University Librarian search) elected by faculty members / librarians (for University Librarian search) from the academic unit concerned and in departmentalized Faculties shall include two Department Chairs;
 - for the University Librarian, a library staff member elected by library staff members;

- where insufficient faculty members / librarians are available to constitute half of the search committee, those from a cognate unit will be added;
- additional faculty members and librarians from cognate academic units, nominated by their Deans, who are recommended to Senate which reviews and subsequently approves two members from these cognate units; and
- remaining members, appointed by the Vice-President Academic and Research, from relevant stakeholders, such as, and not limited to, students and external regulatory and professional bodies.

5.2.8. The Senate, Deans, and Vice-President Academic and Research shall consider principles of equity, diversity, and inclusion in their selections.

Search Committee Process and Recommendation

5.2.9. The Search Committee should consult widely with faculty, librarians, staff and students after shortlisting candidates for Dean and will follow the University's hiring best practices in conducting its Dean search.

5.2.10. The Vice-President Academic and Research retains discretion not to support the Search Committee's recommendation. Reports raised under Section 5.2.6. will be considered in this process. In the event the recommendation is not supported, the Vice-President Academic and Research shall be required to give a full statement of reasons to the Search Committee. The Search Committee shall then recommend a different candidate or a failed search. If the Vice-President Academic and Research supports the Search Committee's new recommendation, the Vice President Academic and Research will forward the Dean selection recommendation to the President.

5.2.11. Upon receipt of the recommendation of the Search Committee, the President will make the final recommendation for the appointment of a Dean to the Board of Governors.

Review Process

5.2.12. In the final year of the initial term of the Dean, if the incumbent wishes to be appointed for a second term, and notifies the Vice-

President Academic and Research accordingly, the Vice-President Academic and Research, shall establish a Review Committee. If the Dean does not wish to pursue a second term, the Vice-President Academic and Research shall constitute a Search Committee in accordance with Section 5.2.7 of this Policy.

- 5.2.13. The Review Committee shall consist of not fewer than four (4) nor more than eight (8) persons, half or more of whom shall be faculty members elected by faculty members / librarians from the academic unit / Library, and additionally a cognate academic unit if fewer than half are available from the home academic unit. In departmentalized Faculties, it shall include at least one Department Chair. The Committee Chair will identify an EDI Champion who helps to support and ensure the committee's ongoing commitment to EDI throughout the review process and identifies any concerns with the process to the Chair of the Review Committee.
- 5.2.14. The Vice-President Academic and Research shall appoint the remainder of the Review Committee, based on principles of equity and inclusion and diverse representation of relevant stakeholders, and may chair the Review Committee, or select a Chair from among the Review Committee members.
- 5.2.15. The Review Committee shall establish a process of consultation with faculty members and students, and that the Review Committee considers appropriate to the review process. The consultation will involve an invitation to make written submissions and opportunities to meet with the Review Committee. As part of the review process, the Review Committee shall meet with the Dean under review.
- 5.2.16. The Vice-President Academic and Research retains discretion not to support the Review Committee's recommendation. In the event the recommendation is not supported, the Vice-President Academic and Research shall be required to give a full statement of reasons to the Review Committee. If the initial recommendation of the review process is negative, then the Vice-President Academic and Research will provide the Dean with reasons in writing and an opportunity to address the concerns. The Vice-President Academic and Research will receive any response from the Dean and provide the information to the President along with their recommendation (5.2.17).

5.2.17. The Vice-President Academic and Research shall report the recommendation to the President. If the decision of the President is to not renew the appointment, the Vice-President Academic and Research shall constitute a Search Committee in accordance with Section 5.2.7 of this Policy.

5.3. Selection and Appointment of Interim Deans

5.3.1. When a position of Interim Dean is to be filled, the Vice-President Academic and Research shall make a recommendation to the President following a call for expressions of interest among full-time teaching faculty and consultation with faculty / librarians and staff members in the academic unit.

5.3.2. When a position of Interim Associate Dean is to be filled, the Dean shall make a recommendation to the Vice-President Academic and Research following a call for expressions of interest among full-time teaching faculty / librarians and consultation with faculty and staff members in the academic unit.

5.3.3. The term limit for the appointment of Interim Deans and Interim Associate Deans shall be up to two years. In exceptional circumstances, these interim appointments may be extended beyond two years, for up to one additional year, with approval of the Human Resources Committee of the Board of Governors.

5.4. Selection and Appointment of Acting Deans

5.4.1. When a position of Acting Dean is to be filled for a relatively short period, the incumbent Dean appoints a full-time teaching member / librarian of the academic unit / Library. Otherwise, for a longer term (as determined by the Vice-President Academic and Research), the appointment of the Acting Dean follows the process of selection of an Interim Dean in Section 5.3.

5.5. Selection, Appointment and Review of Associate Deans

5.5.1. The processes of selection, appointment and review of Associate Deans follow the same procedures as those for a Dean under Section 5.2 of this Policy, except where appointed members are selected by the Dean as applicable to the Faculty / School / Library.

5.5.2. An incumbent Associate Dean is eligible for consideration for an additional three-year term upon application to the Dean.

5.5.3. When a position of Interim Associate Dean or Acting Associate Dean is to be filled, the appointment follows the process of selection in Sections 5.3 and 5.4.

5.6. **Resignation**

5.6.1. A Dean, Associate Dean, Interim Dean, or Interim Associate Dean may resign from their administrative appointment at any time without resigning from their position as a member of the Faculty / Library or Department.

6. Review

6.1. This Policy is to be reviewed every five years or earlier if necessary.

University of Prince Edward Island	Policy No. (Assigned By University Secretary)	Revision No. (0 for New Policy)
Policy Title: Appointment of Acting or Interim Senior Administrators		Page 1 of 2
Creation Date: February 3, 2025	Version Date:	Review Date: March 2030
Policy Approval Authority: Board of Governors	Designated Executive Officer(s): President	WWW Access: (Yes)

1. Purpose

- 1.1. To establish a timely, effective and transparent process for the appointment of acting or interim Senior Administrators.
- 1.2. To formalize succession planning arrangements to address temporary absences in Senior Administrator positions.

2. Scope

- 2.1. This policy applies to the appointment of acting or interim Senior Administrators.

3. Definitions

- 3.1. “Acting appointment” means the temporary appointment of an existing University employee to act as a Senior Administrator during a temporary absence or unavailability of a Senior Administrator.
- 3.2. “Interim appointment” means the temporary appointment of a person to act as a Senior Administrator during a time when the office of that Senior Administrator is vacant.
- 3.3. “Senior Administrator” includes a Vice-President, the Chief Information Officer, and the Registrar.

4. Responsibilities

- 4.1. This Policy is authorized by the Board of Governors.
- 4.2. The development, maintenance and administration of this policy shall be the responsibility of the President’s Office.

5. Policy

5.1. Succession Planning

- 5.1.1. In the Fall of each year, the President shall submit a succession plan report to the Human Resources Committee of the Board of Governors, which identifies persons who are qualified to fulfill the duties of an acting Senior Administrator in the event of a temporary absence in a Senior Administrator position.

5.2. Acting Appointments

5.2.1. The President may make an acting appointment to temporarily fulfill the duties of a Senior Administrator.

5.3. Interim Appointments

5.3.1. The President may appoint an Interim Senior Administrator for a term of two years or less.

5.3.2. In exceptional circumstances, and with the concurrence of the Human Resources Committee of the Board, the President may extend the appointment of an interim Senior Administrator for up to one additional year.

5.3.3. The Executive Committee of the Board of Governors may adopt processes and procedures, which may include an expression of interest, applicable to the appointment of an interim Senior Administrator. Those processes and procedures will be publicly available to members of the University community, and will be published on the University's website.

6. Review

6.1. This policy is to be reviewed every five years.

7. References

7.1.

8. Related Policies

8.1. Appointment and Review of Deans and Associate Deans policy (to be renamed the Appointment and Review of Academic Administrators policy).

8.2. Appointment of Acting and Interim President policy

RELEVANT LEGISLATION:

University Act

University of Prince Edward Island	Policy No. admhrdrs_0010	Revision No. 1
Policy Title: Selection of Vice Presidents and Senior Executives Policy		Page 1 of 5
Creation Date: August 22, 2024	Version Date: February 15, 2025	Review Date: August 22, 2028
Policy Approval Authority: Board of Governors	Designated Executive Officer(s): President	WWW Access: Yes

1. Purpose

- 1.1 The purpose of this Policy is to establish a fair, inclusive, and equitable process to select, appoint, renew, or extend Vice Presidents & Senior Executives at the University.
- 1.2 The University is committed to fairness and equity in the appointment of exceptional senior personnel, and achieving a diverse and inclusive senior complement. The University is committed to using contemporary, evidence-based best practices to ensure equity, diversity, and inclusivity in the recruitment and selection of senior personnel in its search processes and procedures.

2. Scope

- 2.1. This Policy applies to appointments, extensions, and renewals of Vice Presidents and Senior Executives at the University.

3. Definitions

3.1. In this Policy:

- (a) “Vice President & Senior Executives” includes:
 - (i) the Vice-President, Academic & Research;
 - (ii) the Vice-President, Administration & Finance;
 - (iii) the Vice-President, People & Culture;
 - (iv) the Chief Information Officer;
 - (v) the Registrar; and
 - (vi) such other Vice-President positions that the University may establish from time to time.

- (b) “University Leadership Framework” means the framework of leadership competencies and behaviours as established from time to time by the President and/or Board of Governors.

4. Responsibilities

- 4.1. This Policy is authorized by the Board of Governors.
- 4.2. The President is responsible for the administration of this Policy.

5. Policy

5.1. Selection Process

- 5.1.1. The President (or the Vice-President, Academic & Research for the Registrar) may commence a selection process, and shall so advise the Board of Governors.
- 5.1.2. The President (or the Vice President, Academic & Research for the Registrar) may determine whether to engage a search consultant, and may select a search consultant.
- 5.1.3. The President (or the Vice President, Academic & Research for the Registrar) shall select an Advisory Committee comprising the following members:
- 5.1.3.1. The President & Vice Chancellor (or the Vice President, Academic & Research for the Registrar) shall act as Chair of the Committee;
- 5.1.3.2. One Dean;
- 5.1.3.3. One manager/director reporting to the Vice President or Senior Executive to be selected;
- 5.1.3.4. One manager/director not reporting to the Vice President or Senior Executive to be selected;
- 5.1.3.5. One member of the Board of Governors;
- 5.1.3.6. One student;

- 5.1.3.7. Two faculty members (except for the recruitment of the Vice President, Academic & Research and the Registrar, where there shall be three faculty members);
- 5.1.3.8. One staff member; and
- 5.1.3.9. The Director of Human Resources as a non-voting advisor/resource to the President and Advisory Committee.
- 5.1.4. The President (or the Vice President, Academic & Research for the Registrar) shall appoint a staff member as Secretary to the Advisory Committee.
- 5.1.5. Committee members shall commit to attending all meetings, especially those where candidates are considered. Committee members must attend all meetings with candidates in order to be eligible to participate in the Advisory Committee's recommendation.
- 5.1.6. Committee members will commit to EDI training and confidentiality requirements of the selection process.
- 5.1.7. The Advisory Committee shall:
 - 5.1.7.1. review the job description submitted by the President (or the Vice President, Academic & Research for the Registrar) for the position;
 - 5.1.7.2. review advertisements and recruitment materials;
 - 5.1.7.3. ensure candidates are recruited fairly and follow recognized practices to populate an applicant pool that is diverse, and inclusive of historically under-represented groups for the position being selected;
 - 5.1.7.4. review candidates using pre-determined criteria relating to the key competencies and experiences required for the position, ensuring fair consideration of credentials and experience, and fairly consider atypical career paths with respect to the requirements for the position;
 - 5.1.7.5. determine the process for considering candidates, including procedural steps, such as whether there will be a long-listing, and then a short-listing process, whether these steps will be open or closed, and ensuring all steps are equitable to all candidates; and
 - 5.1.7.6. review all candidates in the context of the University's Leadership Framework.

- 5.1.8. The process shall include sufficient time to ensure fair and careful consideration of candidates.
- 5.1.9. The Advisory Committee shall keep the University community advised of the progress of its work.
- 5.1.10. In circumstances where candidates are determined to be similarly qualified, the selection will favour achieving diversity in the senior personnel complement.
- 5.1.11. The committee's deliberations will be conducted in confidence.
- 5.1.12. After considering candidates, the Advisory Committee shall make a recommendation to the Chair. That recommendation may either identify a preferred candidate, or rank candidates determined to be fully qualified for the position.
- 5.1.13. If the Advisory Committee determines that no candidates are fully qualified for the position, the Advisory Committee may make a recommendation to the President (or the Vice President, Academic & Research for the Registrar) to re-commence the selection process.
- 5.1.14. After considering the Advisory Committee's recommendation, the President shall recommend to the Board of Governors a candidate for appointment. For the Registrar, this shall be upon recommendation of the Vice-President, Academic & Research.
- 5.1.15. The President (or the Vice President, Academic & Research for the Registrar) shall oversee the negotiation of terms and conditions of appointment with a successful candidate, and shall make a recommendation to the Board of Governors respecting terms and conditions.

5.2. **Extension or Renewal**

- 5.2.1. In the final year of the appointment of a Vice President or Senior Executive, the President (or the Vice President, Academic & Research for the Registrar) will determine:
 - 5.2.1.1. whether the University wishes to consider extension or renewal of the appointment; and
 - 5.2.1.2. if so, whether the incumbent wishes to consider extension or renewal.

- 5.2.2. If the University and the incumbent wish to consider extension or renewal of the appointment, the President (or the Vice President, Academic & Research for the Registrar) shall convene an Advisory Committee and establish a process for a fair and equitable review.
- 5.2.3. Upon completion of review process, the Advisory Committee shall make a recommendation to the President (or the Vice President, Academic & Research for the Registrar) on whether to offer an extension or renewal of the incumbent's appointment.
- 5.2.4. After considering the Advisory Committee's recommendation, the President shall make a recommendation to the Board of Governors respecting extension or renewal of the incumbent's appointment, including, as necessary, a recommendation respecting terms and conditions of the renewal or extension. For the Registrar, this shall be upon recommendation of the Vice-President, Academic & Research.
- 5.2.5. Notwithstanding anything in this Policy, the President may, at any time, make a recommendation to the Board of Governors that an incumbent's appointment be extended for a period not exceeding twelve months.

6. Review of Policy

- 6.1. This policy shall be reviewed at least once every five years.

UPEI Board of Governors
Training Plan
2024 – 2026

Introduction

Effective governance relies heavily on the continuous education and development of Board of Governors (Board) members. For the University of Prince Edward Island (UPEI), it is crucial that Board members receive timely and relevant education on key topics, equipping them with the knowledge and skills necessary to provide strong and informed oversight of university operations.

This education plan outlines a comprehensive schedule of governance and oversight topics to be covered over a two-year period. The topics have been identified through a thorough process involving a recent Governance review, insights from the UPEI Action Plan, Board member self-evaluations, and feedback from Board committees in alignment with their respective terms of reference. The proposed schedule for these topics may be subject to adjustments based on the availability of presenters and funding.

The plan ensures a diverse range of perspectives by balancing internal and external training providers. This approach allows Board members to benefit from UPEI's deep internal expertise while also gaining insights from external experts, who may offer new and valuable viewpoints.

To avoid overwhelming Board members, the topics are spread across the two-year period, with some sessions repeated for reinforcement. Additionally, certain training modules will be available for self-study, allowing members to engage with the material at their own pace and convenience.

For new Board members, a dedicated onboarding program has been included, detailed below. The University Secretariat will track the completion of all training components and provide an annual report to the Governance, Nominating and Appeals Committee of the Board on progress.

Year One Education Plan 2024-2025

Topic	Board or Committee	Resource	Timeframe
Privacy and Access	Board	Chief Privacy and Access Officer	September 2024
Cyber Security	Board	Self-Study	November 2024
Role of Committee Chairs	EC	Strategic Governance Consulting	January 2025
Faculty Appointment and Tenure Processes	HRC	Vice President Academic and Research	January 2025
Information Technology Projects – Medical School AV and IT Complexity	PESC and Board	Information Technology Shared Services	February 2025
Monitoring Communications Strategies, Reputation and External Relations	DFEC	National Public Relations	February 2025

Topic	Board or Committee	Resource	Timeframe
University Governance and Labour Relations	HRC	Self-Study	February 2025
University Finances	Board	Vice President Admin and Finance (Budget Café)	February 2025
Labour Relations at UPEI	HRC	Chief Negotiator	March 2025
University Research – UPEI Priorities and Results	Board	UPEI Researchers	March 2025
Risk Monitoring	FARC	TBD	May 2025
Understanding Student Supports/Student Life	CCOC	Associate Vice-President, Students	May 2025
Board Governance including: -Role of Board Members - Unique Aspects of University Governance -PEI Governance Model -Legal Duties -Fiduciary Duties and Duty to Stakeholders	Board	Strategic Governance Consulting	May 2025
Equity, Diversity and Inclusion	Board	Self-Study	August 2025
Financial Literacy	FARC	TBD for each member	As required

Year Two Education Plan 2025-2026

Topic	Board or Committee	Resource	Timeframe
Environmental Sustainability	PESC	Faculty of Sustainable Design Engineering/ Canadian Center for Climate Change and Adaptation	September 2025
Board Governance - Legal Duties - Constituents - Asking Good Questions	Board	Strategic Governance Consulting and University Secretary	October 2025
Cyber Security	Board	ITSS	October 2025
Capital Projects Oversight	PESC	TBD	November 2025
Risk Monitoring	Board	TBD	November 2025
Appeals Process	GNC	Stewart McKelvey	January 2026
Understanding Compliance and Audit	FARC	TBD	January 2026
University Finances	Board	Self-Study	January 2026

Topic	Board or Committee	Resource	Timeframe
University Governance and Labour Relations	Board	Self-Study	February 2026
University Finances	Board	Vice President Admin and Finance (Budget Café)	February 2026
Role of Board and Committee Chairs	EC	University Secretary	February 2026
Indigenous Reconciliation	Board	Dean, IKERAS and Advisor on Indigenous Affairs	February 2026
Future Landscape of Higher Education	Board	TBD	March 2026
Performance Monitoring	Board	TBD	March 2026
Equity, Diversity and Inclusion	Board	Self-Study	April 2026
Organizational Values and Ethics	Board	TBD	May 2026
Privacy and Access	Board	Chief Privacy and Access Officer	May 2026

Committee Acronyms: Campus Culture Oversight Committee (CCOC), Development, Fundraising and External Relations (DFEC), Executive Committee (EC), Finance, Audit and Risk Committee (FARC), Governance, Nominating and Appeals Committee (GNAC), Human Resources Committee (HRC), Property and Sustainability Committee (PESC).

Onboarding Education Program

Topic	Resource
University Governance	University Secretary
University Finances	Vice President Admin and Finance
Human Resources	Vice President People and Culture
Risk Management	Risk Management Officer
Policy Development	University Secretary
Internal Audit	Internal Auditor
Information Technology	Chief Information Officer
Communications	Director Of Communications
Academic and Research Programs Overview	Vice President Research and Academic
Fundraising and Development	Executive Director of Development and Alumni

Note: Additional orientation topics may be identified for each Board committee.

UPEI Board Of Governors

Board Membership Demographic Survey

* Required

1. Which of the following groups do you identify with? *

- Arab
- Black
- South Asian (e.g., Indian, Pakistani, Sri Lankan)
- Southeast Asian (e.g., Malaysian, Filipino, Vietnamese)
- East Asian (e.g., Chinese, Japanese, Korean)
- North African (e.g., Algerian, Tunisian, Moroccan)
- West Asian (e.g., Iranian, Lebanese, Jordanian)
- Indigenous (e.g., First Nations, Inuit, Metis)
- Latin American (e.g., Argentinean, Chilean, Salvadoran)
- White
- Mixed heritage
- Prefer not to answer

2. Do you identify as a person with a physical disability? *

- Yes

No

Prefer not to answer

3. Do you identify as a person with a mental disability? *

Yes

No

Prefer not to answer

4. What is your gender/gender identify? (check all that apply) *

Woman

Man

Non-binary

Transgender Man

Transgender Woman

Genderfluid

Two-spirit

Agender

Prefer not to say

Other

5. Do you identify yourself as part of the lesbian, gay, bisexual, transgender, queer, two-spirit (LGBTQ2S+) community? *

- Yes
- No
- Prefer not to answer

6. What is your highest level of formal education? *

- High School
- Registered apprenticeship or other trades certificate or diploma
- College, CEGEP or other non-university certificate or diploma
- Bachelor's degree (e.g., B.A., B.A. Honors, B.Sc., B.Ed., LL.B.)
- Master's degree (e.g., M.A., M.Sc., M.Ed., M.B.A)
- Doctorate degree (e.g., Ph.D.)
- Prefer not to answer

7. Where do you reside? *

- Kings county
- Queens County
- Prince County
- Outside Prince Edward Island
- Prefer not to answer

8. What age range do you fall within? *

- Under 25
- 25-34
- 35-44
- 45-54
- 55+
- Prefer not to answer

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Open Session Report

Campus Culture Oversight Committee

March 25, 2025, Board of Governors' Meeting

COMMITTEE ACTIVITIES SINCE LAST REPORT

The Committee received a presentation on the results of the Employee Engagement Survey. The survey results will inform the development of the Year 2 implementation plan for the Action Plan.

At the Committee's invitation, representatives from the Faculty Association attended the meeting to discuss university culture, with a focus on the recent employee engagement survey and its connection to organizational culture.

The Committee reviewed the draft Equity, Diversity and Inclusion Strategy Progress Report.

A project update was received on the UPEI Action Plan, including a detailed breakdown of the status of Year One Implementation Plan activities. The Committee reviewed a draft communication plan to provide regular updates to the campus community on the progress being made.

An update was provided on initiatives to measure and improve student experience and wellbeing, including work to develop a student engagement survey



Open Session Report

Human Resources Committee

March 25, 2025, Board of Governors' Meeting

COMMITTEE ACTIVITY SINCE LAST REPORT

The scheduled March 2025 Committee meeting included an education session on Labour Relations at UPEI by the University's Chief Negotiator.

The Committee approved one faculty appointment and received status updates on grievances and employee separations.

The Committee received a presentation on the results of the recent Employee Engagement Survey, noting that the results will be used to inform the development of the Action Plan Year 2 Implementation Plan.

Following a presentation on Employee Benefits Renewal, the Committee made a motion to recommend Board approval of the new rates.

To support the work of the Governance, Nominating and Appeals Committee, the Committee received and considered the draft of the following policies: *Appointment of Acting or Interim Administrators Policy; Appointment and Review of Academic Administrators Policy; Appointment and Review of Academic Administrators Policy; Selection of Vice-Presidents and Senior Executives Policy; and Non-Disclosure Agreement Policy.*

ITEMS FOR APPROVALEmployee Benefits Renewal

MOTION: That the premium rates for Supplemental Health and Dental Insurance (Staff and Faculty), Travel Insurance (Staff and Faculty), Group Life Insurance, Group Accidental Death and Dismemberment, Long-Term Disability (Staff and Faculty), and the Employee Assistance Program (EAP), be approved effective May 1, 2025.

Benefit Renewal Cost Impact

The recommended changes to UPEI's Group Benefit Premiums for 2025/2026 will result in the following:

- Estimated overall premium impact increase of \$579,223
- Estimated increase in the employer's (UPEI) cost impact is equal to \$366,895
- Estimated increase in Staff cost impact is equal to \$74,328
- Estimated increase in Faculty cost impact is equal to \$138,000



Open Session Report

Executive Committee

March 25, 2025, Board of Governors' Meeting

COMMITTEE ACTIVITY SINCE LAST REPORT

At its scheduled March meeting the Committee reviewed a status report on the development of a review process for the President.

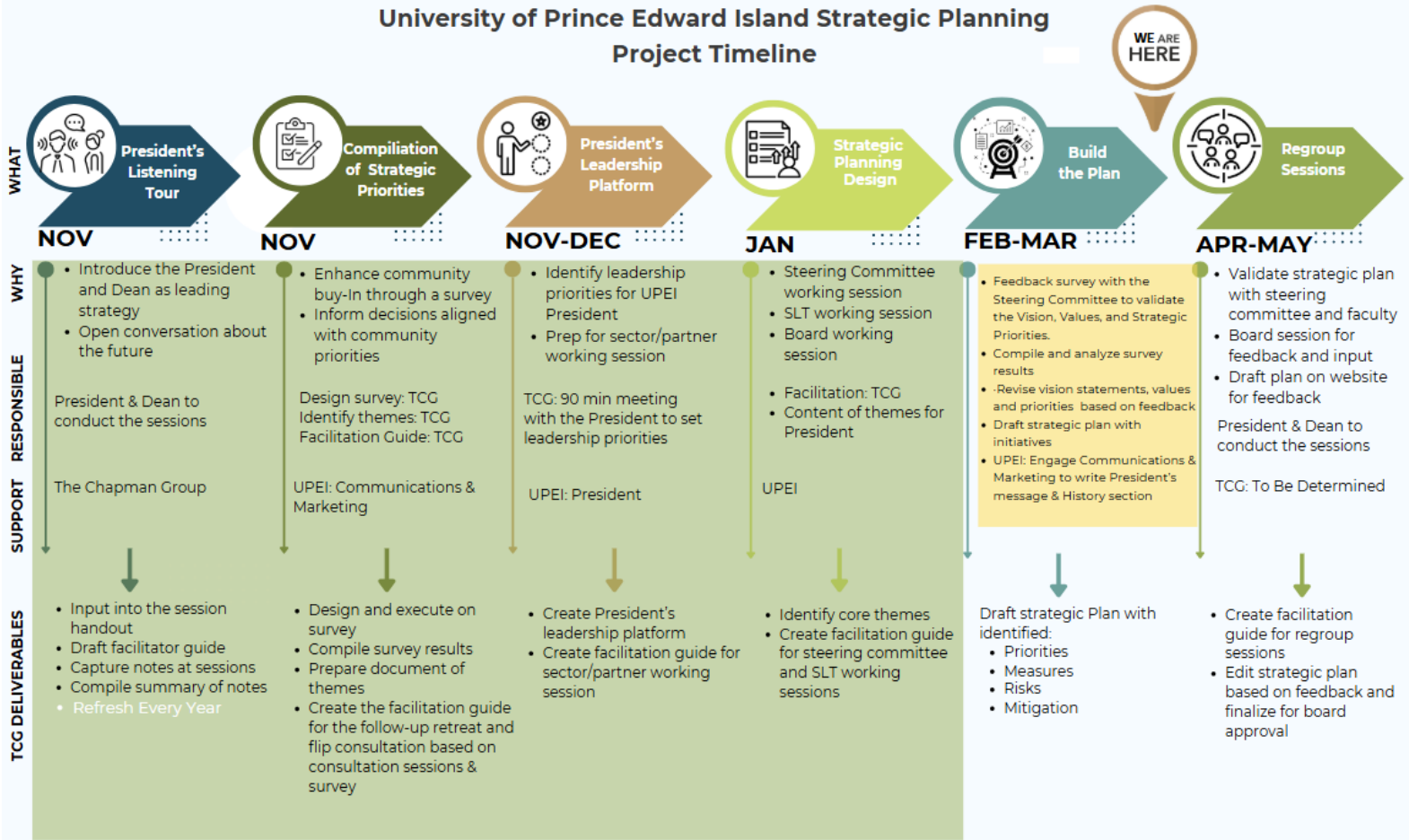
The Committee discussed how to monitor the University's reputation and the development of a process to select the Board Chair and Vice-Chair.

The Committee received updates on the University's strategic planning process and the process to develop a new fair treatment policy.

The Committee approved the March Board Agenda.

THE CHAPMAN GROUP

University of Prince Edward Island Strategic Planning Project Timeline



THE
CHAPMAN


Since January 2025

- Facilitated workshops (Steering Committee, Senior Leadership Team, Board of Governors)
- In-person meetings with the President and University Strategic Plan Steering Committee
- Analyzed all process feedback/input to date
- Steering Committee workshops to review all feedback and draft Values, Vision, Priorities
- Steering Committee survey to validate the Vision, Values, and Strategic Priorities
- Compiled and analyzed survey results
- Revised Vision, Values, and Strategic Priorities based on feedback
- In progress of drafting strategic plan

Next Steps

Activity	Timeline	Responsible
Provide revisions to Steering Committee Co-chairs on the Vision and Values statements as well as Strategic Priorities based on steering committee feedback	March 20	TCG
Feedback from the President on vision, values and priorities prior to board meeting from the President	March 23	UPEI
Engage UPEI Marketing & Communications: <ul style="list-style-type: none"> • Layout/design for draft strategic plan framework (for sharing) • planning to support final document, launch, and roll out 	March 25	UPEI
Board of Governors Meeting	March 25	UPEI
University Strategic Plan Steering Committee Meeting <ol style="list-style-type: none"> 1. President to provide input on values, vision, strategic priorities; share Board guidance 2. Confirm vision, values, strategic priorities 	March 27	UPEI
Draft strategic plan framework to be posted on upei.ca for community review and input (vision, values, priorities, process)	March 31- April 11	TCG/UPEI
Community input and revisions incorporated; full draft of Strategic Plan to President for review	April 18-23	TCG/UPEI
Draft Strategic Plan to Steering Committee to review	Date tbc	UPEI
Full draft Strategic Plan to the Board for review (potential special meeting with the Board: if so, draft to be submitted first of May in advance of meeting the week of May 12)	Week of May 12 (tbc)	TCG/UPEI
Revisions to Strategic Plan	May 14-19	TCG/UPEI
Final version of Strategic Plan to Board of Governors	May 20 for May 27	UPEI

