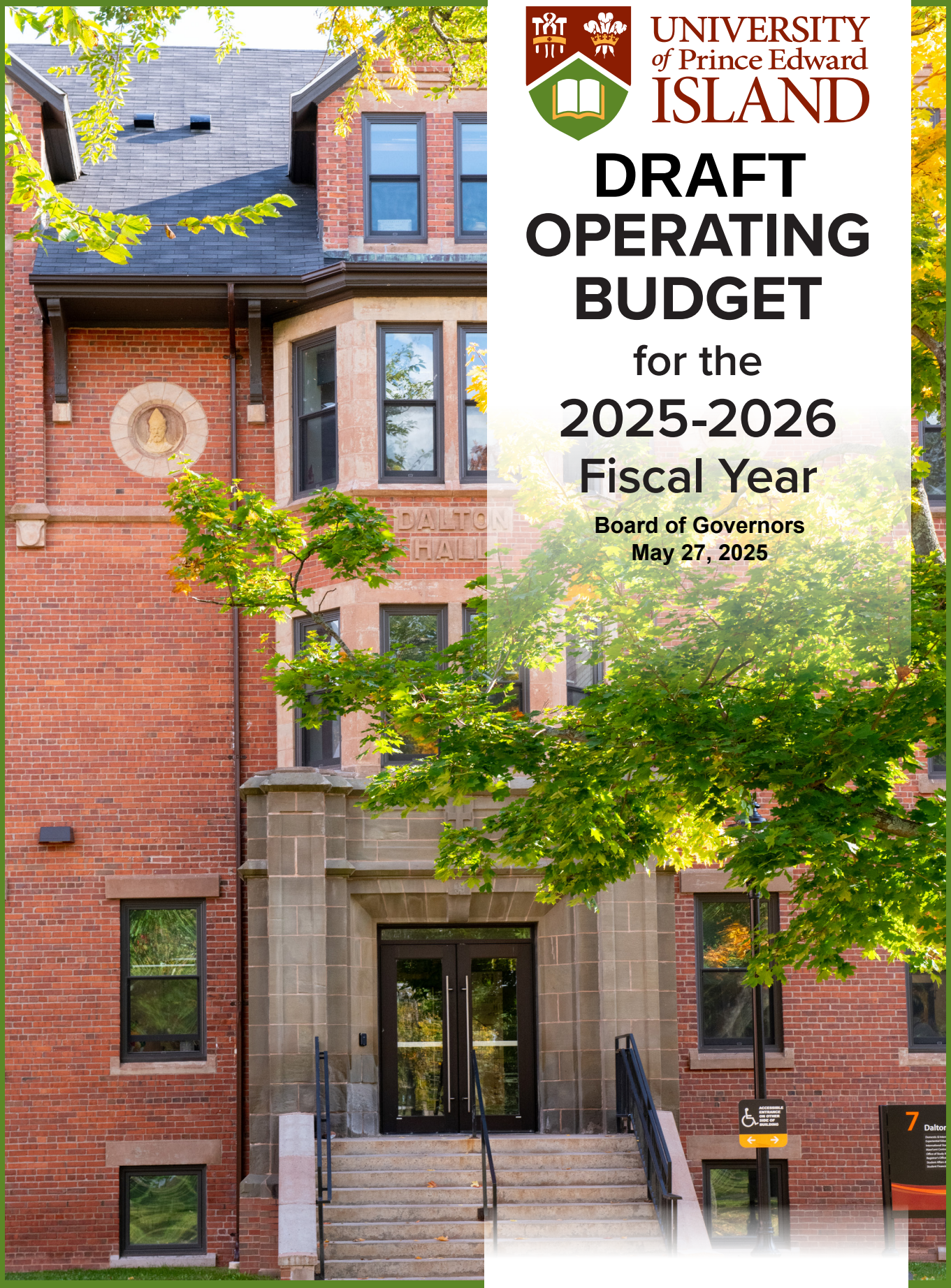

UNIVERSITY of Prince Edward ISLAND

DRAFT OPERATING BUDGET

for the 2025-2026 Fiscal Year

Board of Governors
May 27, 2025

people ▪ excellence ▪ impact

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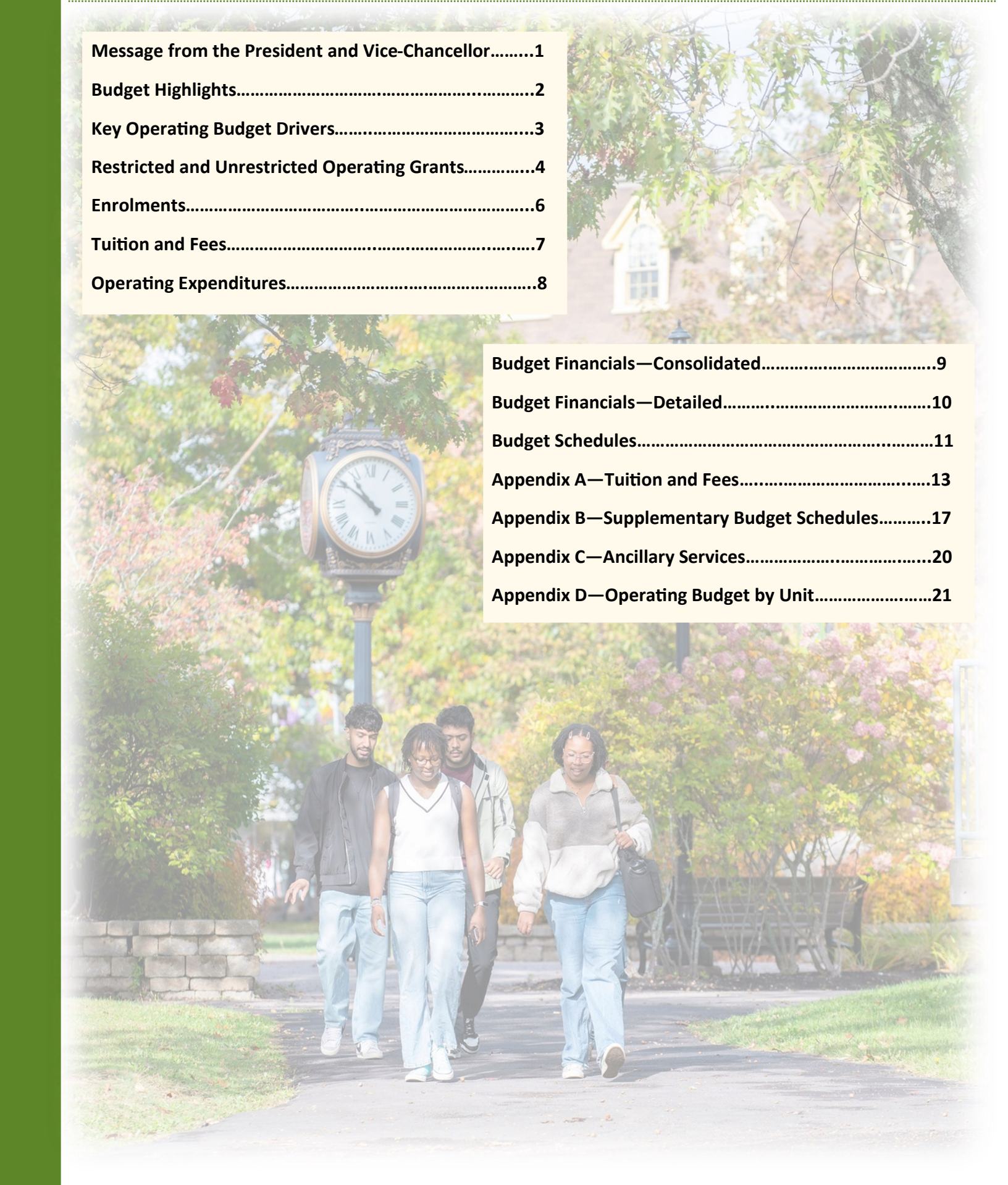


MESSAGE FROM THE PRESIDENT AND VICE-CHANCELLOR

UPEI has demonstrated sound financial stewardship supported by a stable financial environment for some time. As is the case across Canada, UPEI is being significantly challenged by negative impacts resulting from decisions of national Immigration, Refugee and Citizenship Canada (IRCC) policies regarding international students since September 2024. Across the country these changes to federal policy have resulted in severe budgetary restrictions in many institutions including but not limited to program cancellations and reduction in both academic and non-academic staff complement.

Additionally, over the last decade, on average, Canadian universities have shown a revenue-expenses gap of about 2% to 4%, in many cases addressed by reliance on revenue from international students. Comparatively, UPEI's revenue-expense gap, is quite small at <1%. Our main challenge is the reduction in international enrolment in 1st year by approximately 50% in 2024/25, about $3M. 1st year international enrolments are projected to decline further in 2025/26 for a further loss of $3M. This is the main cause of the UPEI revenue-expense gap.

Through the application of budget strategies developed collaboratively and transparently with university leaders, and with support from our government partner, we have achieved a balanced budget for 2025/26.

For the 2025/26 operating budget, we implemented short-term, one-time savings and expense constraints available to us including deferring most strategic priorities, and taking advantage of one-time savings in some areas. We also implemented more enduring strategies such as increasing targets for domestic and international recruitment and retention and implementing competitive increases in domestic and international tuition. UPEI has initiated a review of its academic offerings and curriculum planning from the perspectives of optimizing student experience by reducing the complexity of curricular paths, and by taking a mission-centric and fiscally responsible approach to delivery of curricula. In-year 2025/26, UPEI will continue to look for mission-centred fiscal tactics, including strategic vacancy management. This means leaders will work collaboratively to evaluate every vacancy occurring by attrition to balance financial, operational, and strategic goals. We will focus on sustainable growth in revenue streams including professional development and ancillary services (e.g., residence, food services, conference services, and implementing endowment management fees for the first time in decades).

UPEI will maintain its focus and momentum implementing the Action Plan to improve the university culture, and the continued provision of excellent student supports to optimize student success. UPEI is committed to achieving financial sustainability and the responsible stewardship of public funds and student tuition. This will require dedicated attention and deliberate fiscal stewardship in 2025/26 and going forward.

BUDGET HIGHLIGHTS

Operating Budget

$202.9M

Operating budget increased by 11% compared to 2024-25

Unrestricted Operating Grant

$48.2M

Main Campus operating grant provided by the Government of PEI increased by 9% compared to 2024-25

Budgeted Salary and Benefits

$145.8M

An increase of $12.7M compared to the 2024-25 operating budget

Faculty of Medicine Operating Grant

$22.5M

An increase of $12.8M compared to the 2024-25 Operating Budget

Annual Undergraduate Domestic Tuition

$7,630

Among the lowest undergraduate tuition rates in the Maritimes

Students

5,669

As of the official Oct 1, 2024 count; including 1,897 international students. Represents a 2.5% decrease compared to the 2023 official count

KEY OPERATING BUDGET DRIVERS

In planning for the 2025-26 fiscal year, several key budget drivers were considered to ensure financial stability and strategic growth at the university, including:

GRANT FUNDING

- Operating grants provide essential funding to sustain the institution's core functions. There are three distinct funding packages for the AVC, the Faculty of Medicine, and the main campus.
- The Government of PEI will increase its unrestricted operating grant to the University (excluding the AVC) by 3.5% ($1,513,000) and convert some restricted grants into the core unrestricted grant.
- The four Atlantic provinces will increase their restricted grant to the AVC by $2,249,000 through the interprovincial funding agreement.
- The Government of PEI will increase its restricted operating grant to the Faculty of Medicine by $12,808,000.
- Other restricted and targeted grants will be adjusted as per individual agreements with the funders.

TUITION AND ENROLMENT

Tuition rates and enrolments significantly influence revenues as they account for roughly 30% of the University's operating revenue. As UPEI continues to have the lowest tuition in the region, tuition will increase by 6.5% and international fees by 7.5% as detailed in Appendix A.

SALARIES AND BENEFITS

Salaries and benefits budgets are based on projected salary costs for existing and new employees in support of expanded programming and services as well as step increments and benefit costs.

OTHER EXPENDITURES

Other expenditures have been increased in this budget due to inflationary pressures. Key expenditures impacted include utilities, supplies and library materials.

RESTRICTED AND UNRESTRICTED OPERATING GRANTS

The Government of PEI provides unrestricted and restricted operating grants for specific programs. UPEI has three distinct funding packages:

Atlantic Veterinary College (AVC)

- Funded by Government of PEI as well as the Governments of NB, NS, and NFLD.
- Funds are restricted to support AVC activities only.
- This 5 year agreement includes operating funds, alterations and renovations funds, and graduate student support.

Faculty of Medicine

- Funded by the Government of PEI.
- Funds are restricted to support Faculty of Medicine activities only.
- This is a year to year restricted grant.

Main Campus

- Funded by the Government of PEI.
- Supports the remainder of the University's activities.
- Includes both restricted and unrestricted funding.

RESTRICTED AND UNRESTRICTED OPERATING GRANT HISTORY BY FUNDING PACKAGE

Fiscal Year	AVC	Faculty of Medicine	Main Campus Operating Grant	Main Campus Restricted Grants	Total
2023-24	21,977,000	5,039,000	39,623,000	4,358,000	$70,997,000
2024-25	26,058,000	9,725,000	44,092,000	4,564,000	$84,439,000
2025-26	27,248,000	22,533,000	48,218,000	5,774,000	$103,773,000

RESTRICTED AND UNRESTRICTED OPERATING GRANTS

UPEI receives targeted multi-year funding from both the federal and provincial governments for specific programs, as well as assistance for equipment purchases and renovations that are part of its regular operations.

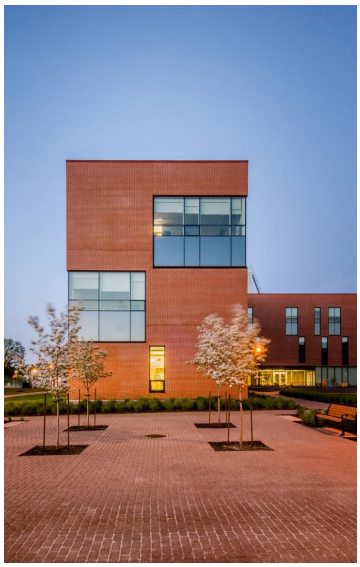
The University will receive new support in 2025-26 for the Master of Cleantech program and international enrolment reduction support.

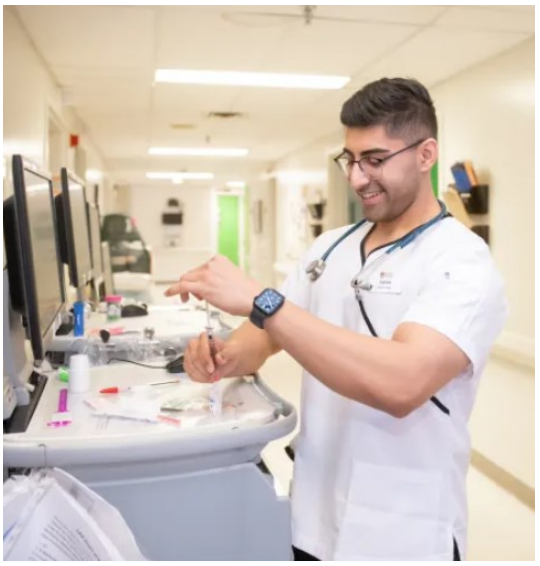
MAIN CAMPUS RESTRICTED GRANTS

Grant	2025-26
Action Plan Administration	$262,000
Alterations, Renovation and Equipment	665,000
Bachelor of Education—francais langue seconde	437,000
Bachelor of Science in Paramedicine	150,000
Health and Wellness Centre	1,213,000
International Enrolment Reduction Support	2,000,000
LPN to BScN Pathway	215,000
Master of Cleantech	500,000
Student Mental Health Support	282,000
Student Union Educational Resources	50,000
Total	$5,774,000

Cleantech ACADEMY

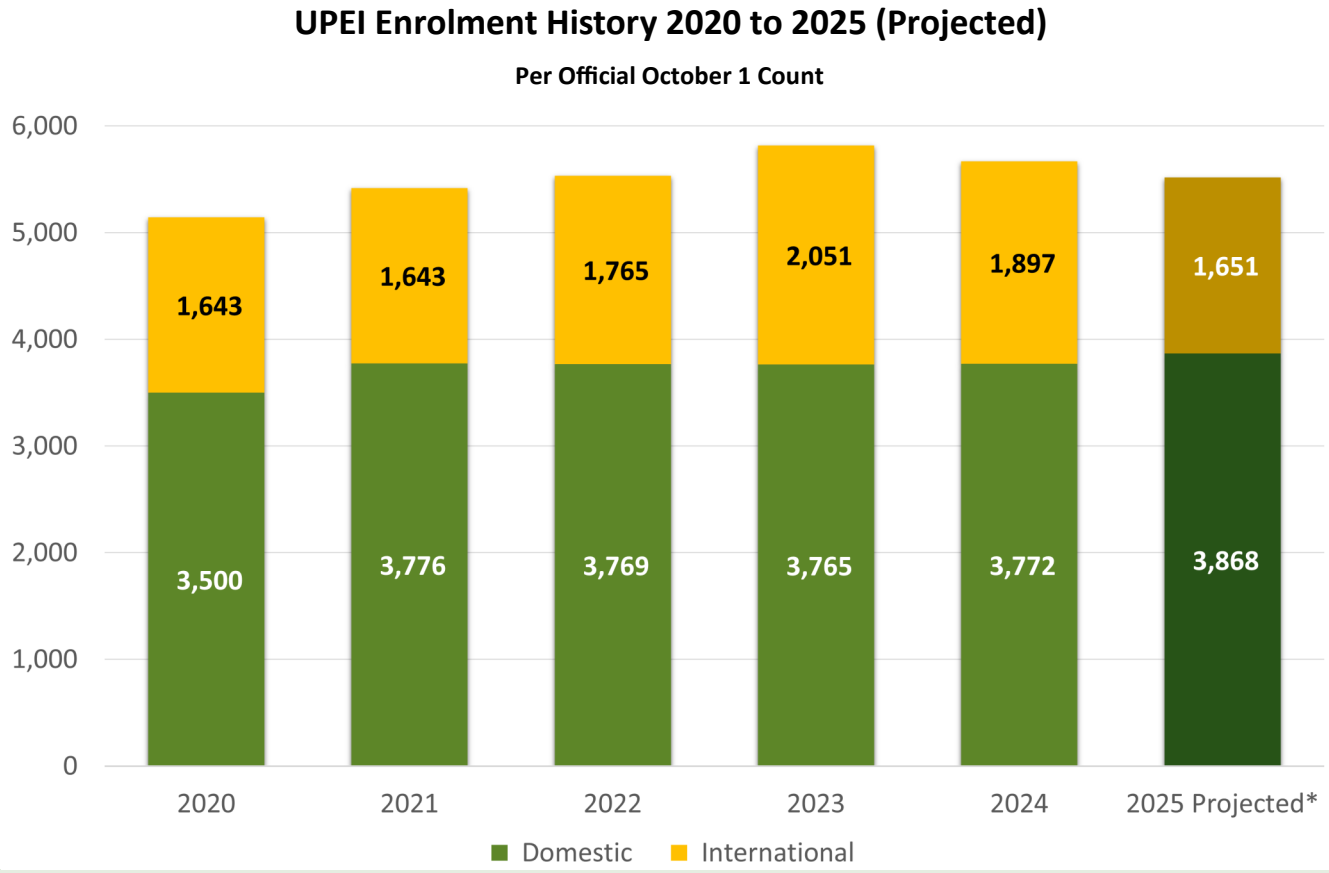
UNIVERSITY of Prince Edward ISLAND HOLLAND COLLEGE



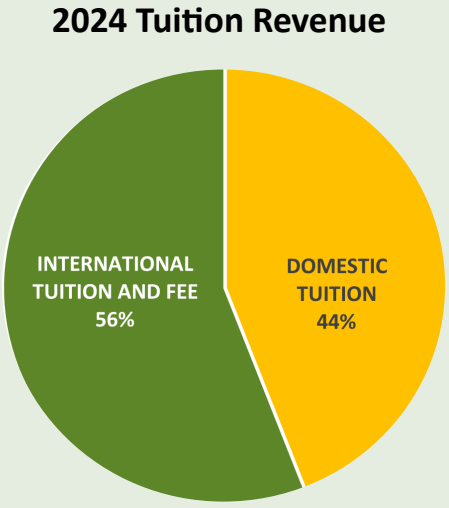


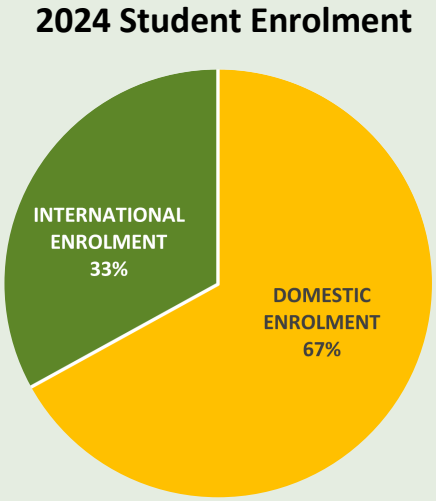
ENROLMENTS

Enrolments are crucial to the University's budget as they directly impact tuition revenue, which is a significant source of funding for the operating budget. The drop in 2024-25 enrolments has posed a financial challenge, prompting the University to invest in a strategic enrolment management initiative. This initiative aims to attract and retain students, ensuring the institution's financial stability and continued growth.

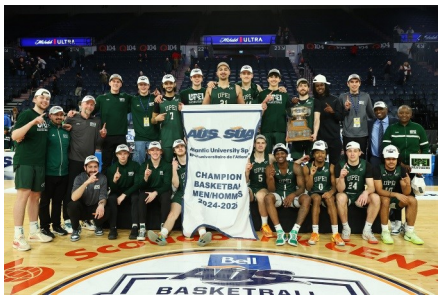


International students are especially vital to the University's operating budget. While international students make up roughly 33% of the student body, they represent 56% of the University's total tuition revenue budget. Their significant financial impact underscores the need for strategic planning to diversify revenue sources, ensuring the University's financial stability and growth in an environment of shrinking enrolments.





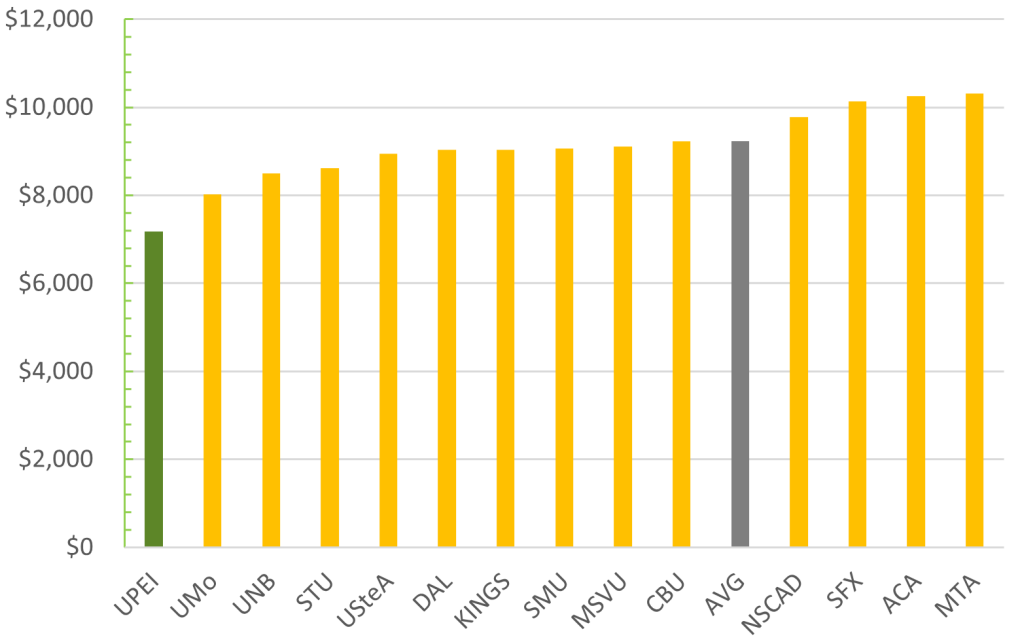
TUITION AND FEES



UPEI balances the need for additional revenue with the goal of keeping tuition affordable for students when considering tuition rate increases. UPEI continues to hold one of the lowest undergraduate tuition rates among universities in the Maritime provinces. In 2025-26, UPEI will increase tuition by 6.5% and international fees by 7.5%. The University is creating a new bursary to support international students in need.

2024-25 Domestic Undergraduate Tuition Rates

Maritime Province Universities



OPERATING EXPENDITURES

Salaries and Benefits

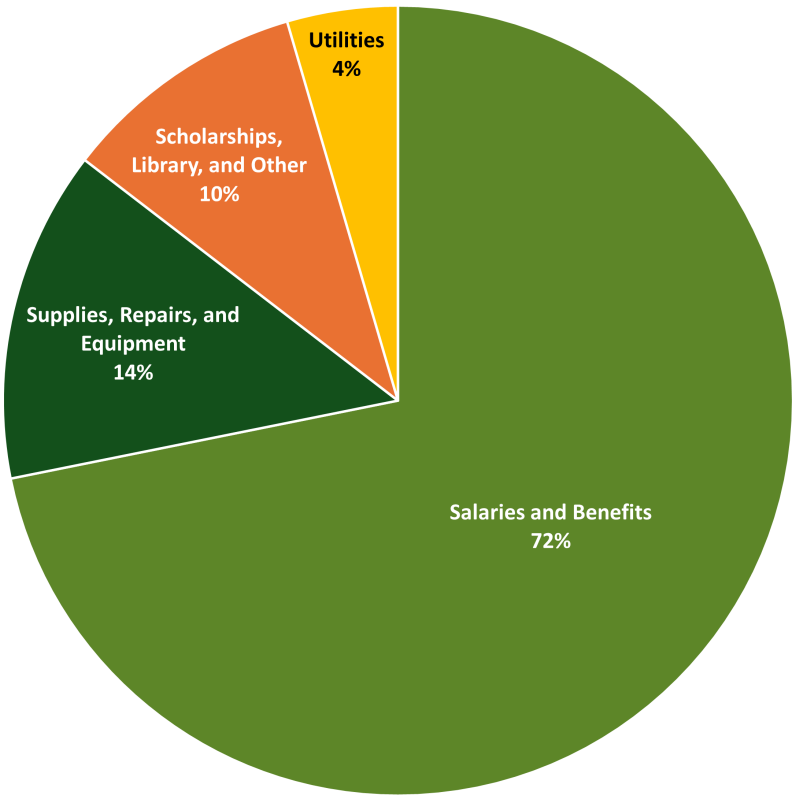
The faculty and staff of UPEI play a pivotal role in achieving the institution's objectives and are integral to the successful operation of any university.

This is evident in the substantial allocation (72 percent) of the operating budget for salaries and benefits.

Other significant expenditures encompass utilities, departmental supplies, equipment, debt financing, scholarships, and library resources.

2025-26 UPEI Operating Expenditure Budget

$202.9M



Institutional Costs

UPEI's expenditure budget is largely comprised of institutional costs.

These costs include debt financing, utilities, scholarships, banking fees, and international agent fees.

Institutional costs are susceptible to inflationary pressures and some institutional costs can fluctuate with enrolment changes. UPEI's institutional costs increase annually as the University continues to evolve.

Other Expenditures

The University uses supplies in many areas of its operations. The most significant areas of supplies expenditure are in support of the revenue generating units, such as ancillary enterprises and the Veterinary Teaching Hospital.

Other expenditures also include travel, research support, library materials, and professional development. These expenditures are all in support of the academic mission of the University.

BUDGET FINANCIALS CONSOLIDATED

University of Prince Edward Island 2025-26 Operating Budget		2024-25	2025-26	Change
Gross Operating Revenues:				
Tuition and Student Fees	Schedule 1	$65,464,084	$63,630,971	-$1,833,113
Unrestricted Operating Grant		44,091,900	48,218,200	4,126,300
Restricted Operating Grants		40,347,104	55,554,823	15,207,719
Ancillary Sales	Schedule 2	12,585,043	12,615,424	30,381
Sales and Service	Schedule 3	19,451,534	20,627,735	1,176,201
Donations and Investment Income		937,092	2,277,693	1,340,601
Total Operating Revenues		$182,876,757	$202,924,846	$20,048,089
Expenditures:				
Salaries and Benefits	Schedule 4	$133,118,154	$145,773,138	$12,654,984
Supplies		13,302,800	13,711,970	409,170
Equipment and Financing	Schedule 5	6,420,586	9,161,935	2,741,349
Library Books and Periodicals		1,780,319	2,499,162	718,843
Externally Contracted Services and Memberships		5,225,655	5,531,731	306,076
Professional Development and Training		928,911	1,263,083	334,172
Repairs and Maintenance		4,396,818	4,706,081	309,263
Scholarships		3,182,654	3,429,882	247,228
Software and Licenses		2,167,108	3,071,166	904,058
Travel		1,286,160	1,483,890	197,730
Utilities		8,235,976	9,185,668	949,692
Other	Schedule 6	2,831,616	3,107,140	275,524
Total Operating Expenditures		$182,876,757	$202,924,846	$20,048,089
Net Operating Balance		$0	$0	$0

BUDGET FINANCIALS DETAILED

2025-26 Operating Budget - Detailed

	Main Campus	AVC*	Medicine*	UPEI Consolidated	2024-25	Change	% of Total Budget
Gross Operating Revenues:							
Tuition and Student Fees	$52,468,271	$10,863,450	$299,250	$63,630,971	$65,464,084	-$1,833,113	31%
Unrestricted Operating Grant	48,218,200	0	0	48,218,200	44,091,900	4,126,300	24%
Restricted Operating Grants	5,774,305	27,247,518	22,533,000	55,554,823	40,347,104	15,207,719	27%
Ancillary Sales	12,615,424	0	0	12,615,424	12,585,043	30,381	6%
Sales and Service	3,901,490	16,666,245	60,000	20,627,735	19,451,534	1,176,201	10%
Donations and Investment Income	2,032,875	244,818	0	2,277,693	937,092	1,340,601	1%
Total Operating Revenues	**$125,010,565**	**$55,022,031**	**$22,892,250**	**$202,924,846**	**$182,876,757**	**$20,048,089**	**100%**
Expenditures:							
Salaries and Benefits	$91,933,444	$39,873,035	$13,966,659	$145,773,138	$133,118,154	$12,654,984	72%
Supplies	7,858,663	5,195,663	657,644	13,711,970	13,302,800	409,170	7%
Equipment and Financing	3,967,194	540,821	4,653,920	9,161,935	6,420,586	2,741,349	5%
Library Books and Periodicals	1,225,806	539,062	734,294	2,499,162	1,780,319	718,843	1%
Externally Contracted Services and Memberships	3,078,673	1,753,010	700,048	5,531,731	5,225,655	306,076	3%
Professional Development and Training	679,663	224,670	358,750	1,263,083	928,911	334,172	1%
Repairs and Maintenance	2,711,746	1,933,438	60,897	4,706,081	4,396,818	309,263	2%
Scholarships	3,321,747	108,135	0	3,429,882	3,182,654	247,228	2%
Software and Licenses	1,979,977	490,873	600,316	3,071,166	2,167,108	904,058	2%
Travel	1,031,136	154,754	298,000	1,483,890	1,286,160	197,730	1%
Utilities	5,337,404	3,439,975	408,289	9,185,668	8,235,976	949,692	5%
Other	1,885,112	768,595	453,433	3,107,140	2,831,616	275,524	2%
Total Operating Expenditures	**$125,010,565**	**$55,022,031**	**$22,892,250**	**$202,924,846**	**$182,876,757**	**$20,048,089**	**100%**
Net Operating Balance	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

** Medicine and AVC do not match Appendix D as this schedule includes shared services such as Library, ITSS, Human Resources, and other.*

BUDGET SCHEDULES

University of Prince Edward Island
2025-26 Operating Budget

Schedule 1	2024-25	2025-26	Change
Tuition and Student Fees:			
Undergraduate Programs	$35,267,009	$35,830,225	$563,216
Post-graduate Programs	2,936,737	3,181,226	244,489
International and Unsubsidized Fee	19,863,691	17,697,057	-2,166,634
Non-credit Programs	2,296,847	1,950,725	-346,122
Other Tuition and Fees	5,099,800	4,971,738	-128,062
Total Tuition and Student Fees	$65,464,084	$63,630,971	-$1,833,113

Schedule 2	2024-25	2025-26	Change
Ancillary Sales:			
Residences and Conference Services	$10,821,193	$10,718,749	-$102,444
Bookstore	1,494,850	1,627,675	132,825
Parking	269,000	269,000	0
Total Ancillary Sales	$12,585,043	$12,615,424	$30,381

Schedule 3	2024-25	2025-26	Change
Sales and Service:			
Veterinary Teaching Hospital	$11,618,000	$11,655,796	$37,796
Diagnostic Services	3,537,719	3,797,000	259,281
Athletics and Recreation	666,038	666,038	0
Other Sales and Services and Recoveries	3,629,777	4,508,901	879,124
Total Sales and Service	$19,451,534	$20,627,735	$1,176,201

BUDGET SCHEDULES (CONTINUED)

University of Prince Edward Island
2025-26 Operating Budget

Schedule 4	2024-25	2025-26	Change
Salaries and Benefits:			
Full-time and Part-time Teaching	$50,424,904	$53,194,196	$2,769,292
Staff	55,635,850	65,050,293	9,414,443
Students	3,260,236	3,207,702	-52,534
Benefits	23,797,164	24,320,947	523,783
Total Salaries and Benefits	$133,118,154	$145,773,138	$12,654,984

Schedule 5	2024-25	2025-26	Change
Equipment and Financing:			
Equipment and Equipment Financing	$3,540,522	$2,763,143	-$777,379
Debt Financing	2,880,064	6,398,792	3,518,728
Total Equipment and Financing	$6,420,586	$9,161,935	$2,741,349

Schedule 6	2024-25	2025-26	Change
Other Expenditures:			
Advertising	$358,473	$401,730	$43,257
Bad Debts and Banking Fees	610,600	665,500	54,900
Equipment and Facility Rental	468,193	376,882	-91,311
Insurance and Property Tax	698,176	866,404	168,228
Hospitality	181,087	206,537	25,450
Research Support	515,087	590,087	75,000
Total Other Expenditures	$2,831,616	$3,107,140	$275,524

APPENDIX A TUITION AND FEES

Undergraduate Tuition Fees - All Programs		2024-25	2025-26	Change
Credit Tuition	3 Semester Hours	$717	$763	$46
Non - Credit (Audit)	3 Semester Hours	$456	$485	$29
International Fees	Undergraduate International Fee Full-time Student (academic year) excluding DVM	$8,410	$9,040	$630
	Undergraduate International Fee Part-time Student (per course)	$841	$904	$63
Other Tuition	Student Success Fee	$581	$618	$37
	Course Based PLAR	$2,251	$2,397	$146
	Program Based PLAR	$359	$382	$23
	Dietetic Internship	$718	$764	$46

Undergraduate Other Fees by Program		2024-25	2025-26	Change
Other Fees	Laboratory Fee (per course)	$100	$100	$0
Arts	Music Instruction Fee (per course)	$550	$550	$0
Business	Co-op Program Acceptance Fee	$778	$778	$0
	Student Service Fee	$200	$200	$0
Education	Professional Fee	$1,000	$1,000	$0
Engineering	Professional Fee	$1,250	$1,250	$0
Nursing	Professional Fee – 4-year program	$600	$600	$0
	Professional Fee – Accelerated Program	$1,200	$1,200	$0
	Canadian Nursing Student Association Fee	$11	$11	$0
Science	Co-op Program Acceptance Fee (Computer Science, Physics)	$778	$778	$0

Doctor of Veterinary Medicine		2024-25	2025-26	Change
Credit Tuition	Canadian	$15,662	$16,602	$940
	Unsubsidized Seat (Previously International)	$78,544	$84,435	$5,891
Other Fees	DVM Professional Fee	$300	$300	$0
	SCVMA Fee	$5	$5	$0
	SAVMA Fee	$17	$30	$13

APPENDIX A (CONTINUED)

Masters Program Tuition		2024-25	2025-26	Change
Master of Engineering, Nursing, Science and Veterinary Science	Program fee (6 installments)	$9,681	$10,310	$629
	Per course	$966	$1,028	$62
Master of Arts	Master of Arts in Island Studies Per Course	$1,354	$1,442	$88
	Thesis	$5,416	$5,768	$352
Multi-Disciplinary	Master of Applied Health Research Program Fee (6 installments)	$15,057	$16,036	$979
Master of Education	Per course	$1,094	$1,165	$71
	Thesis	$4,376	$4,660	$284
Master of Business	Per course	$1,640	$1,746	$106
Executive Master of Business	Per course	$3,013	$3,208	$195
	Capstone course	$6,027	$6,419	$392
Master of Cleantech	Per course	$0	$1,746	$1,746
All Masters Programs	Per course – Non-Credit (Audit)	$652	$694	$42
	International Tuition Fee Full-time Student for Installment Based Programs	$8,410	$9,040	$630
	International Tuition Fee - Course Based Programs (Per Course)	$841	$904	$63

PhD and Doctoral Tuition		2024-25	2025-26	Change
PhD Science, Veterinary Science, Education and Engineering	Program Fee (9 installments)	$14,506	$15,449	$943
Doctoral Clinical Psychology	Program Fee (12 installments)	$37,636	$40,082	$2,446
All Masters Programs	International Tuition Fee Full-time Student for Installment Based Programs	$8,410	$9,040	$630
	International Tuition Fee - Course Based Programs (Per Course)	$841	$904	$63

Graduate Fees by Program		2024-25	2025-26	Change
All Programs	Maintenance of Status Fee – All Masters & PhD programs	$1,500	$1,500	$0
Master of Business and EMBA	Student Service Fee	$200	$200	$0
Master of Nursing	Professional Fee - NP Program	$250	$250	$0

APPENDIX A (CONTINUED)

Other Program and Course Fees		2024-25	2025-26	Change
Other Program and Course Fees	Fitness and Administration Fee- Full Time	$276	$276	$0
	Administration Fee - Part-Time (per course)	$10	$10	$0
	Technology Fee - Full-Time	$100	$100	$0
	Technology Fee - Part-Time (per course)	$16	$16	$0
	Library Resources Fee - Full-Time	$90	$90	$0
	Library Resources Fee - Part-Time (per course)	$15	$15	$0
	Challenge Examination	$358	$381	$23
	Evaluation of Special Credits	$358	$381	$23
Application Fees	DVM	$75	$75	$0
	Study Abroad Application Fee	$0	$150	$150
	All other programs	$50	$50	$0
Miscellaneous Fees	SAVS Laundry Fees – DVM	$50	$50	$0
	Study Abroad Program Fee	$0	$2,500	$2,500
	NSF Returned Cheque Administration Fee	$20	$20	$0
	Late Payment Fees (fees and balance, if applicable, not paid in full)			
	Fall and Winter Semesters			
	Full-time	$60	$60	$0
	Part-time	$30	$30	$0
	Summer Sessions			
	After last day for advance registration	$25	$25	$0
	Reinstatement Fee (after cancellation of registration)			
	Full-time students	$50	$50	$0
	Part-time students	$25	$25	$0
Tuition Deposits Non-refundable*	**Domestic Students**			
	All undergraduate and graduate programs (except as noted below)	$250	$250	$0
	DVM	$1,000	$1,000	$0
	Master of Education	$1,000	$1,000	$0
	MBA and Executive Master of Business	$1,000	$1,000	$0
	International Students**			
	All undergraduate programs (Including DVM and BEd)	$5,000	$3,000	-$2,000
	Graduate programs - Course Based	$1,000	$3,000	$2,000
	Graduate programs - Thesis Based	$1,000	$1,000	$0
	Graduate programs - AVC Post-Graduate Training	$1,000	$1,000	$0

**Tuition deposits are for first year students only.*

***International student deposits may be eligible for a refund, less an administrative fee, provided the applicant supplies proof of government issued visa rejection letter.*

APPENDIX A (CONTINUED)

Residences Rates (Academic Year)		2024-25	2025-26	Change
Room	**Bernadine Hall**			
	Double	$5,668	$5,951	$283
	Single	$7,243	$7,605	$362
	Andrew Hall			
	1 Bedroom Suite	$8,012	$8,573	$561
	2 or 3 Bedroom Suite	$7,627	$8,573	$946
	Blanchard Hall	$7,444	$8,340	$896
	Performing Arts Centre and Residence			
	Single Apartment	$8,528	$9,296	$768
	2 Bedroom Suite	$8,112	$9,296	$1,184
	3 Bedroom Apartment	$8,528	$9,296	$768
	Double Apartment	$7,280	$7,935	$655
Meal Services	**Unlimited Access Residential Plans**			
	7 Day Meal Plan (includes $100 retail cash per term)	$5,893	$6,247	$354
	5 Day Meal Plan (includes $100 retail cash per term)	$5,776	$6,123	$347
Other	Room Deposit	$500	$500	$0

APPENDIX B SUPPLEMENTARY BUDGET SCHEDULES

University of Prince Edward Island
2025-26 Operating Budget
Atlantic Veterinary College (AVC)

	2024-25	2025-26	Change
Gross Operating Revenues:			
Tuition and Student Fees	$10,179,237	$10,863,450	$684,213
Restricted Operating Grants	26,057,605	27,247,518	1,189,913
Sales and Service	16,404,602	16,666,245	261,643
Donations and Investment Income	204,217	244,818	40,601
Total Operating Revenues	**$52,845,661**	**$55,022,031**	**$2,176,370**
Expenditures:			
Salaries and Benefits	$38,217,777	$39,873,035	$1,655,258
Supplies	5,000,603	5,195,663	195,060
Equipment and Financing	1,053,378	540,821	-512,557
Library Books and Periodicals	524,928	539,062	14,134
Externally Contracted Services and Memberships	1,697,022	1,753,010	55,988
Professional Development and Training	219,153	224,670	5,517
Repairs and Maintenance	1,648,367	1,933,438	285,071
Scholarships	31,907	108,135	76,228
Software and Licenses	370,924	490,873	119,949
Travel	147,664	154,754	7,090
Utilities	3,201,015	3,439,975	238,960
Other	732,923	768,595	35,672
Total Operating Expenditures	**$52,845,661**	**$55,022,031**	**$2,176,370**
Net Operating Balance	**$0**	**$0**	**$0**

**Faculty of Veterinary Medicine does not match Appendix D as this schedule includes shared services such as Library, ITSS, Human Resources, and other*

APPENDIX B SUPPLEMENTARY BUDGET SCHEDULES

University of Prince Edward Island
2025-26 Operating Budget
Faculty of Medicine

	2024-25	2025-26	Change
Gross Operating Revenues:			
Tuition and Student Fees	$0	$299,250	$299,250
Restricted Operating Grants	9,725,200	22,533,000	12,807,800
Sales and Service	0	60,000	60,000
Total Operating Revenues	**$9,725,200**	**$22,892,250**	**$13,167,050**
Expenditures:			
Salaries and Benefits	$7,728,752	$13,966,659	$6,237,907
Supplies	301,666	657,644	355,978
Equipment and Financing	316,292	4,653,920	4,337,628
Library Books and Periodicals	48,837	734,294	685,457
Externally Contracted Services and Memberships	550,000	700,048	150,048
Professional Development and Training	171,100	358,750	187,650
Repairs and Maintenance	0	60,897	60,897
Software and Licenses	21,553	600,316	578,763
Travel	270,000	298,000	28,000
Utilities	0	408,289	408,289
Other	317,000	453,433	136,433
Total Operating Expenditures	**$9,725,200**	**$22,892,250**	**$13,167,050**
Net Operating Balance	**$0**	**$0**	**$0**

**Faculty of Medicine does not match Appendix D as this schedule includes shared services such as Library, ITSS, Human Resources, and other*

APPENDIX B SUPPLEMENTARY BUDGET SCHEDULES

University of Prince Edward Island
2025-26 Operating Budget
Main Campus

	2024-25	2025-26	Change
Gross Operating Revenues:			
Tuition and Student Fees	$55,284,847	$52,468,271	-$2,816,576
Unrestricted Operating Grant	44,091,900	48,218,200	4,126,300
Restricted Operating Grants	4,564,299	5,774,305	1,210,006
Ancillary Sales	12,585,043	12,615,424	30,381
Sales and Service	3,046,932	3,901,490	854,558
Donations and Investment Income	732,875	2,032,875	1,300,000
Total Operating Revenues	**$120,305,896**	**$125,010,565**	**$4,704,669**
Expenditures:			
Salaries and Benefits	$87,171,625	$91,933,444	$4,761,819
Supplies	8,000,531	7,858,663	-141,868
Equipment and Financing	5,050,916	3,967,194	-1,083,722
Library Books and Periodicals	1,206,554	1,225,806	19,252
Externally Contracted Services and Memberships	2,978,633	3,078,673	100,040
Professional Development and Training	538,658	679,663	141,005
Repairs and Maintenance	2,748,451	2,711,746	-36,705
Scholarships	3,150,747	3,321,747	171,000
Software and Licenses	1,774,631	1,979,977	205,346
Travel	868,496	1,031,136	162,640
Utilities	5,034,961	5,337,404	302,443
Other	1,781,693	1,885,112	103,419
Total Operating Expenditures	**$120,305,896**	**$125,010,565**	**$4,704,669**
Net Operating Balance	**$0**	**$0**	**$0**

APPENDIX C ANCILLARY SERVICES

University of Prince Edward Island 2025-26 Operating Budget Ancillary Enterprises	Residence Services*	Bookstore	Parking	Total
Revenue:				
Sales	$10,718,749	$1,627,675	$269,000	$12,615,424
Total Revenue	**$10,718,749**	**$1,627,675**	**$269,000**	**$12,615,424**
Expenditures:				
Salaries and Benefits	$3,182,101	$441,027	$0	$3,623,128
Supplies	2,812,169	1,059,723	3,500	3,875,392
Equipment and Financing	2,847,206	2,400	0	2,849,606
Professional Development and Training	42,000	0	0	42,000
Repairs and Maintenance	399,300	2,000	88,457	489,757
Travel	15,500	0	0	15,500
Utilities	1,030,200	35,000	0	1,065,200
Other	261,400	85,800	1,200	348,400
Total Expenditures	**$10,589,876**	**$1,625,950**	**$93,157**	**$12,308,983**
Total Net Contribution from Ancillary Operations	**$128,873**	**$1,725**	**$175,843**	**$306,441**

Expenditures are included in appropriate summarized categories in main document.

** Residence Services includes residences, food, and conference services*

APPENDIX D OPERATING BUDGET BY UNIT

University of Prince Edward Island 2025-26 Operating Budget Operating Budget by Unit			
Expenditures by Unit	**2024-25**	**2025-26**	**Change**
VP Academic and Research			
---Faculty of Arts	**$15,767,000**	**$15,986,000**	**$219,000**
---Faculty of Education	**3,692,000**	**3,834,000**	**142,000**
---Faculty of Graduate Studies and Office of Research	**1,647,000**	**2,552,000**	**905,000**
---Faculty of IKERAS	**1,671,000**	**1,736,000**	**65,000**
---Faculty of Medicine and Health and Wellness Centre	**9,191,000**	**17,776,000**	**8,585,000**
---Faculty of Nursing	**6,582,000**	**7,268,000**	**686,000**
---Faculty of Science	**15,104,000**	**16,234,000**	**1,130,000**
---Faculty of Sustainable Design Engineering	**4,869,000**	**4,513,000**	**-356,000**
---Faculty of Veterinary Medicine	**38,827,000**	**40,567,000**	**1,740,000**
---MacDougall Faculty of Business	**5,266,000**	**5,533,000**	**267,000**
---Library	**4,694,000**	**5,693,000**	**999,000**
---Office of the Associate VP of Students and Registrar	**11,891,000**	**12,051,000**	**160,000**
---Office of the Vice-President Academic and related institutional costs	**3,936,000**	**4,174,000**	**238,000**
VP Academic and Research Total	**$123,137,000**	**$137,917,000**	**$14,780,000**
VP Administration and Finance			
---Athletics	**$3,182,000**	**$3,215,000**	**$33,000**
---Ancillary Services	**12,279,000**	**12,309,000**	**30,000**
---Facilities Management and Security Services	**19,302,000**	**21,915,000**	**2,613,000**
---Finance	**3,776,000**	**4,442,000**	**666,000**
---Office of the Vice-President Administration and Finance, Health, Safety and Environment, Privacy and related institutional costs	**$3,650,000**	**$3,958,000**	**$308,000**
VP Administration and Finance Total	**$42,189,000**	**$45,839,000**	**$3,650,000**
Chief Information Officer			
---IT Systems and Services	**$8,254,000**	**$8,313,000**	**$59,000**
Chief Information Officer Total	**$8,254,000**	**$8,313,000**	**$59,000**

Note: Certain budget lines in the 2024-25 budget have been reclassified to reflect new reporting groupings as a result of a new financial reporting model.

Note: The above budget figures for Faculty of Medicine and Faculty of Veterinary Medicine do not include shared service expenditures which are budgeted for in the related service unit.

APPENDIX D OPERATING BUDGET BY UNIT (CONTINUED)

University of Prince Edward Island 2025-26 Operating Budget Operating Budget by Unit			
Expenditures by Unit	**2024-25**	**2025-26**	**Change**
VP People and Culture			
--- Human Resources	**$2,686,000**	**$2,992,000**	**$306,000**
--- Office of the Vice-President People and Culture, EDI, SVPRO and related institutional costs	**1,822,000**	**2,590,000**	**768,000**
VP People and Culture Total	**$4,508,000**	**$5,582,000**	**$1,074,000**
President			
--- Development and Alumni Engagement, Marketing and Communications	**$2,748,000**	**$2,974,000**	**$226,000**
--- Office of the President and related institutional costs	**1,826,000**	**2,036,000**	**210,000**
President Total	**$4,574,000**	**$5,010,000**	**$436,000**
Board of Governors			
--- Board of Governors and Senate	**$214,000**	**$265,000**	**$51,000**
Board of Governors Total	**$214,000**	**$265,000**	**$51,000**
Total	**$182,876,000**	**$202,926,000**	**$20,050,000**

Note: Certain budget lines in the 2024-25 budget have been reclassified to reflect new reporting groupings as a result of a new financial reporting model.

Note: The above budget figures for Faculty of Medicine and Faculty of Veterinary Medicine do not include shared service expenditures which are budgeted for in the related service unit.

UNIVERSITY of Prince Edward ISLAND

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

PROGRESS REPORT - YEAR 0 AND YEAR 1

LAND ACKNOWLEDGEMENT

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

ACTION PLAN IMPLEMENTATION OVERVIEW

Implementation Plans

Through the UPEI Action Plan, the University outlined the following goals:

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

The UPEI Action Plan documents actions to be implemented over a 6-year period, beginning 2023 and continuing through 2029, building the basic structures and necessary foundational pieces into the early implementation years.

Along with defining Goals, Actions, and Supporting Actions, the UPEI Action Plan also defines the timeline for which each would be implemented. It was understood that many of the defined actions would require significant planning and resources to effectively implement, therefore, many actions are associated with a multi-year timeline commitment.

In contrast, the annual Implementation Plans outline the specific activities to be undertaken and completed within a given year. In addition to providing the basis for the annual audits, these plans serve as work plans, specifying the activities that will be completed to advance the implementation of the Supporting Action during that year.

Overall Implementation Approach

The stated goals serve as the foundation for the actions outlined in the UPEI Action Plan and have consistently shaped the direction and decision-making throughout the implementation. When necessary, activities were revised or timelines extended, ensuring that initiative would be implemented effectively and sustainably and in consideration of resource availability and capacity. In each case, decisions were made with the focus remaining on achieving meaningful outcomes.

The success of this implementation is not solely defined by completing each implementation activity, but also by ensuring that the initiatives are built into the operations of the University moving forward, ensuring a long-lasting impact.

REPORT PURPOSE

This progress report will provide an update on the progress of the Action Plan Implementation in Year 0 (May 1, 2023 – April 30, 2024) and Year 1 (May 1, 2024 - April 30, 2025).

In the spirit of transparency and accountability, the University is committed to report annually on the progress of the implementation of the Action Plan and to the proactive communication of any variations in the work completed, compared to the commitments made in the annual Implementation Plan(s).

The progress outlined within this document will be assessed through the first annual audit, in accordance with the CSAE 3000 audit standard.

Scope of the Progress Report

This report will outline the progress made against the implementation activities defined in the Year 0 and Year 1 Implementation Plans.

The progress summary for each implementation year will include:

- Highlights of the work completed within the year
- A breakdown showing the implementation status of all activities, group by their associated goal from the UPEI Action Plan.

Attached appendices provide detailed status updates and explanation of any changes to scope or timeline for all implementation activities.

Audit

In accordance with the UPEI Review, the implementation of the UPEI Action Plan will be subject to an annual audit. The progress outlined within this document will be assessed through the first annual audit, in accordance with the CSAE 3000 audit standard.

The audit results for this first audit will be finalized and made available by November 1st, 2025.

PROGRESS SUMMARY YEAR 0 (May 1,2023 – April 30, 2024)

Implementation Highlights

Following the release of the UPEI Review in June 2023, the University began working toward fostering a campus culture of trust, safety, and inclusion. The work completed through April 30, 2024, is detailed in the Year 0 Implementation Plan, which outlines several foundational steps in the University's journey to move forward.

As part of this effort, the University acknowledged and took accountability for the issues identified in the UPEI Review by publicly sharing the findings, issuing an apology for the harm caused, and offering support to the campus community. This included the announcement of a new Equity, Diversity, and Inclusion (EDI) and Human Rights department, along with a formal commitment to meaningful change in the development of the UPEI Action Plan.

The development of the Action Plan was a consultative process that involved listening to survivors of harm, hosting campus listening sessions and town halls, and forming the UPEI Action Plan Advisory Group. This group, composed of both campus and broader community stakeholders, played a key role in offering feedback and shaping the direction of the Action Plan.

To ensure strong and representative governance, the University conducted a public recruitment process to fill vacancies on its Board of Governors, with a focus on addressing any gaps in representation and necessary competencies. In addition, the Campus Culture Oversight Committee was established to monitor and guide the implementation of the Action Plan. Demonstrating a further commitment to accountability and oversight, the University obtained an external review of its Board governance practices.

A job description for the position of President and Vice-Chancellor was also developed, emphasizing the importance of leadership in driving cultural change. This position was filled through a transparent and consultative process, which included opportunities for the campus community to engage with and provide feedback on the shortlisted candidates.

The work within Year 0 was focused on foundational activities completed through the 2023-24 fiscal year, and documented in the Year 0 Implementation Plan, ensuring the work could be audited.

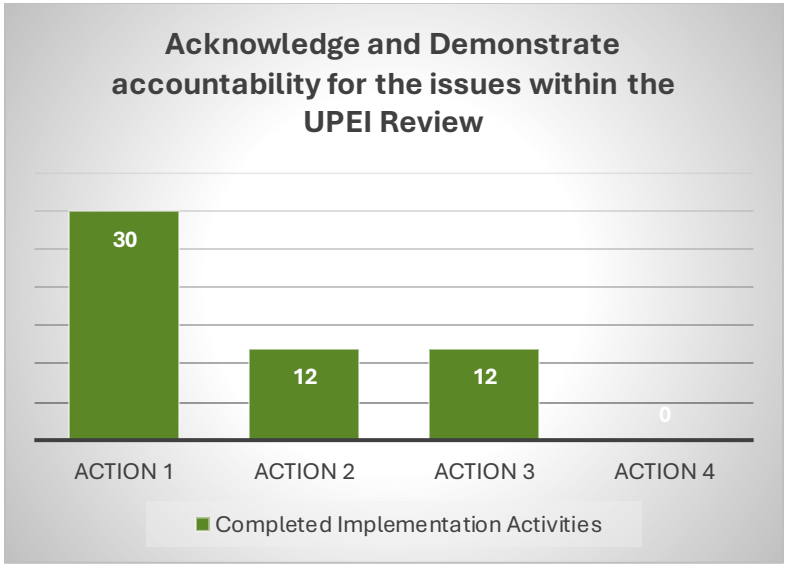
During the development of the plan it was determined that additional activities would be added to the Year 1 Implementation plan to ensure the defined Year 0 Supporting Actions were effectively implemented. These activities are outlined in detail in Appendix A.

Breakdown of Implementation Activities by Goal (Year 0)

The charts below show where the foundational work within Year 0 was focused, in relation to the goals outlined in the Action Plan. A more detailed breakdown of all Year 0 Implementation Activities is provided in Appendix A.

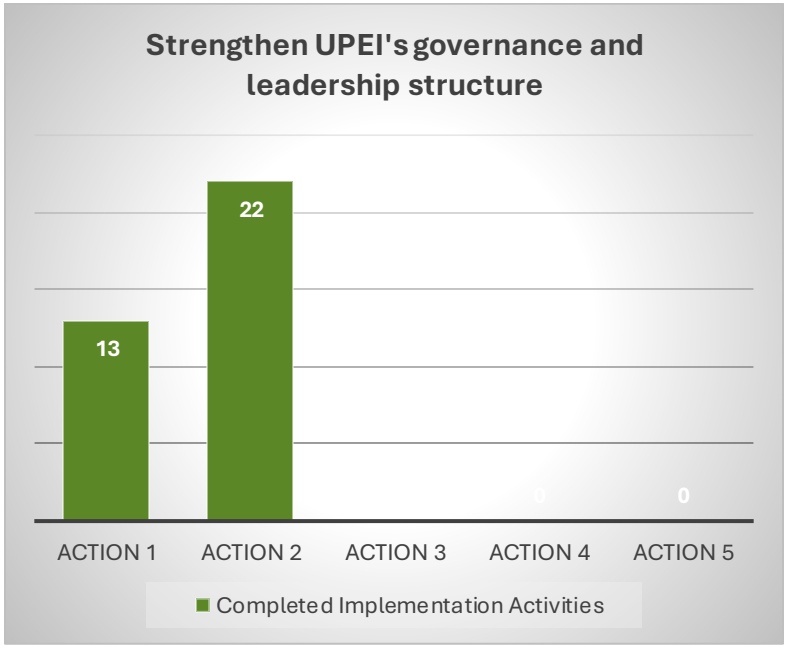
Goal 1: Acknowledge and demonstrate accountability for the issues within the UPEI Review

- ***Action 1**: Publish the UPEI Review and acknowledge the serious issues within it*
- ***Action 2:** Commit to addressing all the recommendations within the UPEI Review*
- ***Action 3:** Develop an Action Plan to drive the cultural change needed at UPEI*
- ***Action 4:** Conduct annual audits to monitor the implementation progress of the UPEI Action Plan*



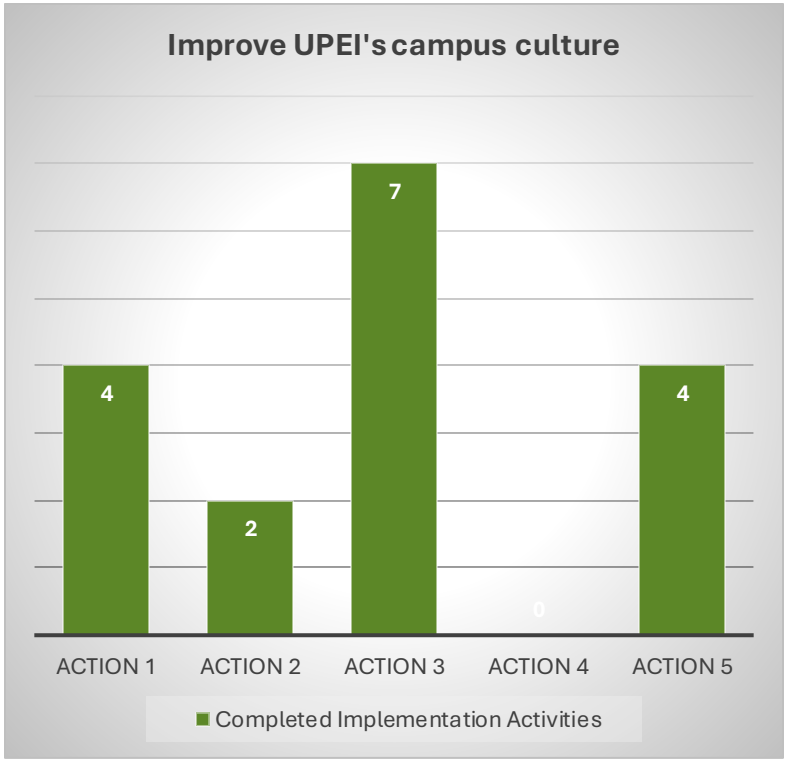
Goal 2: Strengthen UPEI's governance and leadership structure

- ***Action 1**: Use a transparent and consultative process and proper due diligence in the selection and hiring of a new University President*
- ***Action 2:** Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure*
- ***Action 3**: Improve onboarding and training of UPEI Board of Governors and Senate members*
- ***Action 4**: Develop a UPEI leadership training program for those in leadership roles*
- ***Action 5:** Create a leadership development program for academic administrators*



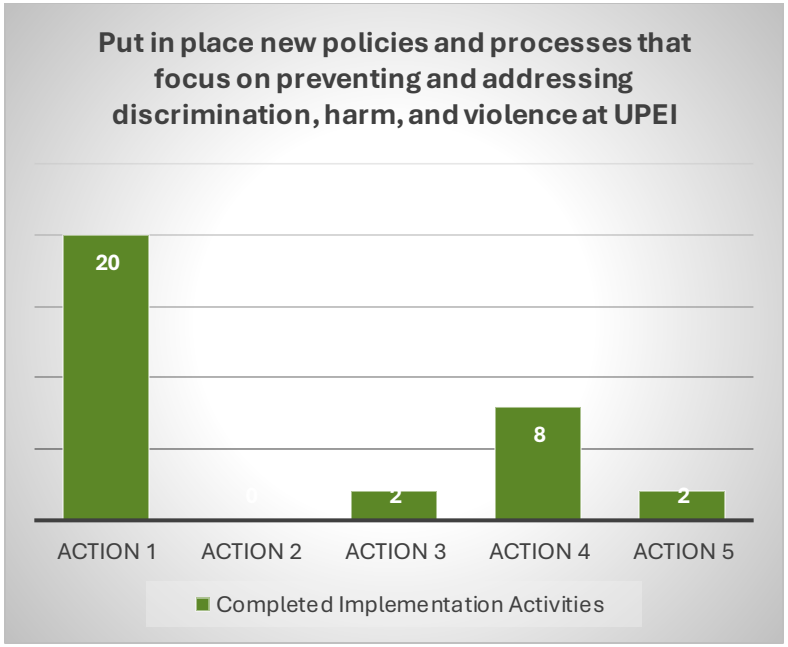
Goal 3: Improve UPEI's campus culture

- ***Action 1****: Create a culture of listening at UPEI*
- ***Action 2:*** *Foster an environment in which employees feel valued*
- ***Action 3:*** *Rebuild trust and safety on campus*
- ***Action 4****: Develop campus training opportunities to promote safe, inclusive work and learning environments*
- ***Action 5:*** *Improve campus information sharing and communication sharing*



Goal 4: Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI

- ***Action 1:*** *Develop an EDI and Human Rights Department at UPEI*
- ***Action 2****: Create an NDA policy based on current legislation*
- ***Action 3:*** *Create a harassment and discrimination policy for all members of the UPEI community*
- ***Action 4:*** *Finalize and implement UPEI's revised Sexual Violence Policy*
- ***Action 5****: Establish clear feedback, disclosure, and reporting systems for campus members*



PROGRESS SUMMARY YEAR 1 (May 1,2024 – April 30, 2025)

Implementation Highlights

Building on the foundational work established in Year 0, the University advanced into Year 1 of the Action Plan implementation with a continued commitment to reaching the institutional goals defined in the Action Plan. The Year 1 Implementation Plan reflects the University's dedication to embedding meaningful change into the fabric of its operations, policies, and culture.

Through the Action Plan, UPEI committed to putting in place new polices and processes that focus on preventing and addressing discrimination, harm, and violence. Several key institutional policies were introduced or revised. These included the creation of a new Non-Disclosure Agreement (NDA) Policy; policies guiding the Appointment of Acting and Interim University President and Senior Administrators; work to replace the Fair Treatment Policy with a comprehensive Harassment and Discrimination Policy; and an updated Sexual Violence Policy.

The University also prioritized resourcing the newly established Equity, Diversity, Inclusion and Human Rights (EDI-HR) department as well as establishing processes and mechanisms for the department's collaboration and engagement with the campus community.

As part of improving the UPEI culture, efforts were made to create a culture of listening and an environment where employees feel valued. In the fall of 2024, UPEI launched its first Employee Engagement Survey, offering staff and faculty the opportunity to share their perspectives in a safe and structured way. This survey will now occur annually, providing a regular mechanism for accountability and improvement. Managers were also encouraged to implement and equipped with best practices to recognize employee contributions, and an exit interview process was developed to capture insights from departing staff.

Training was, and will continue to be, a priority within the implementation of the Action Plan. Tailored training plans were developed and delivered to the Board of Governors and Security Services, with both programs including sessions focused on equity, diversity, and inclusion. A Leadership Development Program was launched for academic administrators, and planning began for a new Graduate Supervisors Training Program. The EDI-HR department also offered targeted training sessions on trauma-informed practices for those handling disclosures, as well as active listening training for individuals responding to community concerns.

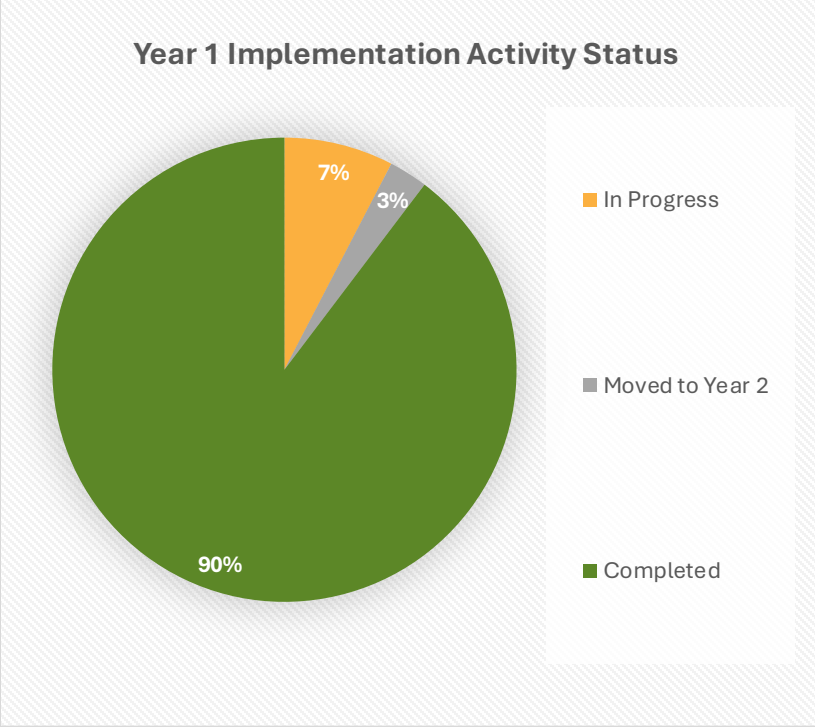
In alignment with the commitment to enhanced oversight and accountability, the University developed a performance review processes for its Vice Presidents and the President. These reviews reflect a significant step toward fostering transparent, constructive, and continuous leadership development.

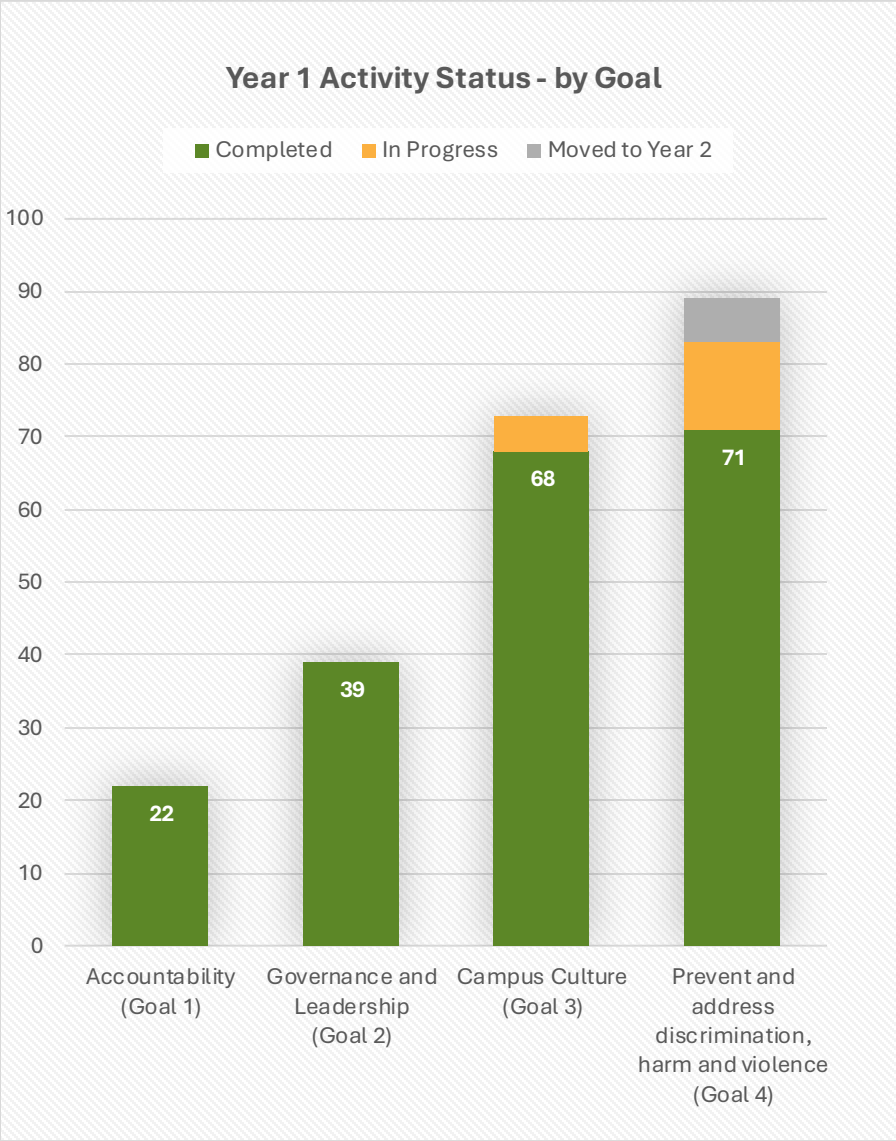
The Year 1 Implementation Plan was ambitious, a reflection of the high priority placed on it, and the strong commitment demonstrated by the Senior Executive team, as well as the over 20 leaders from across the UPEI campus who were involved directly in its implementation.

There were tremendous accomplishments, and significant progress made during the year.

As shown in the chart below, 90%, a total of 200 implementation activities, were completed in Year 1. A further 7% are In Progress, to be completed in Year 2. Six activities have not yet started and will be moved to Year 2 for completion.

A detailed breakdown of the progress status of all implementation activities from Year 1, as well as a description of any changes made to the scope or timeline of the activities can be found in Appendix B.



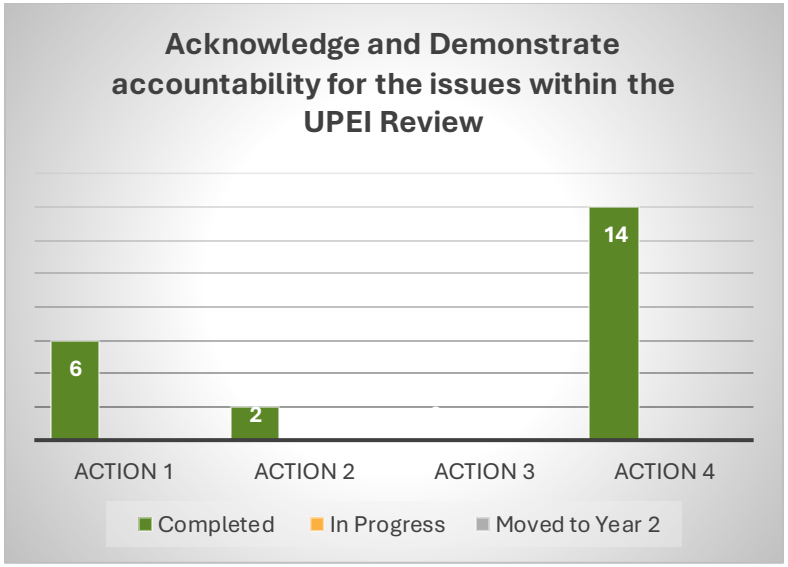


Breakdown of Implementation Activities by Goal (Year 1)

The charts below show where the foundational work within Year 1 was focused, in relation to the goals outlined in the Action Plan. A more detailed breakdown of all Year 1 Implementation Activities is provided in Appendix B.

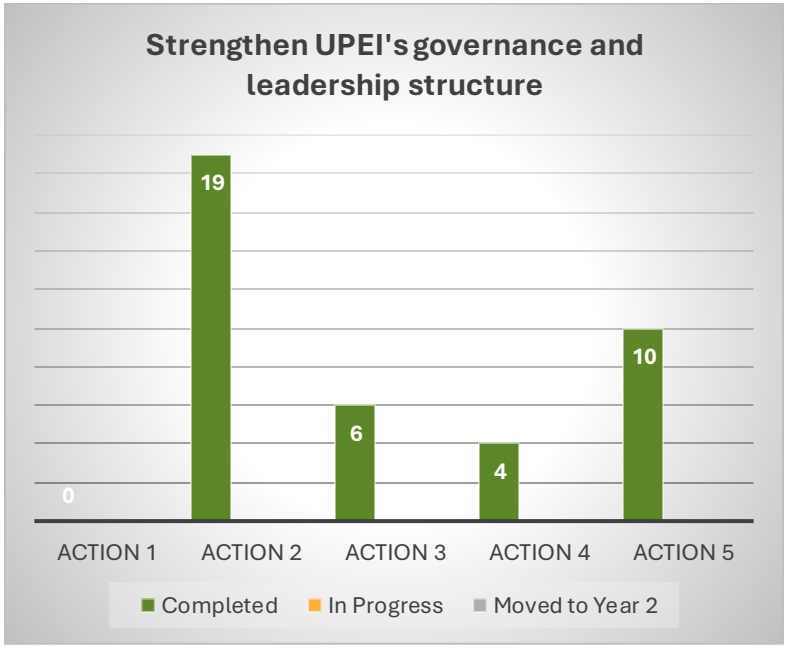
Goal 1: Acknowledge and demonstrate accountability for the issues within the UPEI Review

- ***Action 1**: Publish the UPEI Review and acknowledge the serious issues within it*
- ***Action 2:** Commit to addressing all the recommendations within the UPEI Review*
- ***Action 3:** Develop an Action Plan to drive the cultural change needed at UPEI*
- ***Action 4:** Conduct annual audits to monitor the implementation progress of the UPEI Action Plan*



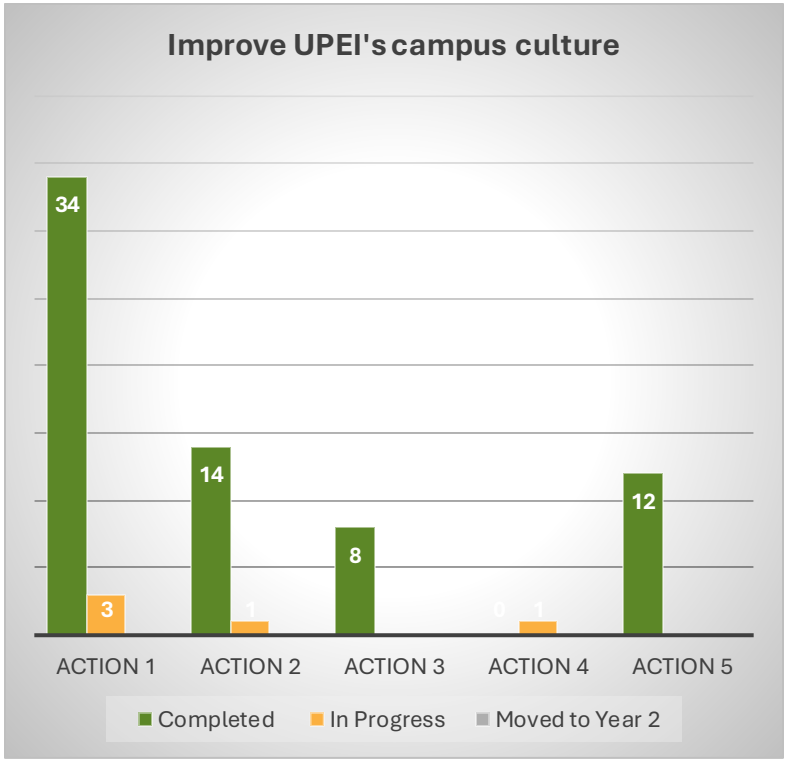
Goal 2: Strengthen UPEI's governance and leadership structure

- ***Action 1**: Use a transparent and consultative process and proper due diligence in the selection and hiring of a new University President*
- ***Action 2:** Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure*
- ***Action 3**: Improve onboarding and training of UPEI Board of Governors and Senate members*
- ***Action 4**: Develop a UPEI leadership training program for those in leadership roles*
- ***Action 5:** Create a leadership development program for academic administrators*



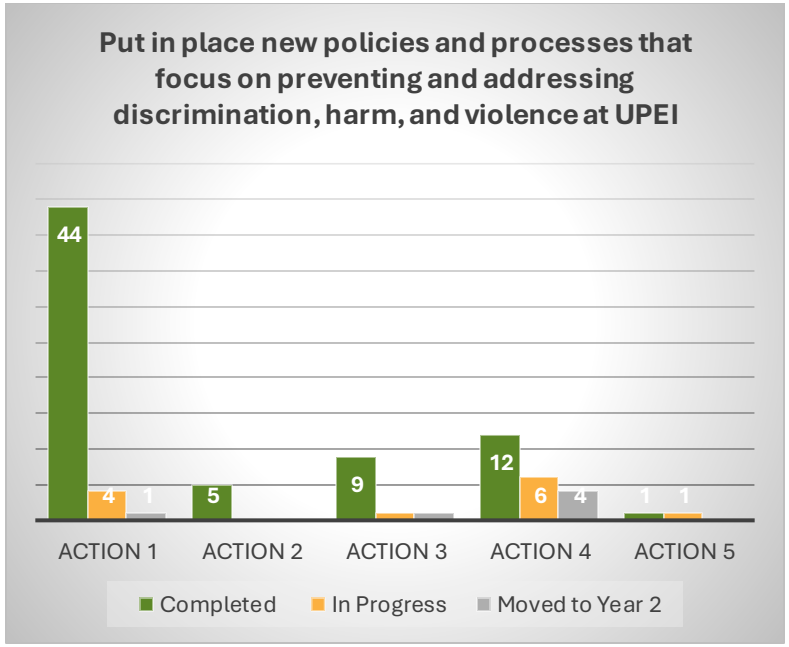
Goal 3: Improve UPEI's campus culture

- ***Action 1****: Create a culture of listening at UPEI*
- ***Action 2:*** *Foster an environment in which employees feel valued*
- ***Action 3:*** *Rebuild trust and safety on campus*
- ***Action 4****: Develop campus training opportunities to promote safe, inclusive work and learning environments*
- ***Action 5:*** *Improve campus information sharing and communication sharing*



Goal 4: Put in place new policies and processes that focus on preventing and addressing discrimination, harm, and violence at UPEI

- ***Action 1:*** *Develop an EDI and Human Rights Department at UPEI*
- ***Action 2****: Create an NDA policy based on current legislation*
- ***Action 3:*** *Create a harassment and discrimination policy for all members of the UPEI community*
- ***Action 4:*** *Finalize and implement UPEI's revised Sexual Violence Policy*
- ***Action 5****: Establish clear feedback, disclosure, and reporting systems for campus members*



APPENDIX A
DETAILED PROGRESS REPORT - YEAR 0 (MAY 1, 2023-APRIL 30, 2024)

APPENDIX A – YEAR 0 DETAILED PROGRESS REPORT (May 1,2023 – April 30, 2024)

Changes to Timeline and/or Scope of Implementation Activities – Year 0

The chart below outlines implementation activities that were completed in Year 1, to fulfill the Year 0 Action Plan commitments.

SUPPORTING ACTION	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITY(S)	CHANGE
2.2.1.2 inform Board-member-appointing bodies of skill, demographic, and experience gaps	Year 0	• Update the skills matrix, which includes a representation survey, based on feedback from the Governance Review • Survey the Board of Governors using the updated skills matrix and representation survey • Inform appointing bodies of gaps identified from the updated skills matrix and representation survey	These activities were completed in Year 1 of the Implementation to allow for consideration of the Governance Review response.
2.2.2.1 Use the newly developed skills matrix to ensure a balanced representation of skills, expertise (including EDI), experience, demographics (including race, gender, and age), and other relevant considerations in relation to the composition of the Board of Governors	Year 0	• Update the skills and representation tools based on the feedback from the Governance Review, including age.	These activities were completed in Year 1 of the Implementation to allow for consideration of the Governance Review response.
3.5.2.1 Provide communications proactivity to the UPEI community regarding Board of Governors and Senate meeting dates, and times, and include methods to attend.	Year 0	• Board of Governors' meetings open to the public will be announced via campus communiques, beginning October 2024 • Add the methods to attend Senate meetings to the Senate website as of September 2024	These activities were added to the Year 1 implementation plan to provide increased availability of information related to Board and Senate meetings.

Detailed Activity Progress – Year 0

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
1.1.1.1 A copy of the UPEI Review has been shared. As noted in the Review, redactions were necessary. Redactions were made strictly to comply with privacy and legal requirements, as recommended by external legal experts	*Year 0*	Legal counsel provided recommendations to the Board of Governors regarding necessary redactions to the UPEI Review Report.	COMPLETE
		The Board of Governors approved the final public version of the UPEI Review Report, with the necessary redactions.	COMPLETE
		The Board of Governors officially released the UPEI Review, with necessary redactions.	COMPLETE
1.1.1.2 Information in the Review covered feedback that was both current and going back decades. To address this constraint, the Interim President conducted 16 listening sessions with all facets of campus to get contemporaneous information.	*Year 0*	The Interim President led multiple listening sessions to hear from the campus community.	COMPLETE
		Feedback themes were captured during the listening sessions.	COMPLETE
1.1.2.1 An apology was made to UPEI campus members through campus communications, media interviews, and in-person by the Interim President and the Board Chair	*Year 0*	The Chair of the Board of Governors and Interim President apologized to the campus community through campus communiques and media releases.	COMPLETE
		The Interim President apologized during the listening sessions.	COMPLETE

		The Chair of the Board of Governors and Interim President participated in media interviews after the apology was communicated.	COMPLETE
1.1.2.2 The Action Plan contains an explicit apology, which acknowledges harms and the bravery of those who have spoken out, as well as a commitment to action that is signed by the Board Chair and Interim President. The apology and acknowledgement are meant to signal a commitment to listen and learn, as a step towards reconciliation.	*Year 0*	An explicit apology, acknowledging harms and the bravery of those who have spoken out, as well as a commitment to action was included in the UPEI Action Plan and signed by the Chair of the Board of Governors and the Interim President.	COMPLETE
1.1.3.1 In the period following the release of the Review, increased information on UPEI's Employee and Family Assistance Program services and supports was provided and additional in-person on campus counselling supports were provided.	*Year 0*	Employee and Family Assistance Program information, employee-student support information, and additional in-person, on-campus counselling supports were included on a dedicated web page within the Response to Independent Review web pages on upei.ca.	COMPLETE
		Employee and Family Assistance Program services/supports, and additional counselling supports were communicated in emails sent to faculty, staff, and students about UPEI's response to the UPEI Review Report; emails were posted on the upei.ca website as news updates.	COMPLETE
1.1.3.2 More information on how to make disclosures and reports of harassment or discrimination regarding senior leaders was shared with campus members.	*Year 0*	Information on how to make disclosures/reports of harassment/discrimination re: senior leaders was included on the dedicated Community Supports web page within Response to Independent Review web pages on upei.ca.	COMPLETE

		The information on how to make disclosures/reports of harassment/discrimination was communicated in a list serv email to faculty, staff, and students; email was posted on the upei.ca website as a news update; and several Campus Notices were issued.	COMPLETE
1.1.3.3 UPEI will increase staff capacity in SVPRO, EDI Office, and Student Affairs to provide increased levels of support in these areas as identified within the UPEI Review.	*Year 0*	A hiring competition for a new Administrative Assistant position in the EDI Office and Sexual Violence Prevention and Response Office was posted.	COMPLETE
		A hiring competition for a new Director of EDI and Human Rights position in the EDI and Human Rights department was posted.	COMPLETE
		A hiring competition for a new Human Rights Counsel position in the EDI and Human Rights department was posted.	COMPLETE
		A hiring competition for a new Manager of Student Culture and Community Standards position in Student Affairs was posted.	COMPLETE
1.1.4.1 The UPEI Action Plan Advisory Group was formed to provide both a campus and broader community lens for consultation on how best to address harms	*Year 0*	A Call for Expressions of Interest for participation in the UPEI Action Plan Advisory Group was issued.	COMPLETE
		The Action Plan Advisory Group was formed in September 2023. The Action Plan Advisory Group was composed of internal and external community stakeholders and led by a third-party facilitator to engage in consultation and provide feedback to help inform the development of the Action Plan to address recommendations outlined in the UPEI Review.	COMPLETE

1.1.4.2 The Interim President held townhalls and a series of campus listening sessions	*Year 0*	A schedule was developed and the event logistics for two town halls and 16 campus listening sessions were organized.	COMPLETE
		The times and locations were communicated to faculty, staff, and students in list serv emails; they were also posted as news updates on upei.ca.	COMPLETE
		Times and locations were posted on upei.ca Events Calendar and in Campus Notices.	COMPLETE
1.1.4.3 The Chair of the Board, Board and President have met with survivors who have connected with us so that UPEI can learn from their experiences	*Year 0*	The Chair of the Board of Governors met with survivors to hear about their experience, apologize for the harm they incurred, and seek their advice on how to move forward.	COMPLETE
		The Interim President met with survivors who expressed an interest in meeting, to hear about their experience, apologize for the harm they incurred, and seek their advice on how to move forward.	COMPLETE
		Two survivors from 2013 shared their experiences with the Board of Governors.	COMPLETE
		The apology statement in the draft Action Plan was amended based on feedback from three survivors.	COMPLETE
1.1.4.4 UPEI leadership maintains communication with other groups and organizations including the UPEI Student Union, the UPEI Alumni Association, and the provincial government	*Year 0*	The Interim President began meeting regularly in September 2023 with the President of the UPEI Student Union to discuss issues of interest to the UPEI Student Union, including progress on the Action Plan.	COMPLETE
		The Interim President and Interim Vice-President People and Culture began meeting regularly in August	COMPLETE

		2023 with the Deputy Minister of Workforce, Advanced Learning and Population, as well as the Director for Higher Education, to discuss progress on the Action Plan.	
		The Action Plan Advisory Group was formed in September of 2023. The Action Plan Advisory Group membership included four students and two members of the UPEI Alumni Association.	COMPLETE
1.1.5.1 Obtain an external review of Board governance, including a review of processes for recruitment of new Board members	*Year 0-1*	An external consultant was appointed in January 2024 to conduct the review.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
1.2.1.1 The Action Plan contains a public statement committing to accountability and the UPEI Review recommendations, as well as additional components developed through feedback provided by the Action Plan Advisory Group and through campus listening sessions.	*Year 0*	A public statement of accountability and commitment was included in the UPEI Action Plan to address the recommendations of the UPEI Review.	COMPLETE
		Feedback and guidance from the Action Plan Advisory Group were shared in their entirety in Appendix 2 of the UPEI Action Plan. This information was used to inform the plan's goals and action items. The Action Plan	COMPLETE

		Advisory Group consisted of 21 members and a third-party facilitator. Members included UPEI faculty representatives, students, faculty, staff, alumni, and members of the broader community.	
		Feedback from the UPEI town halls and listening sessions was grouped by themes relating to the main aspects of the UPEI Review recommendations. Themes were used to inform the plan's goals and actions items.	COMPLETE
1.2.1.2 Through both the Action Plan Advisory Group and the listening sessions, the University has consulted with the community and used the consultation feedback to inform response to the UPEI Review recommendations within the Action Plan	*Year 0*	Feedback and guidance from the Action Plan Advisory Group were shared in their entirety in Appendix 2 of the UPEI Action Plan. This information was used to inform the plan's goals and action items. The Action Plan Advisory Group consisted of 21 members and a third-party facilitator. Members included UPEI faculty representatives, students, faculty, staff, alumni, and members of the broader community.	COMPLETE
		Feedback from the UPEI town halls and listening sessions was grouped by themes relating to the main aspects of the UPEI Review recommendations. Themes were used to inform the plan's goals and actions items.	COMPLETE
1.2.2.1 UPEI issued a call for expressions of interest for community members to participate on the Action Plan Advisory Group with goal of broad community representation	*Year 0*	An online form was developed to accept expressions of interest in being a member of the Action Plan Advisory Group	COMPLETE
		A message was issued to the campus community and stakeholder organizations and a news release sent to media outlets to promote the call for expressions of interest.	COMPLETE

		A call for expressions of interest was posted on a dedicated Action Plan Advisory Group page within the Response to Independent Review web pages on upei.ca.	COMPLETE
1.2.2.2 The University used an external facilitator to consult with the Advisory Gorup to gather feedback and provide guidance to help inform actions.	*Year 0*	An agreement was established with an external facilitator to lead the Action Plan Advisory Group consultation process and perform the following services: support the recruitment of the Action Plan Advisory Group, develop the facilitation plan, facilitate collaborative process for the Action Plan Advisory Group, and draft the feedback framework.	COMPLETE
1.2.2.3 Through the process, information on the process of the Advisory Group was shared with campus.	*Year 0*	Updates from the Action Plan Advisory Group facilitator were posted on a dedicated page within the Response to Independent Review web pages.	COMPLETE
		Email updates from the Interim President were issued to the campus community on the progress of the Action Plan Advisory Group.	COMPLETE
1.2.3.1 UPEI leadership will maintain an enhanced level of consultation with the campus community. These consultations will include opportunities like the previously held town halls and campus listening sessions, as well as new employee and student engagement channels.	*Year 0-5*	The Interim President held town halls (2 each for students, staff, and faculty) in the 2024 winter semester.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
1.3.1.1 Utilize feedback from town halls, campus listening sessions and Advisory Group, and consultations with internal and external partners to guide the development of the Action Plan	*Year 0*	Feedback from the UPEI town halls and listening sessions were grouped by themes relating to the main aspects of the UPEI Review recommendations. Themes were used to inform the plan's goals and actions items.	COMPLETE
		Feedback and guidance from the Action Plan Advisory Group were shared in their entirety in Appendix 2 of the UPEI Action Plan. This information was used to inform the plan's goals and action items. The Action Plan Advisory Group consisted of 21 members and a third-party facilitator. Members included UPEI faculty representatives, students, faculty, staff, alumni, and members of the broader community.	COMPLETE
		The Interim President and Interim Vice-President People and Culture began meeting regularly in August 2023 with the Deputy Minister of Workforce, Advanced Learning and Population, as well as the Director for Higher Education, to discuss progress on the Action Plan.	COMPLETE
1.3.1.2 Share draft Action Plan publicly for feedback and finalize after consideration of community feedback as well as feedback from the UPEI Senate and Board.	*Year 0*	The preliminary draft UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3 to 17, 2024. A survey was provided to gather feedback on the draft.	COMPLETE

		Survey feedback was reviewed and considered by UPEI's senior leadership. Further revisions were made to finalize plan goals and actions based on their recommendations.	COMPLETE
		The final version of the UPEI Action Plan was posted to UPEI's website on March 27, 2024, following public consultation of the January 3, 2023, draft and reviews by the Board's Campus Culture Oversight Committee; Board of Governors; Action Plan Advisory Group; and Senate.	COMPLETE
1.3.2.1 Post the draft Action Plan on the UPEI website in early January 2024.	*Year 0*	The preliminary draft of the UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3-17, 2024. A survey was provided to gather feedback on the draft.	COMPLETE
1.3.2.2 Finalize the Action Plan after consideration of the community feedback as well as feedback from the UPEI Senate and Board.	*Year 0*	The preliminary draft of the UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3-17, 2024. A survey was provided to gather feedback on the draft.	COMPLETE
		Survey feedback was reviewed and considered by senior leadership. Further revisions were made to plan goals and actions based on their recommendations.	COMPLETE
		Revised Action Plan reflecting feedback from the public consultation period was shared and discussed at Board of Governors, Campus Culture Oversight Committee, and Senate meetings. Upon approval of the revisions, the Action Plan was finalized.	COMPLETE

1.3.3.1 Identify initial human resources and budget needs related to the Action Plan and seek funding support.	*Year 0*	A memo to the Government of PEI was prepared and issued, outlining initial human resources and budget needs related to the Action Plan and seeking funding support.	COMPLETE
1.3.4.1 Create Campus Culture Oversight Committee to oversee implementation of Action Plan. This will include receiving annual audit reports on the implementation progress of the Action Plan.	*Year 0*	The Board of Governors approved a Terms of Reference for a new Campus Culture Oversight Committee, which included providing oversight to the implementation of the Action Plan and receiving annual audit reports on the progress of the implementation of the Action Plan.	COMPLETE

GOAL 2 STRENGTEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 1 Use a transparent and consultative process, and proper due diligence in the selection and hiring of a new University President

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
2.1.1.1 Build the need to champion work on culture improvements (as outlined in the UPEI Review) within the job description for the next President.	*Year 0*	Championing the work on culture improvements is included in the University President's job description.	COMPLETE
2.1.1.2 Build the following components into the selection criteria for the next President: ▪ Commitment to equity, diversity, and inclusion ▪ Deep understanding of workplace fairness and harassment ▪ Track record of success in implementation of projects to advance EDI in meaningful ways.	*Year 0*	The following components were built into the selection criteria for the next President: • commitment to equity, diversity, and inclusion • deep understanding of workplace fairness and harassment • track record of success in implementation of projects to advance EDI in meaningful ways • commitment to reconciliation and Indigenization	COMPLETE

▪ Commitment to reconciliation and Indigenization ▪ Organization change experience and desires to champion change ▪ Ethics, transparency and integrity		• organizational change experience and desire to champion change • ethics, transparency, and integrity	
2.1.1.3 Post a detailed job description on the UPEI website for full transparency.	*Year 0*	A detailed job description for the position of President was posted on the UPEI website.	COMPLETE
2.1.2.1 Communicate information and updates regularly about the selection process to the campus community	*Year 0-1*	A communications approach was developed regarding the presidential search, including web page structure.	COMPLETE
		Web pages dedicated to the search process were published.	COMPLETE
		Messages (15) were issued via listserv email systems, posted on news page of upei.ca, and tagged to the presidential search website at each of six phases of process: planning, consultation, candidate search, candidate assessment, interview, announcement.	COMPLETE
2.1.3.1 Provide the campus community with feedback opportunities, which will include campus presentations for shortlisted candidates.	*Year 0*	Campus community members were invited to fireside chats with the three finalist candidates and the Chair of the Board of Governors.	COMPLETE
		Campus community members were offered the opportunity to provide anonymous feedback on the three finalist candidates.	COMPLETE
2.1.3.2 Provide campus members the opportunity to give anonymous feedback on shortlisted candidates	*Year 0*	Campus community members were offered the opportunity to provide anonymous feedback on the three finalist candidates.	COMPLETE
2.1.4.1 Require shortlisted candidates to provide a response to the UPEI Review recommendations.	*Year 0*	Short-listed presidential candidates were required to provide a response to the UPEI Review recommendations as part of the interview process.	COMPLETE

2.1.4.2 Require shortlisted candidates to provide a response to the draft Action Plan	*Year 0*	Short-listed presidential candidates were required to provide a response to the UPEI Draft Action Plan recommendations as part of the interview process.	COMPLETE
2.1.5.1 Ensure that the next President has been adequately vetted	*Year 0*	Background checks were completed on the three finalist candidates	COMPLETE
		A UPEI faculty member, who was also a member of the search committee, reviewed the scholarship for the three finalist candidates.	COMPLETE

GOAL 2 STRENGHTEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 2 Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
2.2.1.1 Adopt good governance practices to ensure board policies, practices, and recruitment creates conditions aimed at increasing Board diversity.	*Year 0*	A skills matrix and representation survey were developed to assess current skill, background, and representation on the Board of Governors.	COMPLETE
		Skills and representation on the Board of Governors were assessed using the skills matrix and representation surveys.	COMPLETE
		Skill and representation gaps among Board of Governors membership were identified	COMPLETE
		An advertisement for applicants to the Board of Governors was posted, requesting demographics information.	COMPLETE

		Board of Governors candidates who addressed skill and representation gaps were identified.	COMPLETE
		All Board of Governors members were offered Equity, Diversity, and Inclusion training.	COMPLETE
2.2.1.2 Inform Board-member-appointing bodies of skill, demographic, and experience gaps	*Year 0*	Informed provincial representatives of skill and representation gaps.	COMPLETE
		Faculty was informed of representation gaps prior to conducting their election for new Board of Governors representatives.	COMPLETE
		The Alumni Association was informed of skill and representation gaps, prior to their election of a new Board of Governors representative.	COMPLETE
2.2.2.1 Use the newly developed skills matrix to ensure a balanced representation of skills, expertise (including EDI), experience, demographics (including race, gender, and age), and other relevant considerations in relation to the composition of the Board of Governors.	*Year 0*	Skills and representation on the Board of Governors were assessed using the skills matrix, which includes a representation survey.	COMPLETE
		Skill and representation gaps were identified among Board of Governors membership.	COMPLETE
		Candidates with backgrounds that addressed skill and/or representation gaps were recommended for appointment to the Board of Governors.	COMPLETE
2.2.2.2 Make the Board recruitment process for UPEI Board appointments more transparent by making it public and publicizing the opportunity.	*Year 0*	An advertisement for applicants to the Board of Governors was publicly posted, detailing the process to apply.	COMPLETE
		New Board of Governors members were publicly announced.	COMPLETE

2.2.3.1 Obtain an external review on Board governance.	*Year 0-1*	An external consultant was appointed in January 2024 to conduct the review.	COMPLETE
2.2.3.2 Make changes in board procedures resulting from the review recommendations public.	*Year 0-1*	An external review of board governance was initiated.	COMPLETE
2.2.4.1 Review Terms of Reference of Board Standing Committees to ensure that Board oversight responsibilities are adequately met	*Year 0-2*	The Internal Auditor conducted an internal review of the terms of reference for the Board of Governors standing committees.	COMPLETE
		The Board of Governors reviewed and approved revised terms of reference for Board of Governors committees.	COMPLETE
		An external consultant was contracted to conduct a Governance Review, which included reviewing the revised terms of reference for standing committees.	COMPLETE
2.2.4.2 Create a Campus Culture Oversight Committee of the Board to oversee implementation of the UPEI Action Plan and EDI Strategy progress monitoring	*Year 0-2*	A new Campus Culture Oversight Committee of the Board of Governors was established, which includes responsibility for oversight of the UPEI Action Plan.	COMPLETE
2.2.4.3 Enhance Board Training	*Year 0-2*	In-person orientation was provided for Board members that included the following topics: board governance, university finances, university programs and research, human resources, risk management, policy development, internal audit, information technology, communications, fundraising and development.	COMPLETE
		EDI training for Board members was offered.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 1 Create a culture of listening at UPEI.

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.1.3.1 Coordinate with campus partners to foster a campus culture built on a commitment to listening and idea sharing	*Year 0-5*	The preliminary draft UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3 to 17, 2024. A survey was provided alongside the document to gather feedback on the draft.	COMPLETE
		The Interim President held 2 campus town halls and 16 listening sessions with individual faculties, staff groups and students in the summer and fall of 2023, as well as 6 additional sessions in the winter and spring of 2024.	COMPLETE
3.1.3.2 Listen to individuals who have suffered harm at the University to learn from their experiences as a way of fostering reconciliation	*Year 0-5*	The Interim President held in-person and virtual meetings with the 2013 and 2021 survivors who expressed an interest in meeting, as well as solicited feedback from them on components of the UPEI Action Plan.	COMPLETE
3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	*Year 0-5*	The development and permanent funding of the Faculty of Indigenous Knowledge, Education, Research and Applied Studies was supported.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 2 Foster an environment in which employees feel valued

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.2.1.1 Create and fill a Director of Human Resources position	*Year 0*	A hiring competition for the new position of Director of Human Resources was posted.	COMPLETE
3.2.4.1 Continue opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive team	*Year 0-5*	The Interim President held town halls (2 each for students, staff, and faculty) in the 2024 winter semester.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 3 Rebuild trust and safety on campus

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.3.1.1 Reinstate the position of Manager of Security Services, and fill position, to provide a dedicated management resource	*Year 0*	A hiring competition for the position of Manager of Security Services was posted.	COMPLETE
		A new Manager of Security Services has been hired.	COMPLETE
3.3.1.2 Hire additional security attendants	*Year 0-2*	A hiring competition for 4 full-time security attendants was posted	COMPLETE
3.3.2.1 UPEI Health, Safety, and Environment to provide and promote information to	*Year 0-1*	The Health, Safety, and Environment Office intranet site was developed to allow for easy access to	COMPLETE

campus members about reporting under occupational health and safety legislation		information including instructions for workers about incident reporting.	
		Posters were created and posted around campus promoting the reporting of incidents via the UPEI SAFE app.	COMPLETE
		Training sessions to promote and educate on health and safety reporting requirements were offered to students and employees.	COMPLETE
		The Health, Safety and Environment Annual Report (2020 to 2022) which includes information regarding health and safety activities, was published for campus community to access.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.5.2.1 Provide communications proactivity to the UPEI community regarding Board of Governors and Senate meeting dates, and times, and include methods to attend	*Year 0*	Meeting dates for Board of Governors' meetings were posted online beginning September 2023, for the academic year.	COMPLETE
		The Board of Governors web page was updated to include observer guidelines, describing the process for attending meetings.	COMPLETE

		Meeting dates for Senate meetings were posted online beginning September 2023, for the academic year.	COMPLETE
		Senate meetings open to the public were announced via campus communiques, including methods to attend.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.1.1.1 Create a new Equity, Diversity, Inclusion (EDI) and Human Rights Department with three major pillars of responsibility; equity, diversity, and inclusion; sexual violence prevention and response; harassment and discrimination complaints.	*Year 0-1*	The new Department of EDI and Human Rights was announced. The department has three major pillars of responsibility: EDI, sexual violence prevention and response, and administration of harassment and discrimination complaints.	COMPLETE
		A hiring competition for a new position of Director of EDI and Human Rights in the Department of EDI and Human Rights was posted.	COMPLETE
		A hiring competition for a new position of Human Rights Counsel in the Department of EDI and Human Rights was posted.	COMPLETE
		The appointment of critical leadership positions within the Department of EDI and Human Rights was communicated.	COMPLETE

4.1.1.4 Department will report directly to VP People and Culture	*Year 0-1*	The EDI and Human Rights department reports to the Vice President, People and Culture	COMPLETE
4.1.2.1 Move the EDI and SVPRO offices to a more visible location	*Year 0-1*	Staff for the new Department of EDI and Human Rights and the Sexual Violence Prevention and Response Office were moved to the first floor of Kelley Memorial Building.	COMPLETE
4.1.2.2 Hire additional staff to support the new EDI and Human Rights Department	*Year 0-1*	A hiring competition for the new position of Director of EDI and Human Rights was posted.	COMPLETE
		A hiring competition for a new position of Human Rights Counsel was posted.	COMPLETE
4.1.2.3 Create a new leadership position, Director of EDI, and Human Rights to provide oversight and leadership to the Department	*Year 0-1*	A hiring competition for a new position of Director of EDI and Human Rights in the Department of EDI and Human Rights was posted.	COMPLETE
		A hiring competition for a new position of Human Rights Counsel position in the Department of EDI and Human Rights was posted.	COMPLETE
4.1.2.4 Create a new administrative assistance position to support the Department	*Year 0-1*	A hiring competition for a new position of Administrative Assistant for the Department of EDI and Human Rights was posted.	COMPLETE
4.1.2.5 Create a new position for sexual violence prevention and response coordination to supplement response capacity and improve prevention and response activities	*Year 0-1*	A hiring competition for a new position of Sexual Violence Prevention and Response Coordinator, with job responsibilities that will supplement response capacity, and involvement with prevention activities, was posted.	COMPLETE
4.1.4.1 Review initiatives at other post-secondary educational institutions	*Year 0-1*	Initiatives at other post-secondary institutions that are relevant to training were reviewed and recorded.	COMPLETE

4.1.4.3 Invest in partnership with a comprehensive EDI training partner (i.e., Canadian Centre for Diversity and Inclusion)	*Year 0-1*	The Canadian Centre for Diversity and Inclusion was contracted to provide online, on-demand, EDI training opportunities to campus.	COMPLETE
		Access to the offerings of the EDI training partner was provided to the campus community.	COMPLETE
4.1.4.6 Make the online Preventing Sexualized Violence course available to all faculty, staff, and students.	*Year 0-1*	The online Preventing Sexualized Violence course was made available to all first-year students.	COMPLETE
		The online Preventing Sexualized Violence course was made available to all faculty, staff, and students.	COMPLETE
4.1.4.7 Make the online Preventing Sexualized Violence course mandatory for all incoming students	*Year 0-1*	The online Preventing Sexualized Violence non-credit course was made mandatory for all new students in September 2023. For students with a catalog year of 2023 and thereafter, the course was added as a graduation requirement.	COMPLETE
4.1.5.1 Continue to collect information regarding initiatives, best practices, and research in relation to work of the Edi and Human Rights department	*Year 0-1*	Information on EDI, human rights, and sexual violence prevention was collected from other post- secondary institutions, research databases, and/or community organizations and recorded.	COMPLETE
4.1.5.2 Obtain information regarding experiences of other institutions with collection of workforce diversity information to inform future planning	*Year 0-1*	Information about initiatives at other post-secondary institutions to collect workforce diversity information was reviewed and recorded.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.3.1.1 As an interim immediate measure, create a pathway for employees to make confidential disclosures of incidents of harassment and discrimination against senior executive members of the University through an independent third-party expert.	*Year 0*	An external qualified resource was sourced to provide a pathway for employees to make confidential disclosures of harassment/discrimination against senior leaders, independent of the current fair treatment advocate.	COMPLETE
4.3.1.2 Instruct the Fair Treatment Advocate to use a variety of investigators in their investigations	*Year 0*	The Fair Treatment Advocate was instructed to use a variety of investigators.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.4.2.1 Ensure there is ongoing communication between SVPRO and residence life administration	*Year 0*	The Sexual Violence Prevention and Response Office and Residence Life had ongoing communication throughout the year.	COMPLETE

4.4.4.1 Make the online Preventing Sexualized Violence course available to all faculty, staff, and students	*Year 0-1*	The online Preventing Sexualized Violence course was made available to all first-year students.	COMPLETE
		The online Preventing Sexualized Violence course was made available to all faculty, staff, and students.	COMPLETE
4.4.4.2 Make the online Preventing Sexualized Violence course mandatory for all incoming students	*Year 0-1*	The online Preventing Sexualized Violence non-credit course was made mandatory for all new students in September 2023. For students with a catalog year of 2023 and thereafter, the course was added as a graduation requirement.	COMPLETE
4.4.5.1 Collect statistical information on sexual violence disclosure from a victim-centered lens	*Year 0-1*	A Sexual Violence Prevention and Response Office case monitoring document, which tracks case information by multiple data points, and allows searching, and statistical reporting, was created.	COMPLETE
		The design of the Sexual Violence Prevention and Response Office case monitoring document was led by the Sexual Violence Response Navigator to ensure a victim-centered lens was a primary consideration.	COMPLETE
4.4.5.2 Implement process to allow monitoring of trends	*Year 0-1*	A Sexual Violence Prevention and Response Office case monitoring document, which tracks case information by multiple data points, and allows searching, and statistical reporting, was created.	COMPLETE
		The Sexual Violence Prevention and Response Office case monitoring document was designed to allow multiple data points to be tracked, sorted, and filtered, and reportable, to allow trends to be monitored.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.5.2.1 Review processes regarding violence, sexual violence, harassment, and discrimination to ensure they are designed reflecting principles of safety and respect.	*Year 0-5*	The principles of safety and respect in the review of processes regarding sexual violence were considered.	COMPLETE
		The existing UPEI Fair Treatment Policy was reviewed to ensure PEI Occupational Health and Safety Workplace Harassment Regulations were met.	COMPLETE

APPENDIX B
DETAILED PROGRESS REPORT - YEAR 1 (MAY 1, 2024-APRIL 30, 2025)

APPENDIX B – YEAR 1 DETAILED PROGRESS REPORT (May 1,2024 – April 30, 2025)

Year 1 – Changes to timeline or scope of implementation activities

The chart below outlines the implementation activities that were included as part of the Year 1 Implementation Plan but were not completed as documented.

ACTION PLAN REFERENCE	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITY(S) PLANNED FOR YEAR 1	CHANGE
4.1.6.2 Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available	Year 1-3	• Work with Human Resources to review and finalize an accommodations procedure for faculty and staff • Make information about the accommodation procedure accessible to faculty and staff • Share information about the accommodation procedure on the HR web pages on upei.ca and myUPEI, and on the EDI site on myUPEI.	Work on these activities will continue into Year 2, with additional activities, including union consultations, being added to the plan.
4.1.5.2 Obtain information regarding experiences of other institutions with collection of workforce diversity information to inform future planning	Year 0-1	• Review and record information about initiatives to collect workforce diversity information at other post-secondary institutions.	This activity was completed in Year 0.
3.1.3.2 Listen to individuals who have suffered harm at the University to learn from their experiences as a way of fostering reconciliation	Year 0-5	• Make clear pathways for safe disclosure	This activity will continue into Year 2, as it is work that is being completed through the development of the Harassment and Discrimination Policy.

3.2.1.4 Plan and develop initiatives to enhance employee engagement	Year 1	• Develop a document outlining a plan for engagement initiatives	This activity will be continued in Year 2, to allow the plan to be influenced by the employee engagement survey results and the roll out of these results at the department level.
3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	Year 0-5	• Continue to work with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI to further our journey of reconciliation • The Chair, Board of Governors, and President will meet with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI leaders • Support implementation of Indigenous Strategic	The President participated in the meetings specified. The remaining initiatives are ongoing and will continue into Year 2.
3.4.1.1 Communicate behavioral obligations and limitations through documents, including the Sexual Violence Policy, Harassment and Discrimination Policy, Student Code of Conduct, Athletic Club Guidelines, and International Student Orientation handbook.	Year 1-5	• Meet with those responsible for policies, codes of conduct and guidelines to establish communications strategies for various audiences	These discussions have begun and will continue into Year 2.
4.1.7.1 Build capacity for informal resolution methods applicable to matters under the Sexual Violence Policy and a new Harassment and Discrimination Policy	Year 1	• Have the informal resolution specialist work with Sexual Violence Prevention and Response Coordinator to consider best practices for informal resolution	The position of Human Rights resolution specialist was posted in Year 1, however, was not yet filled at year end. Therefore, the assignment of work for this role will be carried forward to Year 2.

4.4.2.7 Provide investigation results to the respondent's internal support provider	Year 1-2	• If authorized by the respondent, provide results to the respondent support provider	This activity will be moved into Year 2 for implementation, pending the revision of the Sexual Violence Policy.
4.3.1 Replace the Fair Treatment Policy	Year 1-2	Multiple activities related to the development of the Harassment and Discrimination Policy	This process is well underway and is planned to be completed in Year 2
4.4.1 Finalize revisions to the Sexual Violence Policy	Year 1	Multiple activities related to the revision of the Sexual Violence Policy	This process is well underway and is planned to be completed in Year 2

Detailed Activity Progress – Year 1

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
1.1.5.1 Obtain an external review of Board governance, including a review of processes for recruitment of new Board members	*Year 0-1*	An external consultant was appointed in January 2024 to conduct the review.	COMPLETE
1.1.5.2 Conduct a review of senior leadership structure including ensuring duties and responsibilities are matched to levels of authority and clear accountability is assigned	*Year 1*	Conduct research and review of current University leadership structure to identify structure gaps and strengths.	COMPLETE
		Create a new organizational structure to address gaps and build on strengths.	COMPLETE

		Create new job descriptions for senior positions.	COMPLETE
1.1.5.3 Develop a 360-degree performance review process for President and Senior Executive Team	*Year 1*	Develop a leadership framework with a panel of representatives from across the University.	COMPLETE
		Develop a 360-degree process for the President and Senior Executive Team.	COMPLETE

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

Action 2 Commit to addressing all the recommendations within the UPEI review

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
1.2.3.1 UPEI leadership will maintain an enhanced level of consultation with the campus community. These consultations will include opportunities like the previously held town halls and campus listening sessions, as well as new employee and student engagement channels	*Year 0-5*	President will hold community Town Halls early in term to kick off strategic planning exercises.	COMPLETE
		Develop an approach to consulting with the campus community throughout the year.	COMPLETE

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

Action 4 Engage in annual audits of the progress of the Action Plan

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
1.4.1.1 Select auditor with EDI competency based on recommendation of the Finance and Audit Committee and in consultation with the Government of PEI	*Year 1*	Confirm support for selected Audit Framework with the Province of PEI.	COMPLETE
		Create RFP committee with members from the Finance and Audit Committee of the Board of Governors, UPEI management and the Province of PEI	COMPLETE
		Develop and issue an RFP to obtain an Audit firm with EDI competency.	COMPLETE
		Obtain approval of the firm selected for the audit from the Finance and Audit Committee of the Board of Governors.	COMPLETE
1.4.1.2 Consider an audit organization that has access to a resource base outside PEI as well as experience within post-secondary education	*Year 1*	RFP requirement to include organizations that have access to a resource base outside PEI as well as experience in post-secondary education.	COMPLETE
1.4.2.1 Develop audit schedule and process to support annual audits	*Year 1-5*	Post a hiring competition for a new Program Manager Action Plan Implementation, whose duties will include supporting departments as they prepare for the annual audits.	COMPLETE
		Define an audit schedule that aligns with UPEI's fiscal year audit schedule and is included as part of the RFP for the auditor.	COMPLETE

		Develop a process for the collection of audit evidence.	COMPLETE
		Provide an annual progress report to the auditors on the activities outlined in the implementation plan	COMPLETE
1.4.2.2 Develop annual implementation plans considering the relevant goals of the PEI Advisory Council of the Status of Women Equality Report Card such as reconciliation with Indigenous people, and support for those experiencing sexualized and other gender-based violence.	*Year 1-5*	Define the relevant goals from the PEI Advisory Council of the Status of Women Equality Report Card	COMPLETE
		Communicate the relevant goals to implementation leads, who are responsible for creating implementation plans.	COMPLETE
		Highlight where the relevant goals are considered	COMPLETE
1.4.2.3 Align internal resource needs to support the audit	*Year 1-5*	Post a hiring competition for a new Program Manager Action Plan Implementation, whose duties will include supporting departments as they prepare for the annual audits.	COMPLETE
		Assign implementation leads to support audit activities.	COMPLETE

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 2 Refresh the UPEI Board of Governors with new members and create an enhanced accountability and oversight structure

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
2.2.1.2 Inform Board-member-appointing bodies of skill, demographic, and experience gaps.	*Year 0*	Update the skills matrix, which includes a representation survey, based on feedback from the Governance Review	COMPLETE
		Survey the Board of Governors members using the updated skills matrix and representation survey.	COMPLETE

		Inform appointing bodies of gaps identified from the updated skills matrix and representation survey.	COMPLETE
2.2.2.1 Use the newly developed skills matrix to ensure a balanced representation of skills, expertise (including EDI), experience, demographic (including race, gender, and age), and other relevant considerations in relation to the composition of the Board of Governors	*Year 0*	Update the skills and representation tools based on the feedback from the Governance Review and include age.	COMPLETE
2.2.3.1 Obtain an external review of Board governance	*Year 0-1*	An External consultant was appointed in January 2024 to conduct the review.	COMPLETE
2.2.3.2 Make changes in board procedures resulting from the review recommendations, public.	*Year 0-1*	Provide a public response to the Governance Review, identifying actioned and planned changes in Board of Governors procedures.	COMPLETE
2.2.4.1 Review Terms of Reference of Board Standing Committees to ensure that Board oversight responsibilities are adequately met.	*Year 0-2*	Prepare a response to recommendations from external consultant regarding changes to the Terms of Reference for the Board of Governors Standing Committees.	COMPLETE
2.2.4.2 Create a Campus Culture Oversight Committee of the Board to oversee implementation of the UPEI Action Plan and EDI Strategy progress monitoring.	*Year 0-2*	Update the Terms of Reference for the Campus Culture Oversight Committee of the Board of Governors to include EDI Strategy progress monitoring	COMPLETE
2.2.4.3 Enhance Board Training	*Year 0-2*	Provide education on board governance to the Board of Governors.	COMPLETE
		Develop a training plan for Board of Governors members	COMPLETE

2.2.5.1 Report to the Human Resources Committee of the Board on terminations and resignations, and on whether any such terminations or resignations have associated NDAs	*Year 1-2*	Develop a report for the HR Committee of the Board, which includes the number of terminations and resignations by union group, and whether any such terminations or resignations have associated NDAs.	COMPLETE
		Beginning January 2025, provide a report for each HR Committee of the Board meeting, that includes the number of terminations and resignations by union group, and whether any such terminations or resignations have associated NDAs.	COMPLETE
2.2.6.1 Develop and implement a policy on the appointment of acting and interim administrators for the roles of president and senior administrators	*Year 1*	Seek approval from the Board of Governors for a new policy on the appointment of acting and interim administrators for senior administrator roles.	COMPLETE
		Communicate the new policy on acting and interim administrators for senior administrator roles to the campus community.	COMPLETE
		Seek approval from the Board of Governors for a new policy on the appointment of acting and interim administrators for the role of president.	COMPLETE
		Communicate the new policy on acting and interim administrators for the role of president to the campus community.	COMPLETE
2.2.6.2 Make the policy accessible to the campus community	*Year 1*	Post the new policy on the appointment of acting and interim administrators for senior administrator roles on the UPEI website.	COMPLETE
		Post the new policy on the appointment of acting and interim administrators for the role of president on the UPEI website.	COMPLETE

		Send a message(s) to the campus community regarding the availability of the new policies	COMPLETE

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
2.3.1.1 Provide training on governance and other relevant expertise to the Board and Senate	*Year 1-2*	Offer governance training to the Board of Governors.	COMPLETE
		Offer EDI training to the Board of Governors and Senate	COMPLETE
2.3.1.2 Provide EDI training to the Board and Senate	*Year 1-2*	Offer EDI training to the Board of Governors and Senate.	COMPLETE
2.3.2.1 Identify institutional resources to support the development of training programs and related materials.	*Year 1-2*	Identify internal resources who can deliver on priority areas identified through the Board of Governors and Senate Training Plan.	COMPLETE
2.3.2.2 Develop a training plan for Board of Governors and Senate	*Year 1-2*	Develop a training plan for the Board of Governors.	COMPLETE

2.3.2.3 Develop a process to track training participation of those in governance related roles	*Year 1-2*	Track Board of Governors training event attendance.	COMPLETE

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
2.4.1.1 Assess training needs of campus leadership and leverage internal resources, including UPEI's professional development team, to help address these needs.	*Year 1-2*	Develop a leadership framework through a consultative process to identify the desired competencies and behaviors for UPEI leaders.	COMPLETE
		Engage an external consultant to assess training needs of campus leadership and provide recommendations.	COMPLETE
		Request that the external consultant consider how internal resources, including UPEI's professional development team, can be leveraged to help address the training needs of UPEI's leadership. Request that the consultant consider potential training topics such as active listening, EDI, cultural competencies, mitigating unconscious bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training.	COMPLETE
2.4.1.2 Consider potential training topics such as active listening, EDI, cultural competencies, mitigation unconscious	*Year 1-2*	Request that the external consultant consider how internal resources, including UPEI's professional development team, can be leveraged to help address the	COMPLETE

bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training		training needs of UPEI's leadership. Request that the consultant consider potential training topics such as active listening, EDI, cultural competencies, mitigating unconscious bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training.	

GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

Action 5 Create a leadership development program for academic administrators

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
2.5.1.1 Create a leadership development program for academic administrators (Deans, Associate Deans, and Chairs) that builds effective leadership and management skills, training on EDI, and processes of continual improvement.	*Year 1-2*	Create and deliver a Leadership Development Program for academic administrators.	COMPLETE
		Hold an Annual Workshop for Chairs and Deans including faculty reviews, training on EDI, and sessional hiring.	COMPLETE
2.5.1.2 Develop leadership training to build skills for fostering a healthy workplace such as motivating and inspiring faculty and staff, navigating difficult conversations, preventing burnout, change management, and conflict resolution and mediation.	*Year 1-2*	Within the Leadership Development Program, develop training on leadership skills for fostering a healthy workplace.	COMPLETE
		Within the scope of the Annual Workshop, include topics that foster a healthy workplace.	COMPLETE

2.5.1.3 Use problem-based learning in program with real-life situations of academic administrators that reflect topics such as discrimination, institutional racism, micro-aggressions, bystander training, and education and harassment.	*Year 1-2*	Within the Leadership Development Program, discuss real- life examples such as discrimination, institutional racism, and microaggressions.	COMPLETE
		Within the scope of the Annual Workshop, include examples of topics of discrimination, education, and harassment.	COMPLETE
2.5.2.1 Develop institutional resources to support the offering of a leadership development program on a regular schedule, including ongoing seminars for continual improvement.	*Year 1-2*	Hold a Leadership Development Workshop that includes these topics conflict management, legal hiring practices, change management, and healthy, inclusive workplaces.	COMPLETE
		Hold a Deans, Chairs, and Coordinators workshop as per Article E1.4.8 of the Collective Agreement.	COMPLETE
		Post a hiring competition for a Faculty Relations Officer position.	COMPLETE
2.5.2.2 Build, through the ongoing process of tracking, a community of colleagues with shared interests and common goals in effective leadership	*Year 1-2*	Canvas leadership interest and the goals of academic administrators.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 1 Create a culture of listening at UPEI

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.1.1.1 Ensure Student Union Executives and Graduate Student Association Executive are introduced to Deans Council and Directors of administrative units to ensure they are equipped to navigate UPEI's structures.	*Year 1-3*	Invite the Student Union Executives to the September meeting of the Vice-President, People and Culture's direct reports.	COMPLETE
		Invite the Graduate Student Association Executive to the September meeting of the Vice-President, People and Culture's direct reports	COMPLETE
		Invite the Student Union and the Graduate Student Association executive to Deans Council to discuss academic structures.	COMPLETE
		Invite the Student Union and the Graduate Student Association to the Academic and Research Leadership Council (directors and administrative units) to discuss academic structures.	COMPLETE
		Invite the Student Union Executives to the September meeting of the Vice- President Administration and Finance's direct reports.	COMPLETE
		Invite the Graduate Student Association Executives to the September meeting of the Vice-President Administration and Finance's direct reports.	COMPLETE
3.1.1.2 Increase the institutional capacity for student-focused data collection and analysis of resulting data on student	*Year 1-3*	Post a hiring competition for a new Manager Student Culture and Community Standards position.	COMPLETE

experiences, inform initiatives that address student issues, and help assess outcomes.		Post a hiring competition for a new Student Engagement Officer, within the Student Culture and Community Standards department.	COMPLETE
		Post a hiring competition for a new EDI-focused position, within the Student Culture and Community Standards department.	COMPLETE
3.1.1.3 Seek meaningful feedback from students as to their experience through questions such as inclusive and intercultural learning, perceptions of institutional values and commitment to EDI, and diversity-related programming.	*Year 1-3*	Post a hiring competition for a new Student Engagement Officer, within the Student Culture and Community Standards department.	COMPLETE
		Post a hiring competition for a new EDI-focused position, within the Student Culture and Community Standards department.	COMPLETE
3.1.1.4 Develop an integrated system that seeks student feedback and builds initiatives to support student success through follow-up planning, student engagement, and actions arising from student surveys.	*Year 1-3*	Identify the key qualitative and quantitative data points required.	COMPLETE
		Identify a data collection and management approach that allows for electronic data storage and analysis.	COMPLETE
3.1.2.1 Provide training on trauma-informed approaches to individuals who handle disclosures	*Year 1*	Offer in-person training on trauma-informed approaches to those who handle disclosures.	COMPLETE
		Upload resources to the myUPEI EDI site to complement the in-person training.	COMPLETE
3.1.2.2 Provide active listening training	*Year 1*	Provide training on active listening to those responding to campus community concerns.	COMPLETE
		Upload resources to the myUPEI EDI site to complement training.	COMPLETE

3.1.3.1 Coordinate with campus partners to foster a campus culture built on a commitment to listening and idea sharing	*Year 0-5*	Create pathways for input, consultation, and report back.	COMPLETE
3.1.3.2 Listen to individuals who have suffered harm at the University to learn from their experiences as a way of fostering reconciliation	*Year 0-5*	Individuals who have suffered harm are invited to share their experience with the President.	COMPLETE
		Make clear pathways for safe disclosure.	IN PROGRESS
3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	*Year 0-5*	Continue to work with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI to further our journey of reconciliation.	IN PROGRESS
		The Chair, Board of Governors, and President will meet with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI leaders.	COMPLETE
		Support implementation of Indigenous Strategic Plan.	IN PROGRESS
3.1.4.1 Develop a process for 360-degree performance review of President	*Year 1*	Develop a leadership framework with a panel of representatives from across the University.	COMPLETE
		Develop a 360-degree process for the President	COMPLETE
3.1.4.2 Develop a process for 360-degree performance review of the Senior Executive Team	*Year 1*	Develop a leadership framework with a panel of representatives from across the University.	COMPLETE
		Develop a 360-degree process for the Senior Executive Team	COMPLETE
3.1.5.1 Secure the resources to support employee engagement activities	*Year 1*	Post a hiring competition for a new Employee Engagement Officer position in the Human Resources department.	COMPLETE

		Contract with a vendor to develop and provide an implementation solution for an Employee Engagement Survey.	COMPLETE
3.1.5.2 Plan and develop employee engagement survey	*Year 1*	Develop an Employee Engagement Survey.	COMPLETE
3.1.6.1 Develop a process to offer exit interviews for departing employees	*Year 1*	Develop a guidelines and processes document for exit Interviews.	COMPLETE
		Develop a set of questions for exit interviews.	COMPLETE
		Acquire a solution to conduct exit interviews and manage associated data.	COMPLETE
		Develop a training document related to exit interviews, including purpose, process, use of data, and importance of confidentiality.	COMPLETE
3.1.6.2 Develop a process to share aggregate information learned from exit interviews in confidential and appropriate ways	*Year 1*	Develop guidelines and processes for exit interviews, which will include how aggregate information will be appropriately shared, while respecting confidentiality.	COMPLETE
		Develop a training document related to exit interviews, including purpose, process, use of data and importance of confidentiality.	COMPLETE
3.1.6.3 Create a position in Human Resources to support exit interview activities	*Year 1*	Post a hiring competition for a new Employee Engagement Officer position in the Human Resources department.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 2 Foster an environment in which employees feel valued

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.2.1.2 Increase staff capacity in the Human Resources department to support employee engagement	*Year 1*	Post a hiring competition for a new Director of Human Resources position.	COMPLETE
		Post a hiring competition for a new Employee Engagement Officer in the Human Resources Department.	COMPLETE
		Post a hiring competition for a new Workplace Relations Specialist in the Human Resources Department.	COMPLETE
3.2.1.3 Plan and develop employee engagement survey	*Year 1*	Develop an employee engagement survey.	COMPLETE
3.2.1.4 Plan and develop initiatives to enhance employee engagement	*Year 1*	Develop a document outlining a plan for engagement initiatives.	IN PROGRESS
3.2.1.5 Encourage all managers to recognize contributions made by employees to the University	*Year 1*	Communicate best practices that encourage managers to recognize contributions made by employees.	COMPLETE
3.2.2.1 Provide staff with enhanced opportunities for training and skills building	*Year 1-5*	Post a hiring competition for a new Training and Learning Specialist in the Human Resources Department.	COMPLETE
3.2.2.2 Enhance faculty development opportunities in teaching and research through the Teaching and Learning Centre and Office of Research Services	*Year 1-5*	Plan a faculty development program that supports researchers with grant proposals, partnerships, and research dissemination	COMPLETE

		Plan a graduate supervisors training program.	COMPLETE
		Develop a schedule for an ongoing series of "Lunch and Learn" sessions focused on teaching and research related professional development.	COMPLETE
3.2.4.1 Continue opportunities for campus members to speak about their experiences, provide input and share ideas, including with the President and Senior Executive Team.	*Year 0-5*	President to hold community town halls early in their term.	COMPLETE
		Develop an approach to consulting with the campus community.	COMPLETE
3.2.5.1 Promote information about supports for campus members in relation to health and wellbeing	*Year 1-5*	Circulate a notice, semi-annually, that outlines supports available to employees in relation to health and wellbeing	COMPLETE
		Review and update the online benefits portal.	COMPLETE
3.2.5.2 As they are implemented, share information on new supports and services in EDI and SVPRO that are accessible to campus members	*Year 1-5*	Share information in a timely manner about implementation of new supports and services through outlets such as: Campus Notices, Campus Connector, department emails, campus wide emails, social media, or myUPEI EDI site and/or the main EDI UPEI webpage.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 3 Rebuild trust and safety on campus

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.3.1.2 Hire additional security attendants	*Year 0-2*	Post a hiring competition for 3 full-time Security Attendants.	COMPLETE

3.3.1.3 Create and implement an annual staff training plan for Security Services which includes sexual violence and EDI training	*Year 1*	Create a training plan that includes mandatory EDI and sexual violence training for Security Attendants.	COMPLETE
		Communicate the annual staff training plan to Security Attendants.	COMPLETE
3.3.2.1 UPEI Health, Safety, and Environment to provide and promote information to campus members about reporting under occupational health and safety legislation	*Year 0-1*	Offer training sessions for students and employees to promote and educate on health and safety reporting requirements.	COMPLETE
3.3.2.2 Promote the methods that university community members can report safety concerns	*Year 1-2*	Post new and updated information to the UPEI Health, Safety, and Environment intranet site.	COMPLETE
		Offer training sessions for students and employees that promote and educate health and safety reporting requirements.	COMPLETE
3.3.4.1 Track reporting information (including anonymous and third party) through the Sexual Violence Policy.	*Year 1*	Develop a mechanism to track information regarding disclosures under the Sexual Violence Policy.	COMPLETE
		Continue to track sexual violence disclosure information.	COMPLETE

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 4 Develop campus training opportunities to promote safe, inclusive work and learning environments

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.4.1.1 Communicate behavioural obligations and limitations through documents, including the Sexual Violence Policy, Harassment and Discrimination Policy, Student Code of Conduct, Athletic Club Guidelines, and International Student Orientation handbook.	*Year 1-5*	Meet with those responsible for policies, codes of conduct and guidelines to establish communications strategies for various audiences.	IN PROGRESS

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 5 Improve campus information sharing and communications processes

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
3.5.1.1 Assess adequacy of access to information on academic, financial, and governance decision making by Board and Senate and improve transparency and access where needed.	*Year 1-2*	Conduct a review of websites of other universities to determine the type and level of academic, financial, and governance decision making information that is publicly available and compare it to information available through the UPEI website.	COMPLETE
3.5.1.2 Ensure Board of Governors and Senate minutes are posted online after approval.	*Year 1-2*	Minutes of open sessions of Board of Governors are posted on the UPEI website within 10 business days of approval, beginning September 2024.	COMPLETE

		Minutes of open sessions of Senate are posted on the UPEI website within 10 business days of approval, beginning October 2024	COMPLETE
3.5.2.1 Provide communication proactively to the UPEI community regarding Board of Governors and Senate meeting dates, and times, and include methods to attend	*Year 0*	Board of Governors' meetings open to the public will be announced via campus communiques, beginning October 2024.	COMPLETE
		Add the methods to attend Senate meetings to the Senate website as of September 2024.	COMPLETE
3.5.4.1 Enhance information sharing about campus initiatives	*Year 1-5*	Identify priority campus initiatives for the 2024–2025 academic year.	COMPLETE
		Develop a plan to enhance information sharing about campus initiatives.	COMPLETE
3.5.4.2 Provide information to campus on opportunities to take part in planning and idea sharing	*Year 1-5*	Provide information to campus on opportunities to take part in planning and idea sharing.	COMPLETE
3.5.5.1 Review structure and objectives of Marketing and Communications department	*Year 1*	Meet with leads of the Marketing and Communications department.	COMPLETE
		Develop/identify communications and marketing priorities.	COMPLETE
		Review the structure with respect to priorities	COMPLETE
3.5.5.2 Assess adequacy of staffing capacity in Marketing and Communications	*Year 1*	Review the structure with respect to priorities	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.1.1.2 Establish the purpose of the EDI and Human Rights department with the organization chart delineating the roles within the office	*Year 0-1*	Finalize roles in the department and create organizational chart.	COMPLETE
		Update the UPEI website description of the department to describe the purpose of the Department of EDI and Human Rights.	COMPLETE
		Update the myUPEI EDI site to include role descriptions and contact information for all staff in the Department of EDI and Human Rights.	COMPLETE
4.1.1.3 Director of EDI and Human Rights will attend the Board of Governors Campus Culture Oversight Committee to deliver Equity, Diversity, and Inclusion Strategy progress reports, and annual reporting under the Sexual Violence Policy and Harassment and Discrimination Policy.	*Year 0-1*	Director of EDI and Human Rights will attend the Campus Culture Oversight Committee meetings to present and discuss reports.	COMPLETE
4.1.2.1 Move the EDI and SVPRO offices to a more visible location	*Year 0-1*	Provide additional office space to the EDI and Sexual Violence Prevention and Response office staff.	COMPLETE
4.1.2.2 Hire additional staff to support the new EDI and Human Rights Department	*Year 0-1*	Post hiring competitions for the new positions of SV Prevention and Education Officer and Sexual Violence Prevention and Response Coordinator.	COMPLETE

		Post hiring competitions for the new positions of EDI Education and Training Officer, Sexual and Gender Diversity Specialist, and Anti-Racism, Cultural Diversity Project Officer.	COMPLETE
		Post a hiring competition for the new positions of Human Rights and Equity Advisor, and Informal Resolution Specialist.	COMPLETE
		Convert the EDI in Employment Systems Advisor position from a term to a permanent appointment.	COMPLETE
4.1.2.5 Create a new position for sexual violence prevention and response coordination to supplement response capacity and improve prevention and response activities	*Year 0-1*	The Sexual Violence Prevention and Response Coordinator will consider the PEI 2026 Equality Report Card Assessment Model, PEI Equality Report Card 2022, and PEI's Sexual Violence Prevention Strategy to ensure the office is aware of provincial initiatives and directions in relation to gender-based violence.	COMPLETE
4.1.3.1 The EDI and Human Rights Department will be responsible for intake and administration of the new Harassment and Discrimination Policy (once developed)	*Year 1-2*	Develop a new Harassment and Discrimination Policy which places responsibility for intake and administration of the policy in the new Department of EDI and Human Rights.	IN PROGRESS
4.1.3.2 Create a new position, Human Rights and Equity Advisor, for the intake and administration of the new Harassment and Discrimination Policy.	*Year 1-2*	Post a hiring competition for a new position of Human Rights and Equity Advisor with job responsibilities including intake and administration of the new harassment and discrimination policy.	COMPLETE
4.1.3.4 Use a variety of external investigators	*Year 1-2*	Develop a list of prerequisite requirements for external investigators under the new policy.	COMPLETE
4.1.3.5 Ensure investigations are procedurally fair	*Year 1-2*	Post a hiring competition for a new position of Human Rights Counsel, with a required qualification of having	COMPLETE

		deep knowledge of, and experience with the application of, principles of administrative and human rights law applicable to harassment, discrimination, and sexual violence complaint processes, including evidentiary standards, procedural fairness, and administration of investigative processes.	
		Assign responsibility for management of complaint processes for both sexual violence and harassment and discrimination, providing investigative oversight for these formal complaint processes, and providing procedural advice for the related compliant processes to the Human Rights Counsel.	COMPLETE
4.1.3.6 Provide informal resolution services in accordance with the new Harassment and Discrimination Policy.	*Year 1-2*	Post a hiring competition for a new position of Informal Resolution Specialist to provide informal resolution services under the new Harassment and Discrimination policy.	COMPLETE
4.1.4.1 Review initiatives at other post-secondary educational institutions	*Year 0-1*	Review and record initiatives relevant to training at other post-secondary institutions.	COMPLETE
4.1.4.2 Collaborate with areas of campus with their own EDI efforts	*Year 0-1*	Create a method for campus departments to record their EDI initiatives and request meetings with EDI staff or ask for support.	COMPLETE
		Share the method for campus departments to record their EDI initiatives and request meetings with EDI staff or ask for support.	COMPLETE
		Update the myUPEI EDI site to include role descriptions (including how they can assist various University departments) and contact information for all staff in the Department of EDI and Human Rights.	COMPLETE

		Staff from the Department of EDI and Human Rights will work with UPEI departments that request EDI training.	COMPLETE
		Staff from the Department of EDI and Human Rights will provide advice and/or support to other departments for their EDI efforts upon request.	COMPLETE
		Staff from the Department of EDI and Human Rights will meet with managers from across campus to learn about their EDI initiatives and EDI related needs.	COMPLETE
		Staff from the Department of EDI and Human Rights will Facilitate EDI Steering Committee meetings at least once annually to gather information about EDI initiatives occurring across campus from committee members.	COMPLETE
4.1.4.4 Create a new position responsible for equity, diversity, and inclusion training and education	*Year 0-1*	Post a hiring competition for a new position of Equity, Diversity, and Inclusion Training and Education Officer.	COMPLETE
4.1.4.5 Create a new position responsible for sexual violence prevention and education	*Year 0-1*	Post a hiring competition for a new position of Sexual Violence Prevention and Education Officer.	COMPLETE
4.1.4.8 President will consult with unions on an approach for implementation of the mandatory Preventing Sexualized Violence course for union members	*Year 0-1*	Consult with CUPE 1870 leadership regarding making the Preventing Sexual Violence course mandatory for their members.	COMPLETE
		Consult with CUPE 501 regarding making the Preventing Sexual Violence course mandatory for their members.	COMPLETE
		Consult with IBEW 1928 regarding making the Preventing Sexual Violence course mandatory for their members.	COMPLETE

		Consult with PSAC 86000 regarding making the Preventing Sexual Violence course mandatory for their members.	COMPLETE
		Consult with Faculty Association regarding making Preventing Sexual Violence course mandatory for their members.	COMPLETE
4.1.5.1 Continue to collect information regarding initiatives, best practices, and research in relation to work of the EDI and Human Rights department	*Year 0-1*	Collect and record information from other post-secondary institutions, research databases, and/or community organizations on Edi, Human Rights, and Sexual Violence Prevention.	COMPLETE
4.1.5.2 Obtain information regarding experiences of other institutions with collection of workforce diversity information to inform future planning	*Year 0-1*	Review and record information about initiatives to collect workforce diversity information at other post-secondary institutions.	COMPLETED IN YEAR 0
4.1.6.1 Work collaboratively with campus partners who provide services to underrepresented or marginalized groups including International Student Office, Accessibility Services, and Student Affairs	*Year 1-3*	Meet with representatives from campus partners who serve underrepresented or marginalized groups on campus, including the International Students Office, Accessibility Services, and Student Affairs.	COMPLETE
4.1.6.2 Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available.	*Year 1-3*	Work with Human Resources to review and finalize an accommodation procedure for faculty and staff.	IN PROGRESS
		Make information about the accommodation procedure accessible to faculty and staff.	IN PROGRESS
		Share information about the accommodation procedure on the Human Resources web pages on upei.ca and myUPEI, and on the EDI site on myUPEI.	IN PROGRESS

4.1.6.3 Create a permanent EDI in Employment Systems Advisor position to continue to make EDI improvements to employment related processes on an ongoing basis	*Year 1-3*	Convert the EDI in Employment Systems Advisor from a term position to a permanent appointment.	COMPLETE
4.1.6.4 Coordinate processes of student-related investigations among the offices of SVPRO and supports within Student Affairs	*Year 1-3*	Have the Sexual Violence Response Team meet to coordinate student-related investigations, and the supports related to sexual violence matters.	COMPLETE
		Have the staff within the Sexual Violence Prevention and Response Office hold regular meetings with Student Culture and Community Standards unit of Student Affairs to ensure staff have opportunity to coordinate activities on sexual violence.	COMPLETE
		Ensure that the Sexual Violence Prevention and Response Office process that refers clients to counselling in Student Affairs will include scheduling sensitive to both the Complainant and Respondent.	COMPLETE
4.1.6.5 Formalize cross-departmental coordination in relation to harassment, discrimination, racism, or sexual violence	*Year 1-3*	Have the staff within the Sexual Violence Prevention and Response Office hold regular meetings with Student Culture and Community Standards unit of Student Affairs to ensure staff have opportunity to coordinate activities on sexual violence.	COMPLETE
		Have the Human Rights Counsel hold regular meetings with Accessibility Services to ensure staff have the opportunity to share information to coordinate activities.	COMPLETE
		Have the Sexual Violence Response Team meet to coordinate the University response to sexual violence matters.	COMPLETE

		Have the Anti-racism and Cultural Diversity Project Officer hold regular meetings with the Student Culture and Community Standards unit, the International Student Office, and Residence Life to gather and share information, and/or coordinate student-focused antiracism and cultural diversity efforts.	COMPLETE
		Have the Anti-racism and Cultural Diversity Project Officer hold regular meetings with faculty- and staff-focused departments to gather and share information, and/or to coordinate staff- and faculty-focused anti-racism and cultural diversity efforts	COMPLETE
4.1.6.6 Work collaboratively with Deans/Associate Deans to provide advice and guidance on EDI initiatives led by/within Faculties	*Year 1-3*	Director of EDI and Human Rights to attend a Dean's Council meeting to discuss supports and services offered by the Department of EDI and Human Rights.	COMPLETE
4.1.7.1 Build capacity for informal resolution methods applicable to matters under the Sexual Violence Policy and a new Harassment and Discrimination Policy	*Year 1*	Post a hiring competition for a new position of Informal Resolution Specialist.	COMPLETE
		Have Informal Resolution Specialist work with Sexual Violence Prevention and Response Coordinator to consider best practices for informal resolution in sexual violence complaints.	Moved to Year 2

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

Action 2 Create a non-disclosure agreement (NDA) policy based on current legislation

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.2.1.1 Develop a policy that complies with all aspects of the PEI Non-disclosure Agreements Act	*Year 1*	Develop UPEI NDA policy that complies with PEI Non-Disclosure Agreements Act	COMPLETE
4.2.1.2 Commit to not using any 'fact of' language in any necessary NDAs	*Year 1*	Include in UPEI NDA policy a prohibition against "fact of" language in any necessary NDA.	COMPLETE
4.2.1.2 Make the policy easily accessible	*Year 1*	Post UPEI NDA Policy on UPEI website once enacted.	COMPLETE
4.2.2.1 Send regular reports to the Board of Governors on terminations and resignations, and if any were associated with NDAs	*Year 1*	Develop a report for the Human Resource Committee of the Board of Governors, that includes the number of terminations and resignations by union group, and whether any such terminations or resignations have associated NDA.	COMPLETE
		Beginning January 2025, provide a report for each meeting of the Human Resource Committee of the Board of Governors, which includes the number of terminations and resignations by union group, and whether any such terminations or resignations have associated NDAs.	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.3.1.3 Replace the Fair Treatment Policy with a comprehensive Harassment and Discrimination Policy that covers all campus members and reflects the new structure of the EDI and Human Rights Department	*Year 1-2*	Draft a new Harassment and Discrimination Policy that covers all campus members and reflects the new structure of the Department of EDI and Human Rights.	COMPLETE
4.3.1.4 Ensure the new policy incorporates all recommendations of the UPEI Review	*Year 1-2*	Incorporate recommendations of the UPEI Review into the new Harassment and Discrimination Policy	COMPLETE
4.3.1.5 Ensures the new policy reflects feedback from survivors of harm at the University	*Year 1-2*	Include feedback from the UPEI Review, Action Plan Advisory Group Recommendations, and listening sessions held by the President to support the Action Plan, as considerations for the policy development process.	COMPLETE
		Request feedback from Fair Treatment Advocate under the Fair Treatment Policy on new Harassment and Discrimination Policy.	COMPLETE
		Request feedback from Sexual Violence Response Navigator on new Harassment and Discrimination Policy.	COMPLETE
		Ensure the new policy contemplates a process path for complaints against the President.	COMPLETE

		Have the Chair of the Board of Governors review the draft Harassment and Discrimination Policy to ensure input from former complainants has been appropriately incorporated.	COMPLETE
4.3.1.6 Ensure the policy is trauma-informed and procedurally fair	*Year 1-2*	Human Rights Counsel, with knowledge of procedural fairness, to ensure the new Harassment and Discrimination Policy is procedurally fair.	COMPLETE
		Have the draft policy reviewed by staff of the Department of EDI and Human Rights who have experience in applying a trauma-informed lens and take any concerns or recommendations into consideration in the draft policy.	COMPLETE
4.3.1.7 Ensure the new policy aligns with legislative requirements, such as PEI Occupational Health and Safety Act and Employment Standards Act.	*Year 1-2*	Obtain an opinion from external legal counsel to ensure that the new policy aligns with provincial legislative requirements (and if any applicable federal legislative requirements) including but not limited to the Occupational Health and Safety Act, Employment Standards Act, and Human Rights Act.	IN PROGRESS
4.3.2.1 Make the policy easily available to the campus community	*Year 1*	Once enacted, post the policy on the University website.	Moved to Year 2

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.4.1.1 Finalize revisions to the UPEI Sexual Violence Policy	*Year 1*	Finalize the draft Sexual Violence Policy.	IN PROGRESS
4.4.1.2 Ensure the new policy is comprehensive and implements all the recommendations of the UPEI Review	*Year 1*	Ensure the final Sexual Violence Policy reflects the recommendations of the UPEI Review.	IN PROGRESS
4.4.1.3 Ensure the revised policy is trauma-informed, procedurally fair, and conforms to legislative requirements	*Year 1*	Obtain an opinion from external legal counsel that the new policy is procedurally fair and aligns with provincial legislative requirements (and if any applicable federal legislative requirements).	IN PROGRESS
		Have the draft policy reviewed by staff of the Department of EDI and Human Rights who have experience in applying a trauma-informed lens and take any concerns or recommendations into consideration in the draft policy.	IN PROGRESS
4.4.1.4 Ensure that the experiences of victims of sexual harassment/assault, including within the context of student residences, are in the revisions to the Policy	*Year 1*	Include the Sexual Violence Response Navigator and Assistant Manager, Residence Life, both of whom have experience working with victims on campus, on the Sexual Violence Review Committee.	COMPLETE
		Consider the Action Plan Advisory Group Recommendations, information from the listening sessions, and recommendations from the UPEI Review,	IN PROGRESS

		which included victim experiences, in revisions to the Sexual Violence Policy.	
		Have the Chair of the Board of Governors review the draft Sexual Violence Policy to ensure input from former complainants has been appropriately incorporated.	MOVED TO YEAR 2
4.4.2.3 Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy	*Year 1-2*	Once the new Sexual Violence Policy is enacted, arrange training for the Board of Governors, Senate and Senior Executive Team. Depending upon the date of enactment, this training could take place in Action Plan Year 1 or 2.	MOVED TO YEAR 2
4.4.2.4 Make the piloted Sexual Violence Response Team permanent and finalize terms of reference	*Year 1-2*	Include the Sexual Violence Response Team in the new Sexual Violence Policy.	IN PROGRESS
4.4.2.5 Strengthen and clarify pathway for respondent support	*Year 1-2*	Post a hiring competition for a new position of Manager of Student Culture and Community Standards within Student Affairs, whose responsibilities will include coordinating respondent support during Sexual Violence Prevention and Response Office investigations.	COMPLETE
		Have the new Manager of Student Culture and Community Standards begin providing respondent support.	COMPLETE
4.4.2.7 Provide investigation results to the respondent's internal support provider	*Year 1-2*	Post a position for a new position of Manager of Student Culture and Community Standards within Student Affairs, who will be prepared to provide internal support for student respondents.	COMPLETE

		Have the Sexual Violence Prevention and Response Office provide investigation reports involving student respondents to the Manager of Student Culture and Community Standards in all cases, except where the respondent objects to the involvement of Student Affairs.	COMPLETE
		If authorized by the respondent, provide investigation results to the respondent support provider.	MOVED TO YEAR 2
4.4.3.1 Make the policy easily available to the campus community	*Year 1*	Once enacted, post the policy on the University website.	MOVED TO YEAR 2
4.4.4.3 President will consult with unions on an approach for implementation of the mandatory Preventing Sexualized Violence course for union members	*Year 0-1*	Consult with CUPE 1870 leadership regarding making the Preventing Sexual Violence course mandatory to their members	COMPLETE
		Consult with CUPE 501 regarding making the Preventing Sexual Violence course mandatory to their members.	COMPLETE
		Consult with IBEW 1928 regarding making the Preventing Sexual Violence course mandatory to their members.	COMPLETE
		Consult with PSAC 86000 regarding making the Preventing Sexual Violence course mandatory to their members.	COMPLETE
		Consult with the Faculty Association regarding making the Preventing Sexual Violence course mandatory to their members.	COMPLETE

4.4.5.1 Collect statistical information on sexual violence disclosures from a victim-centered lens	*Year 0-1*	Continue to populate the Sexual Violence Prevention and Response Office case monitoring document (or any system which replaces it).	COMPLETE
4.4.5.2 Implement process to allow monitoring of trends	*Year 0-1*	Continue to use and maintain Sexual Violence Prevention and Response Office case monitoring document (or any system which replaces it).	COMPLETE

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENATION ACTIVITIES	PROGRESS
4.5.2.1 Review processes regarding violence, sexual violence, harassment, and discrimination to ensure they are designed reflecting principles of safety and respect	*Year 0-5*	Review the UPEI Violence Prevention and Response Policy: Ensuring a Safe Campus Community to ensure PEI Occupational Health and Safety Workplace Violence Prevention Regulations are met.	COMPLETE
4.5.2.2 Create pathways for sexual violence or harassment and discrimination disclosures and complaints that are clear	*Year 0-5*	Draft a new sexual violence policy and harassment and discrimination policy that include pathways for disclosure and complaints.	IN PROGRESS

UNIVERSITY of Prince Edward ISLAND

upei.ca

Your Voice, Our Future!

Employee Engagement Survey Update

Campus Culture Oversight Committee

HR Committee

TALENTMAP

UNIVERSITY of Prince Edward ISLAND

Looking Back

Overview

- Survey Period: Monday November 4 – Friday, November 22

- Survey sent to 1,604 employees
  - Perm/Term Faculty and Staff
  - Sessional Employees
  - Student Employees

- Survey measured 17 different dimensions; UPEI Action Plan, Accountability & Belonging being custom dimensions. Sections with some custom questions (e.g., Diversity & Inclusion)

- Completed early as part of Year 2 Action Plan to establish a baseline

Rolling Out the Results

Presentations to Date

- Senior Executive Team: December 2024
- Campus Leaders: February 7, 2025
- Union Partners: February 10, 2025

Comparison to the Action Plan

- Year 2 Implementation Plans

Confidentiality

- A high priority through this process
- Reporting threshold of 10 responses
- Limited access to the results portal
- Reports being developed with care and privacy in mind
- Comments are being themed, but not directly shared

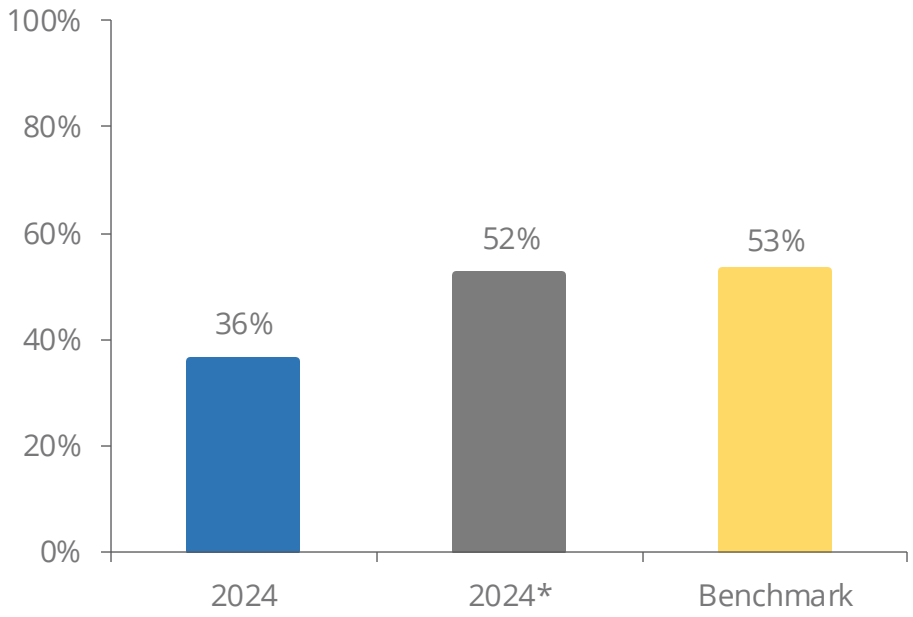
Response Rate

Your survey period: November 4 to November 22, 2024

n=581

Headcount=1,604

Margin of Error=3.25%

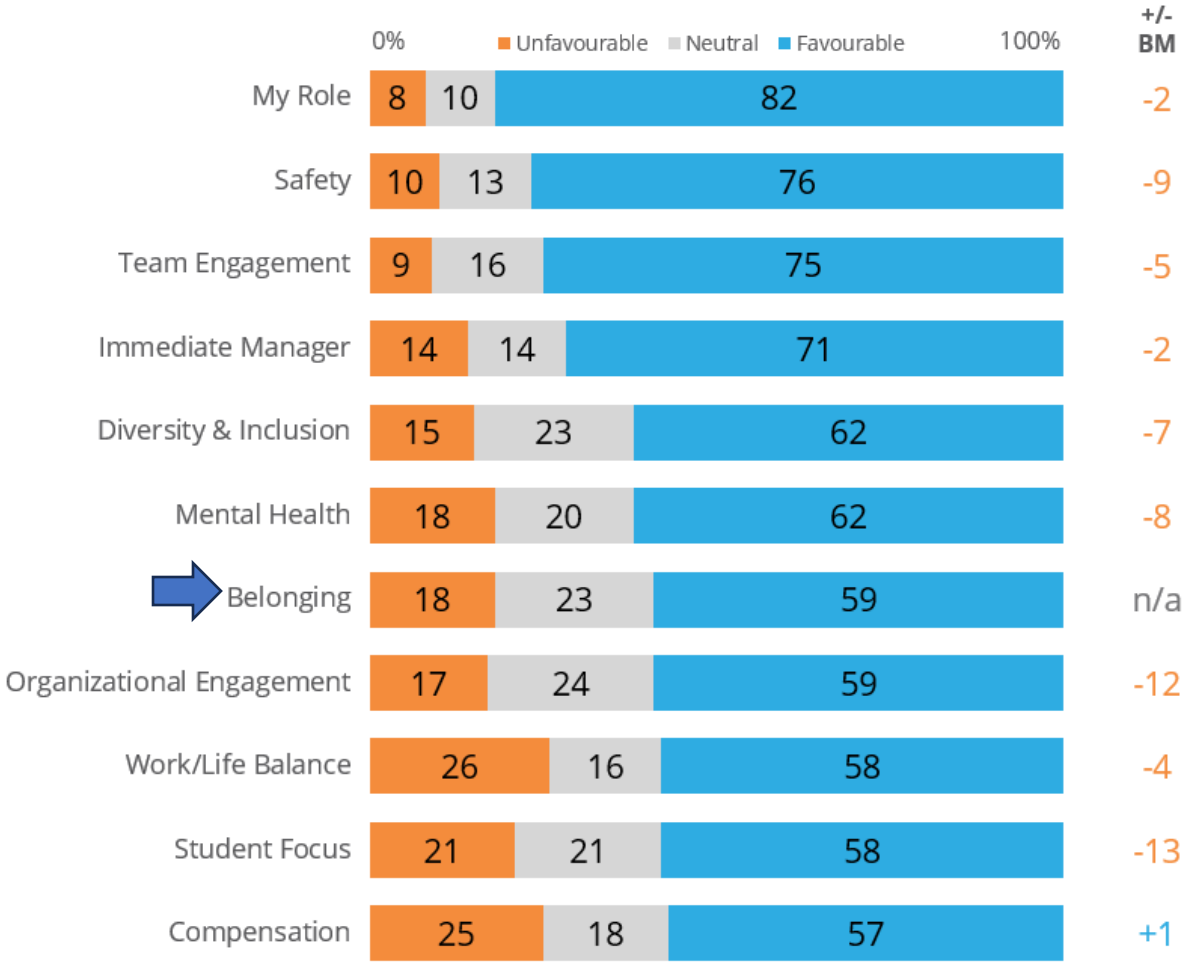


- Academic & Research (74%)
- Administration & Finance (15%)
- IT Systems & Services (4%)
- People & Culture (4%)
- Office of the President (3%)

* Excludes sessional & student employees

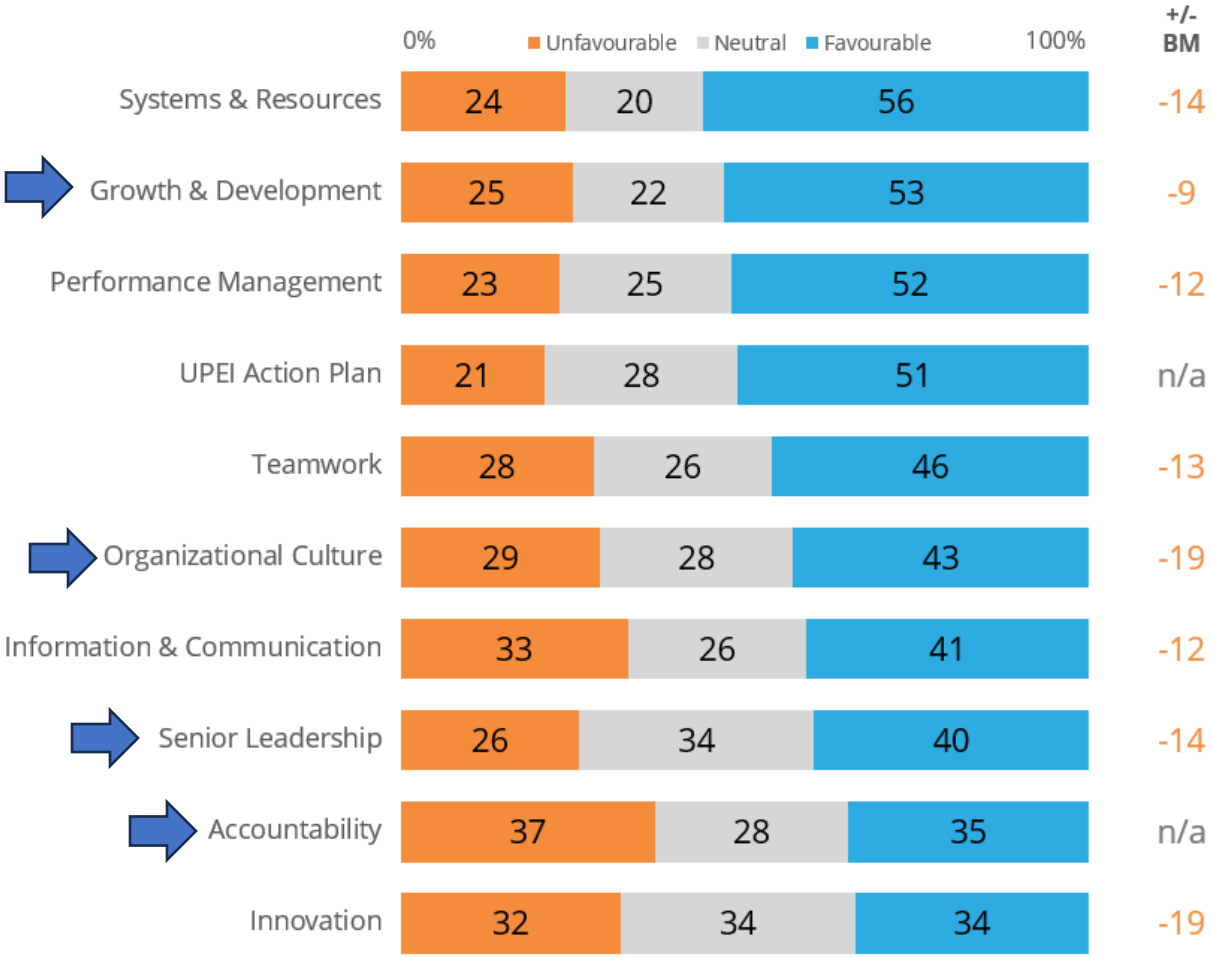
Overall Dimension Scores

Key Driver

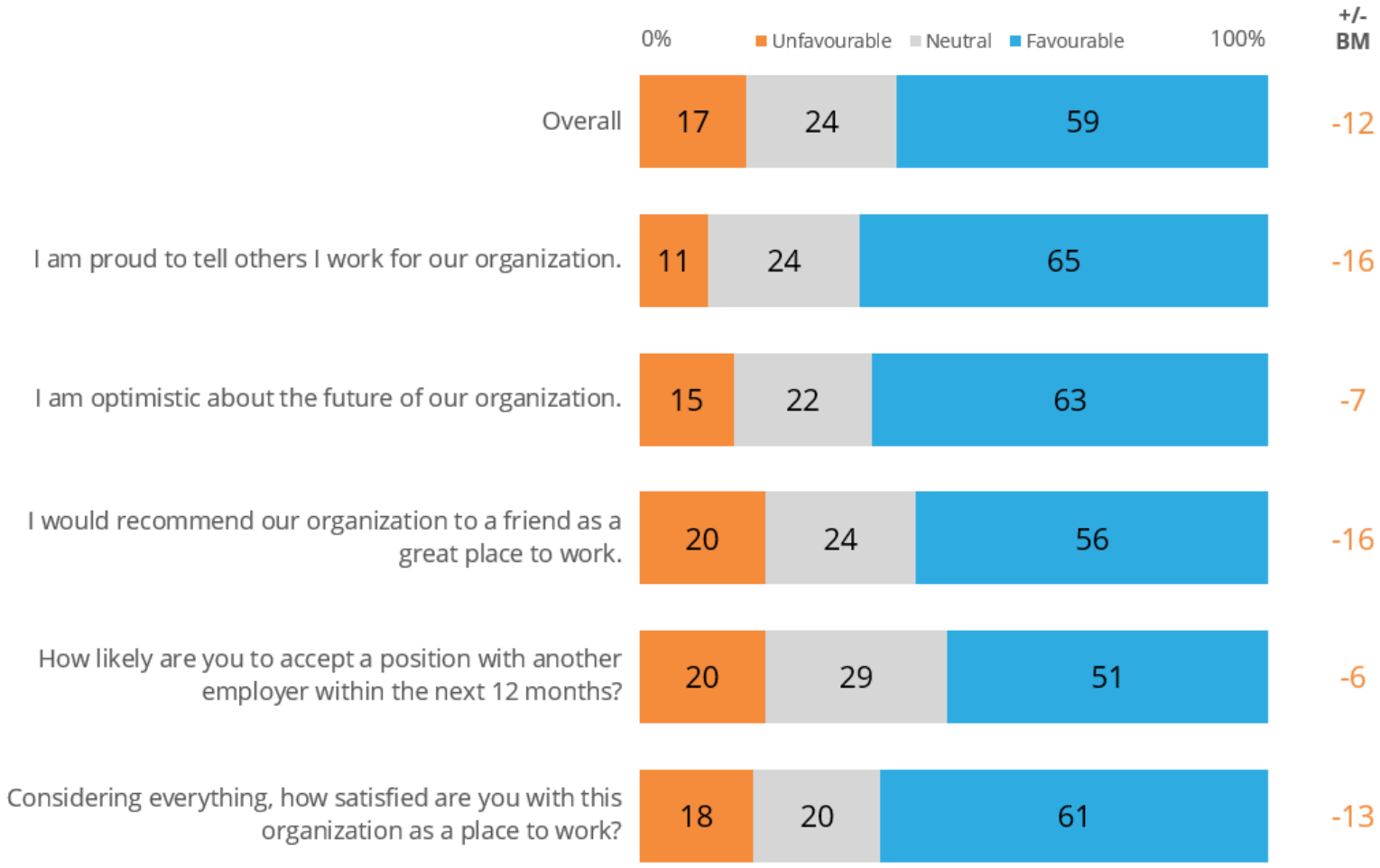


Overall Dimension Scores

Key Driver



Organizational Engagement



Strengths

What is working well?

- Compared to benchmark, UPEI's strongest dimension was **Compensation**
- Compared to benchmark, questions that scored above benchmark included:
  - Manager involves me with decisions **(Immediate Manager)**
  - Satisfied with benefits **(Compensation)**
  - Paid fairly vs outside organizations **(Compensation)**

Opportunities

What needs attention?

- Compared to benchmark, notable questions that scored below benchmark included:
  - Organization operates with integrity **(Organizational Culture)**
  - Respond well to change **(Innovation)**
  - Celebrate successes **(Organizational Culture)**
  - Culture of innovation **(Innovation)**

Survey Themes

Theme # 1a: Communication

- How and when we engage with employees
- Safe spaces and mechanisms for feedback
- Employees feeling heard, respected & encouraged to bring their authentic selves to work

- Survey dimensions/questions driving this theme:

    - **Belonging:** *I feel comfortable expressing concerns or providing feedback without fear of negative consequences.*
    - **Belonging:** *Leadership creates an environment where all employees feel they can bring their authentic selves to work.*
    - **Organizational Culture:** *Sufficient effort is made to get the opinions and thinking of people who work here.*
    - **Accountability:** *I trust that leadership will act on feedback provided by employees to improve workplace culture and practices.*
    - **Diversity & Inclusion:** *Diverse identities, ideas and ways of thinking and working are valued at my organization.*

Theme # 1b: Communication

- How we share and communicate information and/or decisions

- Survey dimensions/questions driving this theme:

  - **Accountability:** *Decisions made by leadership are transparent and fair.*
  - **Teamwork:** *People in our organization share information willingly.*
  - **Information & Communication:** *Information is widely shared so that everyone can get the required information when it's needed.*
  - **Information & Communication:** *Our organization has adequate procedures for sharing information.*
  - **Information & Communication:** *In general, information in our organization is communicated well.*

Theme # 2: Accountability

- Accountability both at the Organizational and Individual Contributor levels.

- Survey dimensions/questions driving this theme:

  - **Accountability:** *There are clear consequences for colleagues who engage in discriminatory or inappropriate behavior.*
  - **Senior Leadership:** *Senior leadership acts consistently; they do as they say.*
  - **Organizational Culture:** *In my experience, our organization operates with integrity.*
  - **Mental Health:** *My workplace effectively handles "people problems" that exist between staff.*
  - **Performance Management:** *People in my team are held accountable for their performance.*
  - **Performance Management:** *I understand how my performance is measured and evaluated*
  - ***Accountability:*** *I feel that both leadership and colleagues are held to the same standards when it comes to accountability and conduct.*

Theme # 3: Training & Development

- Leadership training (for new and aspiring leaders)
- Job specific training
- Access to safety policies, procedures & subsequent training

- Survey dimensions/questions driving this theme:

  - **Growth & Development**: *Our organization does a good job of developing leaders*

  - **Systems & Resources:** *I receive enough training to do my job well.*

  - **Safety:** *Our organization provides me with appropriate information (policies, procedures and standard operating procedures), to do my job safely*

  - **Safety:** *Our organization provides me with appropriate training to do my job safely*

Theme # 4: Change, Innovation & Process Improvement

- Ability to embrace, navigate and as well as respond to change at both the Organizational and Individual Contributor levels.
- Process improvement in organizational and work unit processes. Having clear policies and procedures.

- Survey dimensions/questions driving this theme:

    - **Innovation:** *We respond well to competitors and other changes in the business environment*

    - **Innovation:** *There is a culture of innovation at our organization*

    - **Team Engagement:** *Conflict within my team is constructive and leads to better outcomes, rather than being harmful to team dynamics*

    - **Diversity & Inclusion:** *My organizations policies and procedures are effective in addressing discrimination or harassment*

Employee Wellness

- **94%:** are committed to contributing to an environment hat supports mental health & wellness in the workplace **(Mental Health)**
- **52%:** feel their workplace effectively deals with situations that may threaten or harm employees **(Mental Health)**
- **63%:** have a good understanding on what supports UPEI offers in relation to their mental health **(Mental Health)**
- **47%:** feel their job is not too stressful **(Work/Life Balance)**
- **63%:** feel they are able to balance work and their personal life **(Work/Life Balance)**

Action Plan

6%: Viewed the UPEI Action Plan unfavorably when the action plan was initially announced.

27%: View progress on the UPEI Action plan so far unfavorably

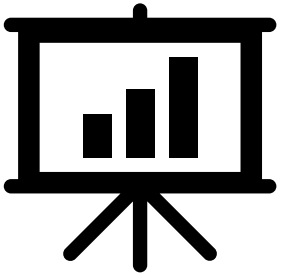
___

60%: Recent changes here show we are moving in the right direction

49%: Changes encourage me to embrace future changes

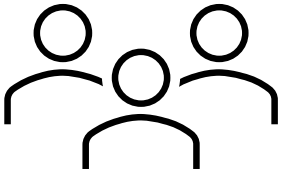
45%: feel leaders listen to employees to improve the organizations' ability to change

Looking Ahead



Overview for Campus

- Overview Presentation
- Campus members can the access this presentation and the full results on myUPEI



Departmental Results

- Departmental results will be shared with leaders, respecting the reporting threshold

Defining Action Items

- Determine current work underway
- Determine gaps
- Engage with the community

THANK YOU

Your Voice, Our Future!

UNIVERSITY of Prince Edward ISLAND

Improving workplace culture is a journey, not a destination—every step counts

Open Session Report

President & Vice-Chancellor
May 27, 2025, Board of Governors' Meeting

REPORT PERIOD – March 18, 2025 – May 15, 2025

The focus since the March 25th Board of Governors meeting has been mainly finishing the budget, and on finalizing the Year 2 Implementation Plan of the Action Plan. Kate Richard and Pam Trainor have done exceptional work and been relentless and relentlessly positive in pushing the Action Plan items over the finish line. We also have initiated work with Deloitte Canada as the audit firm and have just finished the Year 0 and 1 Action Plan Progress report. We need to recognize and reaffirm the urgent and upsetting circumstances that lead to the development of the Action Plan at the same time as we recognize that it is ambitious in every way. It is demanding work. My focus, in addition to completing some key items, has been to ensure we keep in mind the purpose of the work and not become over focused on the many items comprising the plan in a transactional checklist way. It's important to reflect on the overall purpose and substance of the plan to ensure the outcome is transformational.

I have been heavily focused on the completion of the replacement of the Fair Treatment Policy with a new Discrimination and Harassment Policy and Sexual Violence Prevention and Response Policy. This work alone accounts for about a dozen Implementation Plan items, and these must be completed sequentially and with integrity. This phase of the policy development has included the internal and external consultation on the draft policy and consultation with survivors of harm experienced, as laid out in the Rubin Thomlinson report. This week will wrap up our committee work with two four-hour workshop sessions. Of note in this work is the excellent contributions and engagement from the 20-member committee representing students, staff, administration, faculty, and all five unions in developing a workable policy from scratch! It has been an immense privilege to work with this group and I have learned a great deal about each of their own and their collective experiences of the university. At the time of writing, we are almost there.

In terms of the budget, we were delayed by the changes in the provincial government and as the impacts of the IRCC decisions became clearer. The budget materials are in this package. Credit to Tim Walker, Tara Judson, Breanne MacInnis, and Matt O'Neill for their invaluable assistance and repeated scenario modeling for our consideration.

We welcomed two new Vice Presidents – who are full of excitement and enthusiasm and great ideas and perspectives. Tim Walker, started as Vice President Administration and Finance (VPAF) on April 14th. Dr. Jane Ngobia started as Vice President People and Culture on May 1st. I am excited about our future with them joining me and Dr. Greg Naterer, Vice

President Academic and Research (VPAR) on the senior team. We have now completely refreshed the senior team starting when Dr. Naterer was hired.

As I write, it's convocation week. About 1200 degrees were conferred. This is an exciting and positive time at the university. The unique contributions of our graduates, by discipline, and of course by individual, are clearly on display. As I mention in my address, the greatest way that UPEI contributes to making the world a better place is through our graduates who go out and take UPEI and PEI values into their organizations, their work, their leisure, and their service.

With respect to the 14 President Goals and Priorities:

1. **Sponsor the mission, values, and priorities set forth in UPEI's 2018-2023 Strategic Plan**

Several components of the expired strategic plan remain relevant and will find their way into the new strategic plan because they link strongly to UPEI values and to transcendent goals. Whereas all of these remain active, the current period was slightly more operational in nature, due to the need to complete the above noted plans and reports. I hosted a town hall featuring the UN Sustainable Development Goals (SDGs) and began a conversation with the campus community about where UPEI might identify particular SDGs where it might make a focused contribution.

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

The Strategic Plan was indeed kickstarted back in the fall, and it is expected to be completed by the end of June – for approval in the fall governance cycle. There was a need to solicit more input through consultation. There has also been a need to reconvene and strengthen the steering committee itself as we move toward a coherent institutional plan where the whole is greater than the sum of the parts. Several workshop-like sessions are scheduled between now and the end of June.

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

In the reporting period, this work has largely been connecting with other Association of Atlantic University presidents through AAU meetings as well as some other conversations. I have continued my work with the Tri-Council Panel on Research Ethics and delivered a keynote address at the recent Canadian Association of Research Ethics Boards (CAREB) annual conference. This increases the visibility of our university in a national space. We have been able to connect with provincial leaders mostly through tours of the new medical building which is a great atmosphere for connecting. I have also been working with our

Deputy Minister of Workforce, Advanced Learning and Population on our budget and on some other topics.

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.**

As noted above, this has been a particular heavy focus in this reporting period, and will stay central in focus, activity, and resourcing.

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.**

In terms of the senior team, this goal is mostly achieved. The final member of the team to be replaced was the Chief Information Officer (CIO). This week we appointed a new interim CIO, Mark Caduc, who is joining us from Bishop's University where he was the CIO. This position was designated interim after a failed search for a permanent CIO which required a re-examination of the nature of the position description to better suit the current landscape of leaders in the IT space, and to ensure we could get a CIO in place on the departure of our previous CIO, Dana Sanderson. Mark Caduc will join us in June.

A review of the organizational structures, a skills analysis, and position reviews for the President's Office team – the bureaucracy of the President's Office, if you will – is still underway. We have some leaves in the President's Office and are exploring ways of ensuring robust administrative support, improved workplace dynamics, and strengthening capacity.

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

The governance development work continues to go well under the leadership of our University Secretary, Pascal Robichaud, with assistance from Pam Trainor and Kim Porter. I also continue to be active in this space.

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.**

The first cohort of medical students has now been admitted to the regional campus of MUN to pursue their MD degrees. Additionally, the Faculty of Medicine at UPEI is also developing well. It remains tiny, with only a few faculty members, but numerous UPEI staff dedicated to the support of the delivery of the MUN MD program. The building is progressing very well and is still expected to open on time (and very close to on budget). I am in regular contact

with the Dean, with the CEO of Health PEI, and periodically with other members of the PEI government on this topic. Dr. Smith, Dr. Keefe, Dr. Naterer and I will continue to work on the relationship with MUN leaders.

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

As noted previously, this must be a stronger focus in the coming year. I have met with the IKERAS faculty, who had numerous observations and recommendations. I will work with Dr. Corinne Chappell on these items. Dr. Naterer is working to support Dean Weenie and the faculty.

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

As you will see in the materials for today's meeting, together with the VPAF and the Comptroller's Office, we are putting together a longer-range budget to achieve financial sustainability for UPEI. Similar to our peers across the country, it is time for UPEI to look at its revenue-expenditure ratio (which is comparatively healthy nationally), and to look at implementation and assessment of a strategic enrolment plan in addition to other sustainable revenue generating strategies. We will continue to look at process improvement and fiscally responsible operations across the institution.

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

This item is tightly linked to the budget items. In the VPAR portfolio, there have been organizational shifts to focus more on international recruitment strategies, domestic recruitment strategies, overall retention. The search for a new AVP students is underway and will provide growth in leadership capacity in this space.

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

This is tightly linked to the enrolment and recruitment management goal. The organizational changes in the international office resulted in seeking feedback from students on the services they need from that office and the work has been redistributed. This work must be balanced with our human resource capacity as well as our legal and ethical responsibilities. My 'listening tour' that included student support staff, and students, strongly revealed the need to enhance the ability of students to navigate their programs on the correct timelines. Dr. Naterer has initiated a curriculum coherence review. We are also working on improving process efficiency.

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

The need for continuous process improvements has been identified through the consultation processes leading to the appointment of our interim CIO. It must be noted that UPEI is in a very good position in terms of consistency of technological infrastructure, although it has been noted that various upgrades are necessary. This will be a priority for the new CIO.

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

Under the leadership of Dr. Naterer and Dr. Sweeney-Nixon, the university's overall success in Tri-Council funding has increased and resulted in an increase to the associated research support grant. This is very good news and shows increased performance. I have learned that there is a need for more stable and robust research infrastructure report. I will be focusing on this in the coming year.

14. Assist the advancement team with selected fundraising initiatives.

This work continues to be largely event by event and person by person. In the reporting period, I specifically met with one donor and engaged with others at various events such as those associated with convocation week. We are developing a structured plan for engagement with donors and alumni for the coming year.

UNIVERSITY of Prince Edward ISLAND

To: UPEI Board of Governors
From: Dr. Marva Sweeney-Nixon, Associate VP Research & Dean of Graduate Studies
Date: 7 May, 2025
Re: Board approval of a new program: Master in Cleantech Leadership & Transformation

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As directed in the *University Act*, The Board of Governors approves the creation of new academic programs on the advice of The Senate. **Please find enclosed a request to approve the newly Senate-approved Master in Cleantech Leadership & Transformation (MCLT)**. The MCLT is a 16-month trans-disciplinary program that aims to produce leaders and innovators who will assist governments, industries, and communities adopt and create sustainable solutions that transform PEI, Canada and indeed the planet towards *'net zero'*.

Context – Building UPEI's strengths & reputation: The program is ***the first of its kind*** in Atlantic Canada and was designed to build a talent pool to innovate, leading the transformation towards *net zero* energy. The Royal Bank of Canada estimates that the transition to net zero could create up to 400,000 new jobs in Canada by 2030. In addition to Canada, several countries have set specific net zero targets, so we can expect job creation in the cleantech sector to increase globally.

The program is ***supported by the Government of PEI***. An environmental scan was completed by Cambridge Professional Development Limited in October 2022, funded by the PEI Department of Environment, Energy and Climate Action (EECA). It consulted with several governmental, nonprofit, industry organizations and Lennox Island First Nation. The scan identified that ***existing academic programs are strong in the science and engineering aspects of climate change*** but less so in business, leadership, and deployment of net zero technologies, with skills gaps that include societal content such as leadership and entrepreneurship. With ***funding from EECA/PEI Energy Corporation,*** the Cleantech Academy was born, and UPEI (and Holland) built academic programs to address this need, which is a priority of the Government of PEI, who aims to make PEI the first province to reach *net zero* (by 2040). There was ***input*** from 4 Faculties, the Library, Teaching & Learning Centre, Holland College, local Cleantech Industries, and First Nations.

Business case for program viability: A budget projection (enrolment, resource needs) was submitted to Senate and later updated for submission to the Interim VPAF to be taken to the PEI Government. The Government has supported the creation of this program with core funding for faculty members. See Appendix A.

Senate: Evidence that this program was duly approved by Senate and the MPHEC can be found in Appendix B:

- Senate minutes from September 2024 – page 4 contains the motion to approve the new program;
- MPHEC approval was received in January 2025, and is found on page 8 on Appendix B;
- Final Senate approval of calendar entries was in March 2025, found on page 16 of Appendix B.

Thank you for your consideration. If you have any questions, please don't hesitate to contact me.

Sincerely,

Marva Sweeney Nixon

Dr. Marva Sweeney-Nixon
Associate Vice-President, Research and Dean, Faculty of Graduate Studies

Attachments:

A. Appendix A, Budget projections
B. Appendix B, Senate and MPHEC documents

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| https://www.upei.ca/gradstudies | https://www.upei.ca/research-services

FIGHTING AGAINST FORCED LABOUR AND CHILD LABOUR IN SUPPLY CHAINS ACT

ANNUAL REPORT FOR THE 2024-25 FISCAL YEAR

UNIVERSITY of Prince Edward ISLAND

INTRODUCTION

In accordance with Section 11 of the Fighting Against Forced Labour and Child Labour in Supply Chains Act (hereafter "the Act"), the University of Prince Edward Island is required to prepare an annual report on the steps taken during the previous financial year to prevent and reduce the risk that forced labour or child labour is used at any step in the production of goods in Canada or elsewhere by the entity or of goods imported into Canada by the University.

The University is an "entity" under the Act as it has a place of business in Canada, having had at least $20 million in assets within the last two financial years, and employs at least 250 employees.

The Act came into force on January 1, 2024, the year following the date of royal assent (May 11, 2023). On or before May 31st of each year, government institutions and entities must submit a report to the Minister of Public Safety applicable to the previous financial year. The University's fiscal year end is April 30th. As such, all figures mentioned in the body of this report are derived from preliminary and unaudited financials for the 2024-25 fiscal year.

STRUCTURE, ACTIVITIES AND SUPPLY CHAINS

The University of Prince Edward Island, founded on the tradition of liberal education, exists to encourage and assist people to acquire the skills, knowledge, and understanding necessary for critical and creative thinking, and thus prepare them to contribute to their own betterment and that of society through the development of their full potential.

To accomplish these ends, the University is a community of scholars whose primary tasks are to teach and to learn, to engage in scholarship and research, and to offer service for the benefit of our Island and beyond.

UPEI is home to ten faculties and two schools, and operates campuses in Charlottetown and St. Peter's, PEI. As the province's only university, UPEI has a special obligation to the people of PEI and plays a distinct role in contributing to the success of this province. Over the ten-year period from 2013 to 2023, UPEI continued to outpace regional growth in undergraduate, graduate, and international enrolments, and has a substantial impact to the Island's economy:

- 5,434 students in the 2024-25 academic year, including 1,852 international students from 100 countries/regions
- 29,664 alumni in 104 countries
- 927 employees as at April 30, 2024 (faculty, staff, and librarians), 79% of which were permanent faculty and staff
- $182.8M annual operating budget for 2024-25
- $11.5M research income received for 2023-24

Structure

The University of Prince Edward Island was constituted in 1969 under the "University Act", merging its two founding institutions, Prince of Wales College (est. 1834) and Saint Dunstan's University (est. 1855). The University follows a bi-cameral model of governance, with a Board of Governors and a Senate.

The Board of Governors is constituted under the University Act and is responsible for the conduct, management, administration and control of the property, revenue, business and affairs of the University. Its powers, rights, authorities, and privileges are determined by the University Act.

The UPEI Board of Governors consists of 26 members, which includes the UPEI Chancellor; UPEI President; President of Holland College; nine members appointed by the Lieutenant Governor in Council, six members elected by the UPEI Board of Governors; two members elected by and from the UPEI Alumni Association; two members elected by and from the Senate of the University; two members elected by and from the Faculty of the University; and, two members elected by and from the student body of the University.

Activities and Supply Chain

UPEI purchases a wide range of goods and services in support of the teaching, research, and other activities related to the ongoing operations of the university. These goods and services are purchased in accordance with the University's procurement policies and procedures, public procurement law, and domestic and international trade agreements.

Goods and services are primarily sourced from suppliers within Canada. For the year ending April 30, 2025, the University spent an estimated $18.4 million on goods. Importations into Canada equated to 13.4% of total spend. Of the imported goods, 73% were sourced from vendors located in the United States. Direct importations represent approximately 2.9% of the total spend on goods, services and construction.

POLICIES AND DUE DILIGENCE PROCESSES

The centralized Procurement Services department is responsible for assisting university members in making procurement decisions that optimize the use of university funds. The department manages and oversees compliance with the University's policies and procedures, legislation and domestic and international trade agreements and regulations. Procurement Services participates in a regional procurement consortium representing universities and colleges throughout Atlantic Canada (ISI or Interuniversity Services Incorporated).

The University's procurement policy and accompanying procedures document provides the standards for ethical behaviour for our employees to ensure a high standard of professional integrity, ethics, and impartiality to maintain the public trust in our institution. Additionally, the procurement policy and procedures encourage those tasked with procuring goods and services to engage in sustainable

practices, by integrating environmental, economic, and social considerations into the procurement process.

The conflict of interest policy establishes the high standards of integrity, professionalism, and ethical conduct among the University's members, to enhance public confidence in the University and all faculty, staff, students, and associated persons.

PARTS OF SUPPLY CHAIN THAT CARRY A RISK OF FORCED LABOUR AND CHILD LABOUR

UPEI recognizes there are risks of forced labour and child labour within the supply chains for goods and services procured in support of university operations. Using the US Department of Labor's "List of Goods Produced by Child Labor or Forced Labor", UPEI completed a high-level assessment of institutional procurement to identify categories that may carry risk. The University identified goods directly sourced from outside Canada:

IMPORTS ($) BY COUNTRY	2023-24	2024-25
UNITED STATES	978,000	1,906,000
GERMANY	-	313,000
UNITED KINGDOM	175,000	233,000
CHINA	1,000	140,000
FRANCE	7,000	4,000
BULGARIA	-	3,000
SLOVENIA	-	3,000
SWITZERLAND	17,000	1,000
NORWAY	-	1,000
IRELAND	-	1,000
AUSTRALIA	8,000	-
NETHERLANDS	7,000	-
TOTAL	**1,193,000**	**2,605,000**

IMPORTS ($) BY CATEGORY	2023-24	2024-25
CONSTRUCTION / CAPITAL	183,000	1,270,000
EQUIPMENT	397,000	765,000
LAB / CLINICAL / ANIMAL SUPPLIES	219,000	225,000
SUPPLIES – GENERAL	147,000	127,000
BOOKSTORE PURCHASES FOR RESALE	88,000	92,000
MAINTENANCE / RENOVATIONS	102,000	84,000
LIBRARY PERIODICALS / BOOKS	19,000	23,000
IT / AV EQUIPMENT	38,000	19,000
TOTAL	**1,193,000**	**2,605,000**

Based on this analysis, UPEI identified potential exposure to the risks of forced labour or child labour relating to the following spending categories: equipment, electronics, and apparel purchased for the purpose of resale. Given the countries of origin identified as direct suppliers, the most material risk exposure is related to indirect or second-tier suppliers and beyond.

REMEDIATION MEASURES

The University has not identified any instances of forced labour or child labour in our supply chains. As a result, no remediation measures were required for the fiscal year ending April 30, 2025.

ASSESSING EFFECTIVENESS

The University does not currently employ formal metrics to assess effectiveness in ensuring that forced labour and child labour are not being used in our supply chains. Going forth, UPEI intends to continue monitoring our spend on importations to identify potential risks, paying particular attention to spending from high-risk countries and product categories.

ACTIVITIES UNDERTAKEN IN FISCAL 2024-25

During the 2024-25 year, the University carried out the following actions in an effort to address and mitigate the risk of forced labour and child labour used in its supply chains:

- Updated the Procurement Policy procedures document to include ethical procurement standards for the University's vendors, including references and links to the Act;
- Procurement Services managers attended various CAUBO and ISI webinars focusing on the legislation and the obligations of the University under the Act;
- Improvements were made to vendor and purchasing data to ensure accuracy and reporting;
- Procurement Services drafted updates to the purchase order terms and conditions;
- A Supplier Code of Conduct has been drafted by Procurement Services. The code of conduct will be rolled out after further review and consultation with legal and senior leadership.

ACTION ITEMS FOR FISCAL 2025-26

The University has identified the below action items to undertake in fiscal 2025-26 to work to prevent and reduce the risks of forced labour and child labour used in its supply chains. UPEI recognizes that this work is an ongoing effort, and that some measures to mitigate risks may span multiple years.

- Put into effect the updated purchase order terms and conditions document;
- Finalize and roll out the Supplier Code of Conduct; communicate and educate internal and external stakeholders on the Code of Conduct;
- Undertake a formal review of the Procurement Policy and related procedures document, and further incorporate ethical and sustainable procurement values and requirements where appropriate;
- Update RFP templates and processes to reflect ethical and sustainable procurement standards, including RFP criteria and weighting for vendor social and environmental initiatives;
- Procurement Services managers will continue to partake in webinars or training opportunities related to the Act, where available.

ATTESTATION

In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material aspects for the purposes of the Act, for the reporting year listed above.

_____

Shannon MacDonald, FCA, CPA, ICD.D
Chair, Board of Governors
University of Prince Edward Island
May 27, 2025

I have the authority to bind the University of Prince Edward Island.

International Student Fee Policy (admegint0001)
Amendment List by Section (Updated March 27, 2025)

Current Policy	Amendments in New Policy
1.1 To establish rules under which a differential fee, known as International Student Fee, is administered to international undergraduate and graduate students in addition to regular tuition fees.	1.1 To establish an International Student Fee, levied from international undergraduate and graduate students in addition to tuition fees.
2.1 This policy applies to all full-time and part-time students **of** the University of Prince Edward Island.	2.1 This policy applies to all full-time and part-Time students **at** the University of Prince Edward Island.
Definitions 3.1 International Student – an individual studying in Canada under a Student Authorization/Study Permit issued by Immigration, Refugees and Citizenship Canada (IRCC).	Definitions 3.1 International Student means a person **enrolled at the University of Prince Edward Island and not a citizen of Canada** who is studying in Canada under a Student Authorization/Study Permit issued by Immigration, Refugees and Citizenship Canada (IRCC).
3.2 Full-time Student: 3.2.1 for an undergraduate program, a student: 3.2.1.1 enrolled in nine (9) or more semester hours of credit in any semester, or 3.2.1.2 enrolled in a work term or internship for credit, or 3.2.1.3 enrolled in three (3) or more courses of the English Academic Program (EAP) or mix of EAP and credit courses	3.2 Full-time Student: 3.2.1 for an undergraduate program, a student: 3.2.1.1 enrolled in nine (9) or more semester hours of credit in any semester, or 3.2.1.2 enrolled in a work term or internship for credit, or 3.2.1.3 enrolled in three (3) or more courses of the English Academic Program (EAP) or mix of EAP and credit courses **or equivalent to nine (9) or more semester hours of credit in any semester.**
3.3 Part-time Student: 3.3.1 for an undergraduate program, a student: 3.3.1.1 taking less than nine (9) semester hours of credit in any semester, or 3.3.2.1 enrolled in less than three (3) courses of the English Academic Program (EAP) or a mix of EAP and credit courses	3.3 Part-time Student: 3.3.1 for an undergraduate program, a student: 3.3.1.1 taking less than nine (9) semester hours of credit in any semester, or 3.3.2.1 enrolled in less than three (3) courses of the English Academic Program (EAP) or a mix of EAP and credit courses **or equivalent or less than (9) semester hours of credit in any semester.**
4. Authority / Responsibility	Split this section into 2: **4. Authority** **5. Responsibility**
4.1 The Board of Governors holds the authority for this policy.	4.1 This policy is enacted by the Board of Governors under section 14(1)(m) of the University Act.

Policy 5.1 All international students studying at the University of Prince Edward Island either as a full-time or part-time student are charged the International Student Fees. The exceptions are noted in Section 5.2 below	Policy **6.1** All international students **enrolled** at the University of Prince Edward Island either as a full-time or part-time student are charged the International Student Fees, **not to exceed the maximum yearly international fee as detailed in the International Student Fee Procedures.** The exceptions are noted in Section 6.2 below.
5.2 The following students are NOT assessed an International Student Fee: 5.2.1 A Canadian citizen; 5.2.2 A Canadian permanent resident (formerly landed immigrant); 5.2.3 A visitor who has entered Canada as a properly accredited representative of another country, or of the United Nations; as a member of staff of any of the above; or as a member of a foreign military force; 5.2.4 A person who is sponsored and financially assisted by one of the following: 5.2.4.1 Global Affairs Canada (GAC) 5.2.4.2 International Development Research Centre 5.2.4.3 International Centre for Ocean Development 5.2.4.4 World University Service of Canada (WUSC) 5.2.5 Programs of financial assistance to students under an aid program of the United Nations or its agencies, provided such a program is recognized and assisted, directly or indirectly, by the Government of Canada. 5.2.6 A person who is receiving full financial support from a registered international charitable foundation whose aid program is primarily aimed at low-income developing countries. 5.2.7 A spouse or dependant of any of the above. A person who is a spouse or dependant of a Canadian Citizen or permanent resident must show proof of his/her dependant status having been established a minimum of three years prior to the application for exemption.	6.2 The following students are NOT assessed An International Student Fee: 6.2.1 A Canadian citizen; 6.2.2 A Canadian permanent resident (formerly landed immigrant); 6.2.3 A visitor who has entered Canada as a properly accredited representative of another country, or of the United Nations; as a member of staff of any of the above; or as a member of a foreign military force; 6.2.4 A person sponsored and financially assisted by one of the following: 6.2.4.1 Global Affairs Canada (GAC) 6.2.4.2 International Development Research Centre ~~5.2.4.3 International Centre for Ocean Development~~ 6.2.4.3 World University Service of Canada (WUSC) 6.2.4.4 Aid programs of the United Nations or its agencies, provided such a program is recognized and assisted, directly or indirectly, by the Government of Canada **(formerly 5.2.5 but folded into this list).** 6.2.4.5 A registered international charitable foundation whose aid program is primarily aimed at low-income developing countries **(formerly 5.2.6 but folded into this list).** 6.2.5 A spouse or dependent of any of the above. A person who is a spouse or dependent of a Canadian Citizen or permanent resident must show proof of his/her dependent status having been established a minimum of three years prior to the application for exemption. 6.2.6 Doctor of Veterinary Medicine students who pay the DVM International Fee. 6.2.7 An Indigenous person from the United States, in the spirit of the Jay Treaty **(NEW).**

5.2.8 Doctor of Veterinary Medicine students who pay the DVM International Fee.	6.2.8 Students holding United Nations refugee status **(removed from former 5.3 and folded into this list).**
5.4 Retroactive exemption for the International Student Fee may be granted to those students who, while studying on a student authorization visa subsequently receive permanent residency status. In such cases, and upon submission of evidence of permanent residency status, if the international fee has already been paid, a refund will be provided for the semester in which that evidence has been submitted. In order to qualify for a refund under this section, evidence of permanent residency status must be provided to the Registrar prior to the end of the semester for which a refund is claimed	**Removed as this is procedural. Wording slightly changed to version below and will be moved to Procedures.** Retroactive exemption for the International Student Fee may be granted to those students who, while studying on a student authorization visa subsequently receive permanent residency status. In such cases, and upon submission of evidence of permanent residency status, if the international fee has already been paid, a refund will be provided for the semester in which that evidence has been submitted. To qualify for a refund under this section, evidence of permanent residency status must be provided to the Registrar prior to the end of the semester for which a refund is claimed.
	New Section added: Procedures 6.4 The Vice President Administration and Finance may establish Procedures to give effect to this policy generally and more specifically: 6.4.1 To establish forms for students to apply for an exemption, processes to assess applications and criteria for determination of eligibility for an exemption. 6.4.2 To communicate this policy and information members of the University Community of their rights and responsibilities under it. 6.4.3 To define other exemptions under section 6.2 and establish criteria for such exemptions. 6.4.4 To establish criteria and process to recommend the fee rate to the Board of Governors. 6.4.5 To determine the tasks to be undertaken by the Comptroller and the Registrar in the implementation of this Policy.

6. Fee Approval 6.1 The International Student Fee is approved by the University's Board of Governors in the schedule of fees contained in the annual University Operating Budget.	7. Fee Approval 7.1 The International Student Fee rate is approved annually by the University's Board of Governors and may, from time to time as needed and recommended by the President, be amended.
7.1 This policy is to be reviewed every five (5) years or as circumstances dictate	8.1 The Vice-President Administration and Finance will review this policy every five (5) years or as circumstances dictate and bring to the Finance, Audit and Risk Committee of the Board of Governors resulting recommendations to amend the policy.

BRIEFING

Board of Governors

Amendment to the International Student Fee Policy

May 27, 2025

ACTION

That the International Student Fee Policy be amended.

CONTEXT

The Policy on International Student Fee Policy was last reviewed in May 2018 and is now due for another review.

DESCRIPTION

The Vice President Administration and Finance, the University Registrar and the interim Comptroller conducted a review of the Policy with the consent and agreement of the Senior Executive Team and the University Secretary.

To ensure due input from the Community, the proponents consulted the following units/individuals:

- The Advisor on Indigenous Affairs
- The Faculty of Veterinary Medicine
- Financial Services
- International Relations Office
- Policy Analyst (Administration and Finance Division)
- The Registrar's Office
- The Student Union

Proposed amendments to the policy include:

- Clearer definition of "international Student", "Full-time Student" and "Part-time Student".
- Updated the list of statutory exceptions from the International Student Fee.
- Clearer authority to establish procedures under the Policy.
- Better definition of the provisions of the Act that provide authority to establish the Policy.

UNIVERSITY of Prince Edward ISLAND

MEMORANDUM

To: **Governance and Appeals Committee**
Finance, Audit and Risk Committee

From: **Tara Judson, Interim Vice-President Administration and Finance**

Date: **May 5, 2025**

Re: **Spending and Signing Authority policy updates**

The Spending Authority policy and the Signing Authority are two key financial control policies of the university. The Spending Authority policy focuses on internal expenditure approval systems controls and the Signing Authority policy focuses on the execution of legal instruments.

The key reasons for the updating of these two polices currently are:

1. The Board Governance review recommended that the Board "Revisit the threshold for approval of expenditures as $1M may be too low given the materiality for the for the University".
2. The need for process improvements to create efficiencies in the university approval processes. The current spending authority limits and the inability to delegate authority does not allow university leaders to execute their duties appropriate to their management level.

Addressing these two items mainly occurs in the Spending Authority policy, but we are taking the opportunity to align the new spending limits and policy with the Signing Authority policy.

Board Approval Threshold

In the existing Spending Authority policy, any expenditure or commitment greater than $1 million requires Board approval. In assessing an appropriate increase to this limit, the university administration reviewed policies of several other universities and also reviewed the universities' current materiality levels. The result of reviewing other university Board approval limits showed a range of $1 million to $10 million, depending on the size and complexity of the university. In the 2023-24 audit, the external auditor uses 3% of gross revenues to calculate materiality of $5.5 million. Performance materiality is 70% of materiality ($3.850 million in 2023-24). Based on this analysis, we are recommending increasing the expenditure limit that requires Board approval from $1 million to $3 million.

Key Changes to Support Process Improvement

There are several changes that have been made to support planned process improvements that are summarized in the "Amendment List by Section" included in this package. Some key items that I would like to highlight are:

1. **Changing the level of authority for the Vice-President Administration and Finance (VPAF) to the same level as the President.** The VPAF is the Chief Financial Officer for the University and in general has more in-depth knowledge of large financial transactions than the President. By adding the VPAF to the same authority level, the President can rely on the VPAF for oversight and approval large financial transactions that do not require Board approval.

2. **Addition of a new Spending Authority level - " Designated Senior Budget Position".** This new authority level allows the addition of other management positions to approve expenditures, mostly in large units such as Facilities Management, ITSS and some large faculties. The Account Authority will still ultimately be responsible for the transactions; however, they can designate a member of management to over approve transactions up to $100,000.

3. **Creating a "Proxy" role.** In the current policy, if an Spending Authority is away from campus, the approval must be managed by their "one-over-one". This is impractical as in the case of a dean's absence, the Vice-President Academic and Research must approve all expenditures for a faculty. The addition of a proxy allows for a person in an Acting position to approve expenditures for their unit.

4. **Other improvements**. There are several other functional improvements that should allow for fewer approvals while still having appropriate controls in place. The changes are meant to place authority at the appropriate level in the organization.

Signing Authority Policy (admfingn10007)
Amendment List by Section (April 2, 2025)

Current Policy	Amendments in New Policy
	Added to Definitions: 4.1. University Funds means all resources available for spending through the University Operating, Endowment, Capital, Ancillary, Research and Special Purpose accounts that are tracked and accounted for in the UPEI general ledger.
4.2.7 A supplier contract or procurement agreement	4.3.7 A supplier contract or procurement agreement**, including technology agreements.**
Policy 5.1. Official Signing Authority 5.1.1. Except as stated in this Policy, only an Official Signing Officer has the authority to bind the University to Legal Instruments.	Policy 5.1. Official Signing Authority 5.1.1. Except as stated in this Policy, only an Official Signing Officer has the authority to bind the University to Legal Instruments. **5.1.2. Signing Authority is vested in officers or acting officers appointed under the "Appointment of Acting or Interim Senior Administrators" policy or relevant policies in accordance with the Signing Authority Procedures.**
5.2.1. The Director, Human Resources has the designated authority to bind the University with respect to:	5.2.1. The **Associate Vice-President,** Human Resources has the designated authority to bind the University with respect to:
5.2.2. Provided the transactions have been authorized through the University's financial control systems and are in accordance with the University's Procurement Policy, the Procurement Officer has the designated authority to bind the University, with respect to: 5.2.2.1. Purchase Orders and 5.2.2.2. Submission of tender documents	5.2.2. Provided the transactions have been authorized through the University's financial control systems and are in accordance with the University's Procurement Policy **and Spending Authority Policy,** the Procurement Officer has the designated authority to bind the University, with respect to: 5.2.2.1. Purchase Orders and 5.2.2.2. Submission of tender documents **5.2.3.** The Director of Finance has the designated authority to bind the University with respect to: **5.2.3.1.** Financial transactions, including cheques and transfer of funds of less than $25,000

<table>
<tr><td></td><td>5.2.3.2. Financial transactions, including cheques and transfer of funds of $25,000 and above in conjunction with one University Signing Authority.</td></tr>
<tr><td></td><td>Added to 5.3. Delegation of Signing Authority:
5.3.1.6. Short-term employment contracts using a standard university template.</td></tr>
<tr><td>5.4. (Table)
Signing Authority listed as Director, Human Resources.</td><td>5.4. (Table)
Title changed to Associate Vice-President, Human Resources.</td></tr>
<tr><td>Table in 5.4 (Legal Instruments) – OLD
<table><tr><th>Type of Legal Instrument</th><th>Value of Legal Instrument</th><th>Signing Authority</th><th>Required number of signatures on Legal Instrument</th></tr><tr><td>Contractual agreements, other than those listed under Section 5.2</td><td>Up to $ 25 000</td><td>Officer or director (upon delegation)</td><td>One</td></tr><tr><td>Contractual obligations and agreements</td><td>Below $ 100 000</td><td>Official Signing Officer</td><td>One</td></tr><tr><td>Contractual obligations and agreements</td><td>$ 100 000 and above</td><td>Official Signing Officer</td><td>Two</td></tr><tr><td>Financial transactions, including cheques and transfer of funds</td><td>$ 5 000 and above</td><td>Official Signing Officer</td><td>Two</td></tr><tr><td>Financial transactions, including cheques and transfer of funds</td><td>Below $ 5 000</td><td>Official Signing Officer</td><td>One</td></tr></table></td><td>Table in 5.4 (Legal Instruments) – NEW
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<tr><td>5.5.1. Only an Official Signing Officer may affix their Electronic Signature to Legal Instruments or other documents requiring the signature of an Official Signing Officer. The act of signing the document cannot, under any circumstances, be executed by an individual other than the Official Signing Officer whose name appears on the document.</td><td>5.5.1. Only an Official Signing Officer, Designated Signing Authority or Delegated Signing Authority may affix their Electronic Signature to Legal Instruments or other documents requiring the signature of an Official Signing Officer. The act of signing the document cannot, under any circumstances, be executed by an individual other than the Official Signing Officer, Designated Signing Authority or Delegate Signing Authority, whose name appears on the document.</td></tr>
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7.1. Conflict of Interest Policy
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7.6 Appointment of Acting or Interim Senior Officers</td></tr>
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UNIVERSITY of Prince Edward ISLAND

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Finance, Audit and Risk Committee

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Date: **May 5, 2025**

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Spending Authority Policy (admfingnl10009)
Amendment List by Section (April 2, 2025)

Current Policy	Amendments in New Policy
	Note: All definitions changed to include "means". **NEW: 4.1. University Funds** means all resources available for spending through the University Operating, Endowment, Capital, Ancillary, Research and Special Purpose accounts. **NEW: 4.2. Maximum Transaction Value** means the defined upper limit which a Spending Authority can commit University Funds. 4.3. Spending Authority means a University employee (excluding student employees) with the authority to make decisions with regard to spending, authorizing expenditures and committing University Funds. This individual is distinct from a Signing Authority (the authority to sign documents that bind the University to a legal instrument). Signing Authority is addressed in the "Signing Authority Policy". 4.4. Account Authority means an individual with Spending Authority for a specific UPEI general ledger account. In general, an Account Authority means the applicable Dean, Chair, Director, or Department Head for operational accounts or Principal Investigator ("PI") for research accounts. **NEW: 4.5. Designated Senior Budget Position** means an individual with management responsibilities which include oversight and tracking of financial resources. In general, a Designated Senior Budget Position means a manager or assistant or associate dean who is not an Account Authority. All Designated Senior Budget Positions must be approved by the Comptroller. 4.6. Project Officer means an individual whose employment responsibilities include ~~management~~ oversight and tracking of financial resources within a research or special **purpose** project account. 4.7. Designated Budget Position means a position in a department which may be assigned additional budget responsibilities in special circumstances. All designated budget positions need to be approved by the ~~Vice-President Administration and Finance~~ Comptroller.

	4.8. Other University Officer means any university employee who is not otherwise defined in this policy that may be delegated spending authority by an Account Authority. In general, this can include administrative assistants, departmental faculty, and other project staff. This category does not include student employees. 4.9. One-Over-One Authorization means the Spending Authority must be at least one administrative level higher than the identified employee. **NEW: 4.10. Non-employment expenditure** means any expenditure that does not involve hiring. Generally, a purchase of goods or services. **NEW: 4.11. Employment related expenditure** means any expenditures related to hiring an individual as an employee of UPEI. **NEW: 4.12. Principal Investigator (PI)** means the Researcher leading the research project at the University. For Sponsored Research, the PI is also the Researcher awarded the funds. **NEW: 4.13. Research Project Accounts** means general ledger accounts specifically used to track expenditures and revenues related to time-limited sponsored research. The Account Authority is the Principal Investigator. **NEW: 4.14. Special Purpose Project Accounts** means general ledger accounts specifically used to track expenditures and revenues related to time-limited non-research restricted funding. **NEW: 4.15. Proxy** means a UPEI employee who has the authority to represent the Account Authority in their absence. For this policy, the individual must understand the financial responsibilities under this policy and the authority to make decisions in the absence of the Account Authority. Generally, this person has the title of "Acting".
5.2. The Spending Authority shall be the individual responsible for authorizing the University expenditures or commitment of University funds determined according to the following table:	5.2. The Spending Authority shall be the **individual role** responsible for authorizing the University expenditures or commitment of University Funds. 5.3. The Maximum Transaction Value is determined, according to the preceding table.

<table>
<tr><td></td><td>For non employment expenditures, the Maximum Transaction Value is absolute. For employment related commitments, the Maximum Transaction Value is with respect to per annum salary and benefit totals due to the ongoing nature of employment.

5.4. When the Board approves a capital project budget that is greater than $3,000,000, the President will delegate a University Signing Authority to approve any expenditures that fall within the project budget on behalf of the Board.</td></tr>
<tr><td>5. Spending Authority Table – Old

<table><tr><th>Maximum Value of Transaction</th><th>Spending Authority</th></tr><tr><td>$1,000,000</td><td>President</td></tr><tr><td>$500,000</td><td>Vice-President, Academic & Research,
Vice-President, Administration & Finance</td></tr><tr><td>$100,000</td><td>Account Authority</td></tr><tr><td>$5,000</td><td>Project Officer, Designated Budget Position</td></tr><tr><td>$2,000</td><td>Other University Officer</td></tr></table></td><td>5. Spending Authority Table – New

<table><tr><th>Maximum Transaction Value</th><th>Spending Authority</th></tr><tr><td>Greater than $ 3,000,000</td><td>Board of Governors</td></tr><tr><td>$ 3,00,000</td><td>President
Vice-President, Administration & Finance</td></tr><tr><td>$ 1,000,000</td><td>Vice-President, Academic & Research,
Vice-President, People and Culture</td></tr><tr><td>$ 250,000</td><td>Account Authority</td></tr><tr><td>$ 100,000</td><td>Designated Senior Budget Position</td></tr><tr><td>$ 10,000</td><td>Project Officer, Designated Budget Position</td></tr><tr><td>$2,000</td><td>Other University Officer</td></tr></table></td></tr>
<tr><td>5.3 Reimbursement to an employee or payment to a third party in relation to employee expenses is subject to One-Over-One Authorization as defined in Section 4.6.</td><td>5.5 Reimbursement to an employee or payment to a third party in relation to employee expenses is subject to One-Over-One Authorization as defined in Section 4.9.</td></tr>
<tr><td>5.4. The Spending Authority responsibilities include:
5.4.1 Verifying receipt of goods or services;
5.4.2 Verifying that goods or services have not been previously invoiced and/or paid;
5.4.3 Ensuring the request for payment is accurate;
5.4.4 Assigning the appropriate account code and providing authorization to pay;
5.4.5 Ensuring there is appropriate supporting documentation;
5.4.6 Ensuring One-Over-One Authorization when reimbursing an employee;
5.4.7 Ensuring the current expenditures will not result in other significant costs and obligations to the University</td><td>Changed to:

5.6. The Spending Authority must follow the procedures as described in the Procurement Policy and procedures and the Spending Authority procedures.
5.7. The Vice-President Administration and Finance can revoke Spending Authority privileges when an individual has not followed the provisions set out in this policy or related procedures.</td></tr>
</table>

6.1 An Account Authority may delegate his/her authorization as Spending Authority to a maximum transaction value of $5,000 for Project Officers and Designated Budget Positions, and $2,000 for all others. 6.2 If a Spending Authority is absent from the University Campus and is unable to approve expenditures, that Spending Authority may delegate his/her authorization using One-Over-One Authorization according to the Spending Authority Procedure, unless an external funding agency for a research or special project dictates a different process. 6.3 An individual receiving delegated Spending Authority pursuant to this Section must still comply with the provisions of this Policy and any other relevant Policy. Delegation pursuant to this Section does not relieve the Account Authority from accountability for compliance with this Policy	6.1. For all accounts, except Research Project and Special Purpose Project Accounts, the Account Authority may delegate one proxy to act on their behalf during the Account Authority's absence (e.g. vacation and other travel) for a period of time that is greater than one week in accordance with the Spending Authority procedures. 6.2. For Research and Special Purpose Projects, the Account Authority may delegate their authorization as Spending Authority to a Maximum Transaction Value in accordance with Section 5.2 of this policy unless an external funding agency for a research special project dictates a different process. 6.3. An individual receiving delegated Spending Authority pursuant to this Section must comply with the provisions of this Policy and any other related policies. Delegation pursuant this Section does not relieve the Account Authority from accountability for compliance with this Policy.
	Added Section: 7.1. In addition to the Spending Authority limits in Section 5.2 of the Policy, certain roles have special spending authority rules. 7.2. The Comptroller, as a Signing Authority of the University, has the designated authority to approve the following expenditures up to the Maximum Transaction Value of $3,000,000: 7.2.1. Investment purchases 7.2.2. Loan payments 7.2.3. Additional delegations as approved by the Vice-President Administration and Finance 7.3. The Associate Vice-President Human Resources has the designated authority to authorize the following payments when the expenditures have previously been approved by University Signing Authorities in accordance with the Signing Authority policy: 7.3.1. Payroll remittances 7.3.2. Benefit remittances

	Added Section: **9. Related Policies** 9.1. Conflict of Interest Policy 9.2. Hospitality, Entertainment and Other Expenses Policy 9.3. Moving and Relocation Policy 9.4. Procurement Policy 9.5. Signing Authority Policy 9.6. Staff Hiring and Recruitment Policy 9.7. Travel Expenses Policy 9.8. UPEI Sponsored Research and Research Contracts Policy 9.9. Appointment of Acting or Interim Senior Officers

University of Prince Edward Island	Policy No. govbrdgnl0022	Revision No. 0	
Policy Title: Policy Governing the selection and Appointment of the Chair and Vice Chairs of the Board of Governors		**Page 1 of 4**	
Creation Date: **May 27, 2025**	**Version Date:** **New**	**Review Date:** **May, 2030**	
Policy Approval Authority: Board of Governors	**Designated Executive Officer(s):** University Secretary		**WWW Access:** Yes

1. Purpose

1.1. The establishment of rules for the selection and appointment of the Chair of the Board of Governors and Vice Chairs of the Board of Governors.

1.2. To give effect to provisions of the General By-Laws of the University that require that such a policy be enacted.

1.3. To ensure timely, transparent and democratic selection of the Chair and Vice Chairs of the Board.

1.4. To provide uninterrupted leadership of the Board of Governors and ensure due succession.

2. Scope

This policy applies to Governors, including the incumbent officers of the Board, the University Secretary and all staff and managers acting in support of the selection and appointment of the Chair and Vice Chairs of the Board.

3. Definitions

In this Policy and for the purposes of it, the expression

Act means the *University Act*, R.S.P.E.I 1988, c U-4

Board means the Board of Governors of the University, as established by section 7 of the Act.

By-Laws means the General By-Laws of the University as approved by the Board.

External member means an LGIC Board Member, a Board Member elected by the Alumni Association, or a Board Member elected by the Board from among persons other than officers, members, employees or students of the University[1].

Governance Committee, means the Governance, Nominating and Appeals Committee established by the Board

Secretary means the University Secretary as appointed by the Board under section 7.10 of the General By-Laws of the University.

[1] Definition under the General By-Laws of the University

4. Authority

Board of Governors enacts this Policy pursuant to section 7.2 of the General By-Laws of the University, which stipulates that "*The Board will develop and publish a process to elect annually a Chair and at least one, and normally two Vice-Chairs from among the External Board Members*" and gives effect to section 12 of the Act which prescribes that the Board will elect from among its members a Chair and Vice Chair and further prescribes that certain officers of the University are ineligible for those roles.

5. Policy

5.1 Eligibility to the office of Chair and Vice Chair of the Board

5.1.1 As per subsection 12 (2) of the Act, the following are not eligible:

a) the Chancellor of the University.
b) the President of the University.
c) the President of Holland College.
d) any administrative officer of the University appointed to the Board.
e) any member of the civil service or employee of the Government of Prince Edward Island.
f) any person representative of either the faculty or students at the University.

5.1.2 The Chair and Vice Chairs of the Board will be elected from among External Members of the Board who will have served as a member of the Board for at least one year at the start of the term of office of the new Chair of the Board.

5.2.1 Term of office

5.1.1 The term of office of the Chair of the Board is one year starting on June 30 and ending the following May 31.

5.2.1 The Board will elect the Chair and Vice Chairs of the Board to an inaugural term, with the option to renew that term up to four times with a tenure of no more than five (5) years. No person can serve as Chair or Vice Chair of the Board for more than five (5) years during their lifetime.

5.3 Renewal of the term of office

5.3.1 In early September, the Secretary will seek, and the incumbent Chair and Vice Chairs will provide no later than mid-September, their willingness to be renewed in the role.

5.3.2 If the incumbent confirms their willingness to be renewed in their term, the Secretary will notify members of the Board and seek, in confidence, their comments and reflections on the performance of the incumbent Chair and Vice Chairs. The Secretary will remit to the Governance Committee a report of comments and reflections received. The Governance Committee will consider, in closed session and in absence of the incumbents, at its first meeting in the Fall, the Secretary's report, assess the incumbents' performance and recommend to the Board whether their term should be renewed.

5.3.3 At its first meeting in the Fall the Board will decide whether the incumbent's term is renewed.

5.3.4 If:

a) the incumbent Chair or Vice Chair will have served in the role for five (5) years at the end of their term, or
b) the incumbent Chair or Vice Chair at the end a term does not seek renewal of their term, or
c) the Governance Committee does not recommend the renewal of the incumbent Chair's or Vice Chair's term, or
d) the Board of Governors does not renew the incumbent Chair's or Vice Chair's term,

the Secretary will cause the process to elect a new Chair or Vice Chair of the Board under section 5.4 to start.

5.4 **Election**

5.4.1 The Board will appoint, in closed session in absence of candidates, a new Chair or Vice Chairs of the Board in the Fall, so that the new Chair and Vice Chairs will be Chair Elect and Vice Chair Elect from January 1 to May 31 of the following year.

5.4.2 **Call for nomination**

As soon as one of the events under section 5.3.4 occurs, the Secretary will initiate the process to elect a new Chair of the Board and notify members.

5.4.3 **Nominations**

All members of the Board can nominate an eligible member. Eligible members may self-nominate. Nominations are submitted to the Secretary no later than the last day of October.

5.4.4 Candidates will submit to the Secretary a letter of candidacy and an updated professional biography. The Secretary will remit those documents, in confidence, to the Governance Committee.

5.4.5 In the Fall following a call for nominations, the Governance Committee will consider, in closed session, the candidacies received and recommend one to the Board of Governors for election.

5.5 **Vice Chairs of the Board**

5.5.1 The Board will elect a Vice Chair and may elect a Second Vice Chair; in which case the Vice Chair will be known as the First Vice Chair. The First Vice Chair will be the Vice Chair as per section 7.4 of the General By-Laws of the University. In the Chair's absence, the First Vice Chair will assume the responsibilities of the Chair, as per section 7.4 c. of the By-Laws and the Second Vice Chair will fulfill the role of the Vice Chair.

6. Review

This policy is to be reviewed by the Governance Committee every 5years.

7. Related Policies

General By-Laws of the University

RELEVANT LEGISLATION:

University Act, R.S.P.E.I 1988, c U-4

Policy on the Selection and Appointment of the Chair and Vice Chairs of the Board

Briefing note for the Governance, Nominating and Appeals Committee

May 27, 2025

One of the key recommendations from the Governance Review [1] was that the *Board should be planning now for their next leadership transition. The selection of the next set of leaders should be made with great care as strong leadership will continue to be important through the implementation of the Action Plan and beyond*.

Following on such recommendation and the need to establish clear rules for Board operations, the Board approved new General By-Laws of the University[2] with a prescription that *The Board will develop and publish a process to elect annually a Chair and at least one, and normally two Vice-Chairs from among the External Board Members*."

To give effect to this provision of the By-Laws, the University Secretary drafted a *Policy on the Selection and Appointment of the Chair and Vice Chairs of the Board* drawing on experience at other universities, with alignment with the University Act and other provision of the By-Laws, especially those regarding eligibility for the roles of Chair and Vice Chair, the length of term, as well as the Committee's terms of reference in regards to the establishment of policy and succession planning. The draft Policy was reviewed by the Chair of the Board and the Chair of GNAC in preparation for discussion at GNAC and recommended to the Board by GNAC on April 24, 2025.

If the Board agrees with the proposed policy, it will be published by the University Secretary and implemented in the Fall of 2025 to select the next Chair and Vice Chairs of the Board for a term to start on June 1, 2026.

Renewal and Selection

The proposed process is broken down into two phases, renewal and selection. When dealing with an incumbent in the role, there would first be determination of their willingness to re-offer, followed by considerations by the GNAC and the Board. Any negative outcome in these steps would end the process to renew and start the process to select a new Chair or Vice Chair. The selection of a new Chair or Vice Chair would proceed through the consultation of members, a call for candidacies, consideration of candidacies by GNAC and a recommendation to the Board.

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[1] https://files.upei.ca/publications/2024_upei_governance_review_report.pdf
[2] https://files.upei.ca/governance/upei_board_of_governors_general_bylaws.pdf

For renewal, the process would be:

1. Confirmation of the incumbent's of willingness to renew,
2. Consultation of members, in confidence, on the performance of the incumbent,
3. Consideration of renewal by GNAC and recommendation to the Board.
4. Renewal by the Board in closed session.
5. Start of new term on June 1.

For selection, the process would be:

1. Call for nominations
2. Nominations and candidacies
3. Consideration of candidates by GNAC
4. Appointment by the Board in closed session.
5. Chair of Vice Elect from January 1 to May 31
6. Start of term on June 1.

Timeline

The process is designed to align with the schedule of meetings of the Board, to deliver a decision on the renewal or selection by the end of the Fall each year, as the By-Laws provide that the election of the Chair is to be carried out annually. The selection of a new Chair of Vice Chair in the Fall provides several months of transition to the new role, that will allow shadowing, mentoring and training as needed.

Balance

The Policy aims to strike a balance between the need for due process, to ensure that all eligible members have an opportunity to stand for the roles and that all members can participate in the review of selection, and the need for efficiency of process, as renewals or elections will be carried out each year.

Pascal Robichaud,
University Secretary

Appointment of Student

Representatives to Board Committees

May 27, 2025

Background

- Student Union elections are held annually in March, with the new Executive assuming office on May 1.
- The Student Union is responsible for notifying the Board Secretariat of the two new student representatives appointed to the Board, effective May 1. This information was received today, following a request from the University Secretary.
- This timeline presents challenges, particularly because the final Board cycle occurs in late April and early May.
- As outlined in the GNAC work plan, committee appointments are typically made at the October Board meeting.
- However, for student representatives to participate in committee meetings prior to the September/October Board cycle, they must be formally appointed to committees in advance of the October Board meeting.
- Student representation is required on both the Campus Culture Oversight Committee and the Development, Fundraising, and External Relations Committee. We have consulted the SU to identify their preference as to which student member of the Board should sit on each committee. That preference is reflected in the recommendation.
- Historically, the Student Union President served on the Finance, Audit, and Risk Committee. However, recent changes to that committee's terms of reference now restrict voting membership to individuals external of the University, thereby excluding student representatives from eligibility.

Recommendation

Recommended by the Governance, Nominating and Appeals Committee that the Board approves the following appointments for the incoming student representatives:

- **Lucania Paredes, Student Union President** – *Development, Fundraising, and External Relations Committee*
- **Erica Kyalo, Student Union Vice President, External** - *Campus Culture Oversight Committee*

Board of Governors Meeting
Tuesday, May 27, 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.	**Closed Session** *Motion: Move to a closed session.*	**4:05 pm**
4.	**Operating Budget for the 2025–2026 Fiscal Year –** A. MacBeath, W. Rodgers *Motion: That the Operating Budget for 2025 – 2026 be approved.*	**4:15 pm**
5.	**UPEI Strategic Plan 2025-2030 Update –** W. Rodgers	**4:55 pm**
6.	**UPEI Action Plan Progress Update** – K. Richard	**5:05 pm**
7.	**Employee Engagement Survey Results** - J. Ngobia	**5:15 pm**
	BREAK	**5:30 pm**
8.	**Chair's Report** – S. MacDonald	**5:50 pm**
9.	**President's Report** – W. Rodgers	**5:55 pm**
10.	**Student Perspective Update** – L. Paredes	**6:00 pm**
11.	**Senate Report to Board** – M. A. McMahon	**6:05 pm**
12.	**Establishment of Cleantech Leadership & Transformation Program** – G. Naterer *Motion: That the Master of Cleantech Leadership and Transformation be established within the Faculty of Graduate Studies with immediate effect.*	**6:10 pm**
13.	**Annual Report under the Fighting Against Forced Labour and Child Labour in Supply Chain Act for 2024 – 2025** – A. MacBeath *Motion: That the Annual Report under the Fighting Against Forced Labour and Child Labour in Supply Chain Act for 2024 - 2025 be approved, that the Chair of the Board be authorized to submit the report to Minister of Public Safety and that the University Secretary be authorized to post the report on the University's website.*	**6:20 pm**
14.	**Approval of Policies** – B. Thompson a. International Student Fee Policy *Motion: Approve revised International Student Fee Policy* b. Signing Authority Policy *Motion: Approve revised Signing Authority Policy*	**6:25 pm**

c. Spending Authority Policy
Motion: Approve revised Spending Authority Policy
d. Selection of the Chair and Vice Chairs of the Board of Governors Policy
Motion: Approve Selection of the Chair and Vice Chairs of the Board of Governors Policy

15. Appointment of Student Members to Committees – B. Thompson **6:40 pm**
Motion: Approve the appointment of Erica Kyalo to the Campus Culture Oversight Committee.
Motion: Approve the appointment of Luciana Paredes to the Development, Fundraising and External Relations Committee.

16. MOVE TO IN-CAMERA SESSION **6:45 pm**
Motion: Move to In-Camera Session

17. RETURN TO OPEN AGENDA **7:00 pm**

18. Adjournment
Chair declares meeting adjourned

19. CONSENT AGENDA

For approval under consent
a. Open and closed session Agendas
b. March 25, 2025, Minutes

Information under consent
c. E-vote: April 28, 2025 – Presidential Reviewal Process
d. Property and Environmental Sustainability Committee Report
e. Finance, Audit and Risk Committee Report
f. Development, Fundraising & External Relations Committee Report
g. Governance, Nominating and Appeals Committee Report
h. Campus Culture Oversight Committee Report
i. Human Resources Committee Report
j. Tri-Committee Report
k. Board and Committee meeting schedule for 2025 to 2028
l. Board member Skills Matrix and Representation Survey Results
m. Response to the Governance Review

UPEI BOARD OF GOVERNORS
BOARD OF GOVERNORS' MEETING
Thursday, March 25, 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; Hon. Diane Griffin; Mr. George Jiang; Dr. Geraldine Johnston; Dr. Christian Lacroix; Mr. Alex MacBeath; Dr. Alexander (Sandy) MacDonald; Ms. Camille Mady; Mr. Kevin Magee; Ms. Mary Anne McMahon; Dr. William Montelpare; Ms. Pam Montgomery; Ms. Carolyn Simpson; Mr. Brian Thompson; Ms. Sara Underwood; Prof. William Waterman and Dr. Betty Anne Younker

Regrets: Dr. Gary Evans; Mr. Don MacKenzie; and Dr. Ajay Sahajpal

Invited Guests: Ms. Heather Stamp, Consultant, MC Advisory; Dr. Marva Sweeney-Nixon, Associate Vice President Research and Dean of Graduate Studies; and Ms. Maria Steele, Manager, Research Administration, Partnerships, and Innovation

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 4:02 pm and acknowledged the land.

2. **Conflict of Interest**
   There were no conflicts declared.

3. **Approval of Open Agenda**
   MOVED by W. Waterman, SECONDED by K. Creighan that the March 25, 2025, open agenda be approved as presented. CARRIED.

4. Approval of Minutes

February 6, 2025

The draft open and closed minutes of the UPEI Board of Governors' meeting of February 6, 2025, were circulated prior to the meeting.

MOVED by C. Lacroix, SECONDED by W. Montelpare that the open minutes of the February 6, 2025, meeting of the UPEI Board of Governors be approved as presented. CARRIED.

MOVED by D. Griffin, SECONDED by G. Johnston that the closed minutes of the February 6, 2025, meeting of the UPEI Board of Governors be approved as presented. CARRIED.

5. Business Arising from the Minutes of February 6, 2025

There was no business arising from the minutes.

6. Business Arising from the Minutes of February 6, 2025, Closed Meeting

a. UPEI Board of Governors By-laws

b. Repeal of UPEI BoG Regulations & Procedures and UPEI Guidelines of the BoG

During the February 6, 2025, closed meeting, the Board of Governors approved the new UPEI Board of Governors By-laws and repealed two documents: UPEI Board of Governors Regulations & Procedures and UPEI Guidelines of the Board of Governors.

7. President's Performance Review Process

Heather Stamp joined the meeting.

It was noted that while the President's Performance Review Process is for discussion at the meeting, it will require Board approval at either a special meeting or via an e-vote.

H. Stamp reported on the process for developing the Framework for the President's Performance Review. Governors noted that the initial review will be conducted via a smaller review panel . It also noted that that all parties, including faculty and students, will have an opportunity to contribute to the President's review in future years.

H. Stamp left the meeting.

8. UPEI Research Priorities and Results (Board Education)

Marva Sweeney-Nixon and Maria Steele joined the meeting to give Board members an educational session on research at UPEI.

M. Sweeney-Nixon and M. Steele left the meeting.

9. Break

Members took a 15-minute break at 5:22 pm.

10. Chair's Report

S. MacDonald gave a verbal report with the following highlights:

- Thanks to Dana Sanderson, Tara Judson, and Susan Connolly for their service to UPEI.
- A policy is being developed to select the Chair and the Vice Chair of the Board.

- An event involving Governors and students is being held on March 27th. Governors are encouraged to attend.
- Governors are requested to complete two surveys they will receive by email. 100% compliance is required.
- Mary Robinson and Kristi Kelly have resigned from the Board.

11. President's Report

A welcome video from Deans to future students was viewed by Governors.

The President Report was circulated in advance of the meeting. W. Rodgers noted that UPEI had not yet received funding from the Provincial Government.

Governors discussed conversion rates for student applicants. It was noted domestic conversion rates have increased by 5%. International student rates have decreased.

12. Student Perspective Update

G. Jiang gave a verbal report on student activities for February 7 – March 25, 2025. Highlights from the report include:

- Students are preparing for the final projects and exams for this semester, planning for summer and fall semester courses, and seeking summer employment opportunities.
- Students are not clear on how University finances impact tuition and services received. It was suggested that a high-level Budget Café session would help to avoid any misunderstandings between students and the University.
- University spirit continues to be a focus of student campus culture by hosting social and educational events.
- Students have been invited to participate in the redevelopment of the Fair Treatment Policy.
- Increased communication from the University, such as town halls, encourages students to be more engaged, which improves students' experiences.
- On March 27th, a Board/Senior Administration/Student mixer was held as an opportunity for university leadership to engage with students.

13. Senate Report to the Board

M.A. McMahon provided a verbal report on recent Senate meetings. Highlights from the meetings include:

<u>February 14, 2025</u>

- In the President's Report, it was noted that Sharon Myers was appointed at the Dean of Arts; Tim Walker was hired at the Vice-President of Administration and Finance; Jane Ngobia was hired as Vice-President of People and Culture; the search for Vice-President Information Technology and CIO was not successful, has been paused and an interim CIO will be appointed; and a committee has been struck to develop policies to replace the *Fair Treatment Policy*.
- In the Vice-President Academic and Research (VPAR) report, recent UPEI successes and achievements were acknowledged. It was noted that international student enrollment numbers have decreased significantly, and a draft of the Strategic Enrollment Plan has been developed by the Strategic Enrollment Steering Committee.
- In the Vice-President People and Culture (VPCC) report, it was noted focus is now on the UPEI Action Plan Year 2 Implementation Plan and the audit of the Year 0 and Year 1 Implementation

Plans. The Human Resources Department is reviewing the Employee Engagement Results, which will be distributed to the University community in March. Also, the Equity, Diversity & Inclusion Office has been educating the University Community through workshops, social media, and posters.

- An update was provided on the working group that was established to review Academic Regulation #12, relating to academic appeals and academic integrity for undergraduate and graduate students. Several proposed amendments have been identified; however, more consultation is required before finalization.

March 14, 2025

- The President's noted that as the presentation before the Legislature of the Provincial budget is delayed, ours is also delayed. UPEI senior management continues to review revenue-generating activities, recruitment and retention strategies and strategic enrollment planning.
- The VPAR noted that the 5th and 6th research chairs for UPEI are developing; the Student Food Bank has made changes to better support students; and changes have been made to the area responsible for recruitment and admissions. A new office of International Relations and a stand-alone Office of Academic Support Services have been established to focus on student retention.
- The VPCC noted that work on the UPEI Action Plan Year 2 Implementation Plan and the audit of Year 0 and Year 1 continues. The HR Department has launched the first of nine stress, mental health and resilience sessions for employees. Communication to employees of the results of the Employee Engagement Survey is underway.
- A discussion on UPEI's use of X as a social media platform, given the current political environment. UPEI is considering the best options to ensure continued engagement with existing X users. Also discussed was the issue of travel to the US for university business .
- The Curriculum Report included a new degree program for the Master of Cleantech Leadership and Transformation.
- A proposal for a new Bachelor of Arts in Indigenous Studies in the Faculty of IKERAS was approved in principle and will be submitted to the Maritime Provinces Higher Education Commission.
- In a closed session, Senators approved four Honorary Degree recipients.

14. Naming of Building

This item is removed from the agenda.

15. Board Committees Updates

a. Property and Environmental Sustainability Committee

G. Johnston reported that the Property and Environmental Sustainability Committee at their February 26, 2025, meeting received an update on capital projects, physical space requirements, land planning and development, and on Information Technology capital projects.

b. Finance, Audit and Risk Committee

A. MacBeath reported that the Finance, Audit and Risk Committee (FARC) at their March 10, 2025, meeting received an update on the University budgeting process, an overview of capital projects totaling $169 million, and a presentation on the University's IT Strategy, Projects and Risk Management.

The Committee received an update on the appointment of the UPEI External Auditor. Five years ago, UPEI conducted a comprehensive review for an external auditor and had appointed Grant Thornton LLP. It is considered best practice to retain the same auditor for a five-year period with a comprehensive review conducted every five years. With this knowledge, the Committee chose to issue an RFP for external financial auditing services in 2025. Following the RFP process, Doane Grant Thornton LLP was the successful proponent.

MOVED by A. MacBeath, SECONDED by M. A. McMahon that Doane Grant Thornton LLP be appointed external auditor for the fiscal year ending April 30, 2026. CARRIED.

The Committee received an update on the UPEI Action Plan Audit and is recommending the following motion:

MOVED by A. MacBeath, SECONDED by C. Lacroix that 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. CARRIED.

c. Development, Fundraising and External Relations Committee

P. Montgomery reported that the Development, Fundraising and External Relations Committee met on February 27, 2025, and had an education session on Institutional Reputation and the Role of Communication Strategies and External Relations Plans.

The Committee also approved the naming of two awards: Linda Dyer Award at AVC and Fondation Jefo AVC Scholarship and received reports on Development and Fundraising, Marketing and Production and Communications and External Relations.

d. Governance, Nominating and Appeals Committee

B. Thompson reported that the Governance, Nominating and Appeals Committee met on March 6, 2025, and reviewed the following policies: *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.*

Updates were provided on the development of a new *Fair Treatment Policy* and the UPEI Action Plan governance related activities.

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

The Committee recommends the following:

MOVED by B. Thompson, SECONDED by M. A. McMahon that the Health, Safety and Environment Policy, be approved. CARRIED.

Governors discussed the use of Non-Disclosure Agreements and proposed the following change:

That section 2.2 of the proposed Policy be amended by removing the words "The University recognizes that" and replacing the word "can" by "should not" so that the section reads as follows: *Non-Disclosure Agreements should not be used to silence those who have experienced Harassment and Discrimination and to deny institutional accountability for preventing Harassment and Discrimination.*

MOVED by B. Thompson, SECONDED by W. Montelpare that the Non-Disclosure Agreements in Harassment & Discrimination Policy, be approved as amended. CARRIED.

MOVED by B. Thompson, SECONDED by C. Simpson that the Appointment and Review of Academic Administrators Policy, as presented and recommended by the Governance, Nominating and Appeals Committee, be approved. CARRIED.

MOVED by B. Thompson, SECONDED by C. Lacroix that the Appointment of Acting and Interim Senior Administrators Policy, as presented and recommended by the Governance, Nominating and Appeals Committee, be approved. CARRIED.

MOVED by B. Thompson, SECONDED by W. Waterman that the Appointment of Acting and Interim 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, be approved and the Acting President Policy, be repealed. CARRIED.

MOVED by B. Thompson, SECONDED by M. A. McMahon that the Selection of Vice-Presidents and Senior Executives Policy, as presented and recommended by the Governance, Nominating and Appeals Committee, be approved. CARRIED.

e. Campus Culture Oversight Committee

C. Simpson reported that the Campus Culture Oversight Committee met on February 24, 2025, and received a presentation on the Employee Engagement Survey results, the draft Equity, Diversity and Inclusion Strategy Progress Report, an update on the UPEI Action Plan activities and an update on the initiatives to measure and improve student experience and wellbeing.

At the Committee's invitation, representatives from the Faculty Association attended the meeting to discuss university culture.

The Chair is recommending that presentations on the Employee Engagement Survey results and an Action Plan activities be provided to the Board at the next meeting.

f. Human Resources Committee

C. Simpson, in the absence of D. MacKenzie, reported that the Human Resources Committee met on March 4, 2025, and received an education session on Labour Relations at UPEI. They also received a presentation on the Employee Engagement Survey results.

The Committee approved the appointment of one faculty member and received updates on grievances and employee separations.

The Committee recommended the following:

MOVED by C. Simpson, SECONDED by W. Montelpare 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. CARRIED.

g. Executive Committee

S. MacDonald noted the Executive Committee report was circulated in advance of the meeting and there was nothing new to report.

16. Strategic Planning Process Update

W. Rodgers informed Board members consultation continues with an additional consultation session scheduled with Deans and faculty members and a session at the Senate meeting in April. It is anticipated that a special Board meeting may be held to review the draft Strategic Plan.

MOVED by K. Creighan, SECONDED by W. Montelpare to move to an in-camera session. CARRIED.

MEETING MOVED TO AN IN-CAMERA SESSION.

MOVED by A. MacBeath, SECONDED by W. Rodgers to return to an open session. CARRIED.

MEETING RETURNED TO OPEN SESSION.

17. Adjournment

MOVED by B. Thompson, SECONDED by W. Rodgers that the meeting adjourned at 7:30 pm.

UNIVERSITY of Prince Edward ISLAND

REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Property and Environmental Sustainability Committee

Held on April 30, 2025

The Property and Environmental Sustainability Committee met on April 30, 2025

During this meeting, the Committee:

- Received and update on Capital Projects and Property and Asset Maintenance
- Was briefed on the signage for the Faculty of Medicine

Capital Projects Update

The Committee received an update on Capital projects including the progress on the final work done to ready the Faculty of medicine, the upgrade to the ITSS Data Center, the creation of new office space in the CASS building, repairs to the Andrew Hall Retaining Wall, ventilation upgrade for the SDU Main Building, the installation of lighting at the Alumni Canada Games Place Field. The Committee was also briefed on planned projects, such as the important renovations of the AVC building to catch up on deferred maintenance of the electrical and ventilation systems, the creation of an MRI waiting room at the AVC and renovations of the Robertson Library to expand space for special collections and retrofit the main lobby. For all these projects, the Committee is satisfied that they are on track and on budget.

Asset Maintenance Update

The Committee received an update on the implementation of the University's Property and Maintenance Plan and considered the projected lifecycle of systems that support the University's mission and their status. Altogether, the University maintains 32 buildings with a total replacement value of $522M. When considering the accrued differed maintenance of university facilities, the Committee noted that some of our capital investment over the last three years has reduced our ADM debt. It is projected that, over the next 5 years, the university must tackle some $73M worth of deferred maintenance. The funding secured to revamp the electrical and HVAC systems at the AVC reduces that amount significantly. The Committee also noted that there are other deferred maintenance needs that will require attention in the coming years, including the repair of parking lots and walkways and the restoration of service tunnels.

Faculty of Medicine Signage

J. Dunn presented to the Committee the projected design of signage for the Faculty of Medicine. The name of the building has not yet been determined, as engagement with potential donors is ongoing, but where the name will sit and how it will be written is now known.

UNIVERSITY of Prince Edward ISLAND

REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Finance, Audit and Risk Committee

Held on May 5, 2025

The Finance, Audit and Risk Committee met on May 1, 2025

During this meeting, the Committee:

- Approved the 2025 – 2026 operations budget
- Received presentation on Risk Monitoring
- Reviewed the External Audit Plan
- Received a report from the auditor on internal audits
- Agree to the University's report on Forced and Child Labour in our supply chain
- Received an update on our RFP for Debt Servicing for the Medical capital project
- Approved modifications to three policies

Risk Monitoring (Education Session)

Leah White of Doane Grant Thornton LLP delivered a presentation on Risk Monitoring. This presentation is part of the Board's governance training plan. Leah presented the process to develop and manage an Enterprise Risk Management Strategy, providing intellectual tools to build risk awareness, identify risks, measure their relevance in terms of severity and likelihood and craft mitigation strategies. The presentation was centered around three questions:

- What is risk management?
- What is the role of a committee in risk oversight?
- What are typical questions that Board members should ask?

The Committee took this opportunity to discuss the structure of ERM and Audit functions in universities and the skills required of Board members to provide due oversight.

Given the importance of the matter at hand, the Committee suggested that education about risk management should be provided to all Board members.

External Audit Plan

The Committee received a presentation from Doane Grant Thornton on the External Audit Plan for the year ended April 30, 2025. The purpose and approach of the audit was discussed, with a focus on audit risk to help direct audit planning. The roles of the Committee, the Board, management and the Auditor were explained and reviewed in detail, so that all responsibilities are clearly understood and respected going forward. The Audit approach is set in five phases: planning, assessing risk, evaluation internal controls, testing

accounts and transaction and concluding and reporting. To set the scope of the Audit, the auditors are guided in part by the University's materiality, which stands at $6.3M or 3% of expenditure, while keeping track on any misstatements of significance using an AI driven system called MindBridge. With this system, all the University's transactions included in the general ledger are analyzed and their risk assessed.

Internal Audit Interim Reporting

In November, the Committee approved the Internal Audit Plan for 2025 to 2027 and has since received updates from the Internal Auditor on progress against the plan. The report received in April focused on new audits of Course Scheduling at the Faculty of Business, Non-Academic organizational structure of the University, the Endowment Fund, procurement of goods and services, as well as follow-ups on Campus accessibility, the ERM framework, the Internal Control Framework, Board policies and the UPEI Action Plan. Noting that the Internal Auditor will be stepping away from her role in October, the Committee agreed that the Internal Audit Plan will have to be reviewed as not all elements of the plan can realistically be delivered along the original timeline. The President and VPAF were tasked with adjusting the plan as needed till the Committee meets in September to approve an updated plan.

Update on RFP for Debt Servicing for the Medical Capital Project

The Committee received an update on our request for proposals for servicing the debt for the construction of the building to house the Faculty of Medicine. The building's construction debt is temporarily serviced via a $60M line of credit. RFP is to seek a financial partner for long-debt financing. If all goes well, we expect to have an execution agreement with a new partner in place this summer with the swap of the debt coming in October 2025.

The Committee also considered matters recommended to the Board for approval. These items are presented to the Board under their own item of business. They are:

- Approval of the 2025 – 2026 operations budget
- Approval of the Forced Labour in Canadian Supply Chain Annual Report
- Review of amendments to the International Fee Policy, the Spending Authority Policy and the Signing Authority Policy.

REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Development, Fundraising and External Relations Committee

Held on May 1, 2025

The Development, Fundraising and External Relations Committee met on May 1, 2025

During this meeting, the Committee:

- Received a report from the Senate Committee on Scholarships and Awards
- Received updates on Communications & University Relations, Marketing & Production, and Development and Alumni Engagement.
- Approved the name of an award.

Senate Committee on Scholarship and Awards

As part of the mechanisms to foster understanding of governance responsibilities that the Board and Senate share, the *Senate Committee of Scholarships and Awards* presents its annual report to the Committee at this time each year. The report, presented to Senate in November, outlines the distribution of all types of academic awards granted in the 2023 – 2024 academic year. Not only is our committee involved in the naming of some awards, but there is also a connection as some awards are funded via benefactions to the university, where our role in development and fundraising is involved. The report is appended for information.

Communications and University Relations Update

The Committee was briefed on the scope of responsibilities of the Communications and University Relations Service. It focused its attention on UPEI's presence in media, both through messages delivered through our own media channels and earned media attention. Overall, it was noted that the media coverage of the University has been positive. The Committee also considered the reputational impact of the artist-in-residence situation at the AVC and noted that quick and correct action on the part of management has successfully mitigated the impact on our reputation; that coverage of UPEI remains quite positive overall.

Marketing and Production Update

The Committee received a comprehensive report on our recruitment marking efforts, with a focus on our online campaigns. It noted that our social media presence has produced tangible results; more than doubling our impressions goals. At a time when the University is challenged with a downturn in admissions and when we strive to improve our enrolment, such campaigns are crucial. The Committee also considered our performance against website quality indicators, with all results indicating very good performance, with 96% of users rating their experience on the site as excellent. In the coming months, the Committee intends to review the Visual Identify Policy of the University and recommend to the Board amendments to better align it with today's branding reality.

Development and Alumni Engagement Update

The Committee received an update on our Development and Alumni Engagement activities. Of note in our fundraising activities is the raising of $3.9M so far for the Faculty of Medicine, with a stated goal of $10M. The fundraising for the Robertson Library is also going well, with over $6M raised or a projected $15M contribution. Several new endowments and awards were established, from donations to the institution. The Committee also reviewed alumni engagement activities, noting 7 major events since February, several of which build bridges with graduates via University sports events.

Naming an Award

The Committee agreed to a request to rename the Alicia Brenner Case Competition Awards to the Alicia Brenner Award for Future Physicians.

REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Governance, Nominating and Appeals Committee

Held on April 24, 2025

The Governance, Nominating and Appeals Committee met on April 24, 2025

During this meeting, the Committee:

- Received and considered the results of the Skills Matrix and Representation Survey
- Reviewed the Board and Committee Attendance for 2024 -2025
- Received the annual report on Appeals Metrics
- Reviewed and updated the Board Orientation Program
- Reviewed the meeting schedule for the Board for 2025 – 2026 and subsequently approved it via an electronic vote.
- Considered and recommended a new *Policy on the Appointment of the Chair and Vice-Chairs of the Board of Governors*
- Reviewed and recommended amendments to the policies on Spending Authority, Signing Authority
- Reviewed and recommended an amendment to the *Policy on International Tuition Fees*

Skills Matrix and representation

As part of the Terms of the Committee, we conduct annually a survey of members to canvass their skills and collect social data to manage the selection of new members.

The results of the skills survey are aggregated into a matrix, which when combined with assessed skills needs, directs the recruitment of new members and training of existing members.

The Committee has identified the following recruitment priorities:

- **Infrastructure and Capital Project Management**: including capital planning, execution and oversight
- **Human Resources:** particularly individuals with professional background in HR
- **Environmental Sustainability**: with expertise in environmental strategy and impact

A separate representation survey also highlighted opportunities to further increase diversity on the Board, particularly with respect to age, gender identity, LGBTQ2S+ representation, ethnicity, and persons living with a disability.

Board and Committee Attendance

The Committee received a report on the attendance of members at Board and Committee meetings in 2024 – 2025.

Annual Report on Appeals Metrics

The Committee received a report on cases of appeals heard at UPEI in 2024 – 2025.

Meeting Schedule

The Committee has approved a schedule of meetings for the Board (see appended) for the next three years. It does so by now proceeding via a formula that allows for long-term planning of meetings. The intent is to have a three-year rolling schedule from now on, with an extra year added each year. This will allow for better planning for both members of the Board and University managers. The schedule of meetings also sets the number of regular meetings of the Board at four per year in October, December, March and May, with committees having meeting schedules that better reflect the amount of business they transact in a year; some needing only 3 meetings and other 4 or 5. Of course, the Chair of the Board or Committee Chairs can convene supplementary regular meetings or special meetings as the need arises. The meetings of committees are also spread over the weeks leading to a meeting of the Board in such a way as to allow more time for governance support and transition, while ensuring that committees meet in a sequence that conforms to their new Terms of Reference. It should be noted that the Human Resources Committee, to which the approval of faculty appointments has been delegated with the establishment of its new Terms of Reference, will meet monthly to ensure that those appointments are resolved without delay. Under its Terms of Reference, GNAC approves the schedule, which is now communicated to the Board for information.

Response to the Governance Review

The Committee received a proposed response to the Governance Review, to be published in the name of the University. The response outlines the goals and criteria that have guided both the review and the University's actions. It outlines the progress to date in terms of actioned and planned activities as well as key changes made to the University's governance, namely the changes to the Terms of Reference of Board committees.

UNIVERSITY of Prince Edward ISLAND

REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Campus Culture Oversight Committee

Held on April 28, 2025

The Campus Culture Oversight Committee met on April 8, 2025.

During this meeting, the Committee:

- Discussed the provision of Student Support
- Welcomed our colleagues from CUPE 1870 to discuss University Culture
- Received an update on progress against the UPEI Action Plan

Student Support Education Session

The Committee received an education session on student support at UPEI by Megan MacLean, Interim Associate Vice President Students.

University Culture

At the Committee's invitation, representatives of CUPE 1870 met with members to discuss University Culture. This is part of a series of meetings to reach out to members of the University Community who have a vested interest in our efforts to improve university culture. Angie Driscoll, Megan Glover and Julie Purias attended for CUPE.

UPEI Action Plan Update

Kate Richard attended the meeting to deliver an update on the implementation of the UPEI Action Plan with an emphasis on progress against the plan, review of the drafted Year 2 Implementation Plan, as well as the status of the Action Plan Audit.

For Year 0 (last year), 138 activities were tracked with all being completed. 131 have been evidenced in preparation for the Audit and 7 are pending evidence, which should be coming shortly.

Progress in Year one (period ending April 30th, 2025) is going according to plan with many activities completed and evidenced. Most of the 226 activities are either in progress, ongoing or completed, with 113 currently evidenced.

A Progress Report, specific to the Year O and Year 1 implementation, is currently being drafted, to be presented to the Board of Governors on May 27.

As per year 2 (period beginning May 1, 20256), the Implementation Plan has been drafted and will be made public by May 1, 2025.

The Committe also received an update on the Action Plan Audit, which is in its early stages of preparation. Recently, Deloitte hosted a Kickoff meeting with senior and intermediate managers. For

the next five years, Deloitte intends to present to UPEI a draft audit report in August with the final release of the Audit report on November 1. So, for Years 0 and 1, the draft report will be provided on Augst 15, 2025 and a final audit report for those years will be released by UPEI on November 1. The final audit report will be released on November 1, 2029.

REPORT TO THE BOARD OF GOVERNORS

On the meeting of the

Human Resources Committee

Held on April 29, 2025

The Human Resources Committee met on April 29, 2025.

During this meeting, the Committee:

- Received reports on Faculty and Staff, Grievances, Employee Separations,
- Received a presentation on the University's Workplace Health, Safety and Environment
- Discussed the Employee Relations Data Framework
- Received information on the University's improvements to the payroll system

Workplace Health and Safety Compliance

The Committee received a presentation on HSE services and initiatives and was briefed on services and actions taken to ensure a healthy workplace and campus environment, with a focus on the anonymous incident reporting systems available to members of the University Community, including the UPEI Safe App. The Committed noted that there have been 258 reported events in 2024 and received confirmation that the frequency of incidents at UPEI is well within the norms for the sector. The committee was also informed of the work and complement of the Joint Occupational Health and Safety Committee and received a report on additional regulatory reporting requirements with confirmation that the University is fully compliant.

Faculty and Staff Report

The committee received a recommendation from the VPAR to appoint a member of Faculty and agreed.

Promotion Report

The VPAR presented a recommendation for two groups of promotions; one for promotion to associate professor and one for full professor. The committee concurred with all recommendations and agreed to the promotions.

Employee Separations Report

The Vice President People and Culture presented a report on employee separations from the University. The report highlights trends in departures from employment at the University and helps us understand why some leave, so that we may improve our Human Resource approaches and improve retention. It was indicated that a good number of separations are planned as employees end their term or retire from the University. The Human Resource Department has instituted exit interviews that will not only help with employee management but also provide information to the Committee and the Board as to the reasons some employees are leaving for reasons other than the end of term or retirement. Once a

sufficient number of exit interviews have been conducted, a report will be prepared and shared with the Committee.

Grievance Status Report

The Committee received the report on grievances submitted under the University's collective agreements and discussed the University's approach to dealing with them. The VPAR provided a breakdown as to the nature of current grievances.

Payroll system update

The Vice President People and Culture briefed the committee on an ongoing effort to improve the University's payroll system. More details on this initiative will be provided in closed session at the May 27 meeting of the Board.

UNIVERSITY of Prince Edward ISLAND

Open Session Report

Tri-Committee Meeting

April 3, 2025

As capital project oversight finds itself at the intersection of land and property, finance, risk and fund-raising management, the Board built into the Terms of Reference of committees[1][2] that, once a year the *Finance, Audit and Risk Committee*, the *Properties and Environmental Sustainability Committee* and the *Development, Fundraising and External Relations Committee* are to meet to review capital infrastructure priorities and capacity.

The first of such meetings was held on April 3, 2025, under the leadership of the Chair of the Board, with members of all three committees and Senior managers responsible for finance, facilities and fund raising on hand. This being an inaugural meeting, time was spent collectively considering committee terms of reference to understand the flow of responsibility and decision-making related to the approval and oversight of capital projects, with consideration to the different decision-making paths for projects that require a dedicated fund-raising initiative and those who don't. The aim was also to have a long-term view of common areas of responsibility.

The Committees received a presentation on current capital priorities and the University's financial and fund-raising capacity[3] (See appended presentation), with special attention given to the ongoing construction of the new Faculty of Medicine building, the expansion of the Robertson Library and the Atlantic Veterinary College; those projects have a cumulative cost of $112M. For those major projects, UPEI has been actively raising funds with a goal of raising some $31M ($10M for the FoM, $15M for the library and $6M for the AVC). So far, we have raised almost $8M, with another $3M in pledges. This leaves a further $20M over the next few years.

Committees also considered the full list of capital projects at the University, including projects that are still at the conceptual or design stage and those in progress and essentially complete, as well as the anticipated expenditure for each. All in all, there are some 25 such projects.

[1] See section 14.12 of the Terms of Reference of the Finance, Audit and Risk Committee. https://files.upei.ca/governance/committees/upei_bog_far_committee_terms_of_reference.pdf

[2] See presentation On Board of Governors Tri-Committee Meeting on Capital Infrastructure Priorities and Capacity, appended.

[3] See presentation on Tri-Committee Capital and Infrastructure Priorities & Capacity, appended.

During the meeting, committee members made the following suggestions:

- That the University establishes a registry of deferred maintenance needs and prioritized projects.
- That the Committees be informed, when establishing fund-raising goals, of competing initiatives or campaigns.
- That thought should be given to the alignment of the Committees' work when preparing agendas and workplans, to ensure that the sequence of decision-making regarding capital projects and their financing align with each committee's responsibilities.
- That the Community should be better informed of capital priorities, possibly via a presentation on capital projects at Senate.

UNIVERSITY of Prince Edward ISLAND

Board and Committee Meeting Schedule

Governance, Nominating and Appeals Committee

April 24, 2025

ACTION

That the schedule of meetings of the Board of Governors and its committees for the next three years be approved.

CONTEXT

Each year in the Spring, the Committee approves the meeting schedule of the Board and Board Committees for the coming governance year. This year, in preparing the proposed schedule, three innovations are recommended:

- That the meeting dates of the Board be established from now on based on a formula and set on a three-year rolling schedule,
- That committee meeting dates also be established from now on based on a formula that synchronizes with the Board's schedule,
- That there is a standing sequence of meetings of committees, and
- That the number of meetings of the Board is from now on four per year.

Formulaic determination of meeting schedule

Meetings of the Board

To allow for better planning of Board and Committee activities, provide greater notice to members and to managers of meeting dates and commitments and to facilitate meeting logistics, it is recommended that the meetings of the Board and of Board committees be established based on a formula. The proposed formula is derived from past meeting schedules, as well as the need for decisions to be made at certain times of the year.

For a five-meeting Governance Year, the formula for meetings of the Board would be as follows:

- On the first Tuesday of October,
- On the first Tuesday of December,
- On the second Tuesday of February, (if there are five meetings)
- On the last Tuesday of March, and
- On the last Tuesday of May.

All meetings of the Board are held on Tuesday from 4:00pm to 7:00pm.

If, as recommended below, the number of meetings is to be four per year, the February meeting would be removed.

The Act does not require a specific number of meetings of the Board and provides that the Board may *make rules and regulations pertaining to the meeting of the Board and to its transactions*. In pursuance of this, the Board approved section 8.5 of the General By-Laws of the University which states the Board is to meet at least four times a year (quarterly).

Currently the Board meets five times a year for three hours each, for a total contact time of 15 hours per annum. The recommendation is that the Board approve a meeting schedule of four meetings per year, each for 3 hours, for a total contact time of 12 hours per annum. We believe that with some adaptations to the delivery of business at meetings of the Board, including more use of consent agendas, there would be sufficient time to deliver all the Board's business in 12 hours.

It is important to stress that the governance schedule presets the regular meetings of the Board and its committees, but does not restrict the number of meetings that can be held each year or prevent the Chair of the Board or the Chairs of committees from calling supplementary regular meetings or special meetings to deal with emerging matters. The schedule is a planning tool, not a prescriptive or constraining standing order.

This recommendation is based on three considerations:

- The number of meetings of the Board currently makes it difficult to properly deliver the required documentation in support of Board business, which sometimes results in more rushed or superficial information. The quantity of meetings is getting in the way of the quality of information provided and does not lend itself well to more considered proposals.
- Breaking down the Board's work into five sessions makes the Board's work less efficient, as time is invested in each meeting on procedural issues germane to all regular meetings. With fewer meetings, the portion of the 12 hours of meeting time per year devoted to procedural issues can be reduced, thus providing more time for members to debate substantive matters.
- Our rules do not require more than four meetings and there would be enough time in the four 3-hour meetings to deliver all the Board's business.
- A scan of practices at other Canadian Universities reveals that several operate with four meetings of their Board per year, namely Dalhousie, UBC, Waterloo, Moncton, Queen's, UNB.

Committee meetings

Committees meet in advance of meetings of the Board, normally at least two weeks prior. To ensure timely consideration of matters and ensure adequate and timely support, meetings are spread over a few weeks.

The sequence of committee meetings must align with the normal decision-making flow among them, as follows:

- The *Properties and Environmental Sustainability Committee* is to meet before the *Development, Fundraising and External Relations Committee*, so that fund-raising implications for recommendations regarding capital projects can be considered before the recommendation is considered by the Board. Both these committees should meet before the *Finance, Audit and Risk*

Committee, as it would give capital project recommendations final financial consideration before the recommendation proceeds to the Board.

- The *Governance, Nominating and Appeals Committee* should meet after all other committees, but before the Executive Committee, to consider any policy recommendations on their way to the Board.
- The Human Resources Committee holds short monthly meetings to approve faculty appointments.
- The *Executive Committee* is to meet last, as it must consider all matters resolved by other committees in setting the agenda of the meeting of the Board.

Counting back from the meeting of the Board, the sequence would, therefore, be:

- Week Board-4 (Board minus 4)
  - Campus Culture Oversight Committee
  - Property and Environmental Sustainability Committee
- Week Board-3
  - Human Resources Committee[1]
  - Development, Fundraising and External Relations Committee
  - Finance, Audit and Risk Committee
- Week Board-2
  - Governance, Nominating and Appeals Committee
  - Executive Committee

Committees tend to meet from noon to 2:00 pm. As much as possible, we recommend staggering the meetings during the week to provide staff with time to pivot between them. Committees don't meet on Friday to avoid scheduling conflicts with Senate, and it is best to avoid Mondays as most statutory holidays fall on that day. Meeting dates may also take into consideration potential conflicts with important events, such as Convocation, reading week, holidays, etc.

Final formula

Considering all aforementioned elements, the proposed formula for Board and Committee meetings is:

That the Board of Governors meets four times a year as follows:

- On the first Tuesday of October, from 4:00pm to 7:00pm
- On the first Tuesday of December, from 4:00 pm to 7:00pm
- On the last Tuesday of March, from 4:00 pm to 7:00pm, and
- On the last Tuesday of May, from 4:00 pm to 7:00pm.

And that the Committees meet as follows:

- The *Campus Culture Oversight Committee* from noon to 2:00pm on Tuesday in week Board-4

[1] The Human Resources Committee also holds monthly meetings to approve appointments. Those meetings may be converted to an electronic vote, where there is no matter that requires a debate.

- The *Property and Environmental Sustainability Committee* from noon to 2:00pm on Thursday in week Board-4
- The *Finance, Audit and Risk Committee* from noon to 2:00pm on Tuesday in week Board-3
- The *Human Resources Committee* will hold regular meetings from noon to 2:00pm on Wednesday in week Board-3[2] and hold short monthly meetings mid-month on Wednesday from 12:00pm to 12:30pm[3] in months when there isn't a regular meeting scheduled.
- The *Development, Fundraising and External Relations Committee* from noon to 2:00pm on Thursday in week Board-3
- The *Governance, Nominating and Appeals Committee* from noon to 2:00pm on Monday in week Board-2
- The *Executive Committee* from noon to 2:00pm on Wednesday in week Board-2

The resulting schedule of meeting dates, to be approved, is appended.

Pascal Robichaud
University Secretary

[2] In 2026 – 2027, the HRC Committee meeting will be held on a Tuesday in cycle 2 so as to not conflict with Remembrance Day.
[3] These meetings can be pivoted to virtual or replaced by evotes at the call of the Committee Chair.

Schedule of meetings of the Board and Board committee in 2025 - 2026

	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	September	*October*	*November*	*December*	*February*	*March*	*April*	*May*
Senate	26	24	21	19	27	27	24	8
CCOC	9		4			3	28	
PESC	11					5	30	
DFER	16					10		5
HRC	17		12			11		6
FARC	23		13		19	12		7
GNAC	18		17		12	17		12
Exec	25		19			19		14
Board		7		2		31		26

Schedule of meetings of the Board and Board committee in 2026 - 2027

	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	September	*October*	*November*	*December*	*February*	*March*	*April*	*May*
CCOC	8		3			2	27	
PESC	10					4	29	
DFER	15					9		4
HRC	16		10			10		5
FARC	22		12		18	11		6
GNAC	17		17		11	16		11
Exec	24		19			18		13
Board		6		1		30		25

Schedule of meetings of the Board and Board committee in 2027 - 2028

	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	September	*October*	*November*	*December*	*February*	*March*	*April*	*May*
CCOC	7		9		29			2
PESC	9					2		4
DFER	14					7		9
HRC	15		17			8		10
FARC	22		18		17	9		11
GNAC	16		23		10	14		16
Exec	23		25			16		18
Board		5		7		28		30

Schedule of meetings of CCOC from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	9-Sep	8-Sep	7-Sep
Cycle 2	4-Nov	3-Nov	9-Nov
Cycle 3	3-Mar	2-Mar	29-Feb
Cycle 4	28-Apr	27-Apr	2-May

Schedule of meetings of PESC from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	11-Sep	10-Sep	9-Sep
Cycle 3	5-Mar	4-Mar	2-Mar
Cycle 4	30-Apr	29-Apr	4-May

Schedule of meetings of DFER from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	16-Sep	15-Sep	14-Sep
Cycle 3	10-Mar	9-Mar	7-Mar
Cycle 4	5-May	4-May	9-May

Schedule of meetings of HRC from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	17-Sep	16-Sep	15-Sep
Cycle 2	12-Nov	10-Nov	17-Nov
Cycle 3	11-Mar	10-Mar	8-Mar
Cycle 4	6-May	5-May	10-May

Schedule of meetings of FARC from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	23-Sep	22-Sep	22-Sep
Cycle 2	13-Nov	12-Nov	18-Nov
Cycle 3	12-Mar	11-Mar	9-Mar
Extra	19-Feb	18-Feb	17-Feb
Cycle 4	7-May	6-May	11-May

Schedule of meetings of GNAC from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	18-Sep	17-Sep	16-Sep
Cycle 2	17-Nov	17-Nov	23-Nov
Extra	12-Feb	11-Feb	10-Feb
Cycle 3	17-Mar	16-Mar	14-Mar
Cycle 4	12-May	11-May	16-May

Schedule of meetings of Exec from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	25-Sep	24-Sep	23-Sep
Cycle 2	19-Nov	19-Nov	25-Nov
Cycle 3	19-Mar	18-Mar	16-Mar
Cycle 4	14-May	13-May	18-May

Schedule of meetings of the Board from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
Cycle 1	7-Oct	6-Oct	5-Oct
Cycle 2	2-Dec	1-Dec	7-Dec
Cycle 3	31-Mar	30-Mar	28-Mar
Cycle 4	26-May	25-May	30-May

Schedule of HRC montly meetings from September 2025 to May 2028			
	2025 - 2026	2026 - 2027	2027 - 2028
September (R)*	17	16	15
October (A)**	15	14	28
November (R)	12	10	17
December (A)	17	31	30
January (A)	14	28	27
February (A)	11	25	24
March (R)	11	10	8
April (A)	8	29	27
May (R)	6	5	10
June (A)	10	24	29
July (A)	8	29	27
August (A)	12	26	31

* R = Regular meetings

**A = Monthly appointment meetings

Briefing Note to the Board of Governors

Skills Matrix and Representation Survey Results

May 27, 2025

ACTION

- ***That the Board note the results of the Skills Matrix and Representation Surveys.***

SITUATION: The Skills Matrix and Representation Surveys have been updated, and Board members have been surveyed. Survey results are included in the meeting materials. The Governance, Nominating and Appeals Committee confirmed the skill and representation gaps noted below.

BACKGROUND:

- The UPEI Action Plan and the Governance Review call for changes to the Board skills matrix and representation surveys.
- The following activities are included in Year One of the UPEI Action Plan:
    - *2.2.1.2.4 Update skills matrix, which includes a representation survey, based on feedback from the Governance Review.*
    - *2.2.1.2.5 Survey Board of Governors members using the updated skills matrix and representation survey.*
    - *2.2.1.2.6 Inform appointing bodies of gaps identified from the updated skills matrix and representation survey*
    - *2.2.2.1.4 Update skills and representation tools based on the feedback from the Governance Review and include age.*
- The Governance Review includes the following recommendations:
    - *The Committee (FARC) should require a composition that includes more than one "financial expert" - a minimum of 3 is suggested with the remaining members being financially literate.*
    - *Each Standing Committee Terms of Reference should, like Finance and Audit, state the preferred skills and experience of the committee members.*

ASSESSMENT:

- The above noted recommendations were incorporated into the skills matrix and representation surveys.
- The updated surveys were approved at the November GNAC meeting.
- Surveys were distributed in March and received a 100% response rate.

- The standing committee skill requirements are noted in the left column of the survey results document (in purple print).
- The standing committee skill requirements reveal gaps in Human Resources (two members with a professional human resources background); Infrastructure and Capital Projects (two members with capital project management background); and Environmental Sustainability (at least one member with environmental sustainability background).
- The representation survey highlighted opportunities to increase diversity across age, gender identity, and the LGBTQ2S+ community, and persons living with a disability. Ethnic diversity remains a concern, as current representation is low and often comes primarily from student appointments. Notably, there are currently no Board members residing in Prince County.
- The survey results should inform recruitment of current and future Board vacancies.
- Board member skill and representation gaps were communicated to appointing bodies on April 30, 2025.

UPEI Board of Governors Members Skills Matrix
Survey Results
April 2025

Competency	Description	Rating			
		None	Basic	Inter-mediate	Expert
Leadership					
Board Chair Experience	Experience as the chair of a board or committee, providing leadership, managing board dynamics, and overseeing management.	1	4	8	11
Strategic Leadership	Proven ability to lead organizations, set strategic direction, and solve complex challenges in a dynamic environment.	1	3	6	14
Finance & Risk					
Financial Oversight & Internal Controls Note: Requirement for FARC to have at least two members shall be an accountant or financial expert and active member of recognized professional body	Proficiency in financial oversight, including internal audits, financial management, and investment strategy.	2	6	13	3
Risk Management & Mitigation	Experience in identifying and managing risks, with knowledge of Enterprise Risk Management (ERM) frameworks.	3	8	8	5

Competency	Description	Rating			
		None	Basic	Inter-mediate	Expert
Governance & Legal					
Board Member Experience	Experience as a member of a board or committee, focusing on governance practices, decision-making, and oversight.	0	2	11	11
Governance Expertise/Designation Note: Requirement for GNAC to have at least one member with expertise or designation in governance	Expertise in governance practices, including formal designations or certifications in governance (e.g., ICD, Director's designation).	3	9	6	6
Legal Expertise	Legal expertise in applying principles of corporate law, particularly in governance and compliance contexts.	10	9	3	2
Human Resources & Diversity					
Human Resources Note: Requirement for HRC for two members to have professional human resources background	Experience in HR practices, including compensation, labour relations, organizational development, and change management.	4	6	12	2
Diversity, Accessibility & Inclusion	Expertise in promoting inclusivity, diversity, and accessibility, including work with Indigenous and under-represented communities.	3	10	9	2
Strategy, Innovation & Business					
Business/Entrepreneurship/Innovation	Proven success in managing or scaling	5	10	5	4

Competency	Description	Rating			
		None	Basic	Inter-mediate	Expert
	businesses, knowledge of entrepreneurial ecosystems and start-up culture.				
Policy Setting & Development Note: Requirement for GNAC to have at least one member with background in policy development	Experience in developing, implementing, or assessing public or para-public policy with a focus on measurable outcomes and social impact.	2	6	12	4
Strategic Planning	Expertise in strategic planning, including setting, executing, and monitoring organizational strategy.	1	4	9	10
Education & Research					
Higher Education & Student Success	Knowledge of the higher education landscape and strategies to enhance student outcomes and institutional success.	1	7	7	9
Academic & Research Expertise Note: Requirement for CCOC to have at least two members with experience working in the post-secondary sector	Experience in academic teaching, research, or academic leadership in an educational context.	6	9	2	7
Infrastructure and Capital Projects					
Capital Project Planning & Design	Expertise in planning and designing large-scale capital projects, including infrastructure	6	7	9	2

Competency	Description	Rating			
		None	Basic	Inter-mediate	Expert
	development, property, and building projects.				
Capital Project Execution & Oversight Note: Requirement for PESC to have at least two members with capital project management background	Experience in executing and overseeing large capital projects, including managing contractors, budgets, timelines, and quality control.	10	6	7	1
Fundraising & Community Engagement					
Fundraising & Stewardship Note: Requirement for DFEC to have at least one person with background in fundraising	Experience leading or advising on major fundraising campaigns and community engagement activities.	4	10	8	2
Community Engagement & Volunteering	Active involvement in community service and volunteer leadership, with a focus on building strong community ties.	0	8	12	4
Technology & Cybersecurity					
Technology Governance & IT Strategy	Expertise in IT governance, systems strategy, and digital transformation to support organizational objectives.	10	7	4	3
Cybersecurity & Risk Assessment	Experience in assessing and managing cybersecurity risks, including identifying vulnerabilities,	12	8	2	2

Competency	Description	Rating			
		None	Basic	Inter-mediate	Expert
	protecting data, and establishing cybersecurity frameworks. Expertise in evaluating technology risks, including those arising from emerging technologies (e.g., AI, blockchain).				
Executive Recruitment & Compensation					
Executive Search & Remuneration	Expertise in the recruitment and remuneration of senior management and executives, aligning compensation with organizational goals.	4	9	7	4
Environmental Sustainability					
Environmental Impact & Strategy Note: Requirement for PESC to have at least one member with environmental sustainability background	Expertise in environmental impact reduction, including the implementation of sustainability practices across the organization. Focus on reducing the carbon footprint and adopting green initiatives.	8	11	4	1
Environmental Governance & Compliance	Knowledge of environmental governance frameworks, regulatory compliance, and strategies to ensure long-term sustainability.	11	7	5	1

Competency	Description	Rating			
		None	Basic	Inter-mediate	Expert
	Includes understanding local, national, and international regulations.				
Communications and Stakeholder Relations					
Communications Note: Requirement for DFEC for at least one member with a background in communications or constituent relations	Expertise in managing internal and external communications, including messaging, media relations, and public relations. Involves the creation and dissemination of information in a clear, consistent, and timely manner.	1	8	12	3
Stakeholder Relations	Expertise in managing relationships with external stakeholders, including community groups, government entities, and organizational partners. Focused on maintaining positive, transparent, and mutually beneficial partnerships.	1	5	13	5

Response to the External Review of the University of Prince Edward Island's Governance

An independent review of the University of Prince Edward Island (UPEI)'s governance, with a focus on the Board of Governors, was completed in July 2024 by a nationally recognized expert in Canadian university governance.

The primary goals of the Governance Review were to:

1. **Rebuild and Restore Trust**: Strengthen governance practices and accountability mechanisms to rebuild trust in UPEI's governing bodies.
2. **Increase Transparency**: Enhance the accessibility of the Board and the transparency of its processes.
3. **Restore Balance**: Reinforce the system of shared governance at UPEI.

The review assessed four critical areas of UPEI's governance:

1. **Board and Standing Committee Mandates and Meetings**
2. **Succession Planning and Existing Membership**
3. **Board Evaluation and Ongoing Training**
4. **Support Functions**

Progress Made

In July 2024, the Board of Governors (the Board) accepted the findings of the Governance Review and committed to implementing its recommendations over a three-year timeline. Since then, several key actions have been undertaken, with more planned for implementation over the next two years.

1. Board and Standing Committee Mandates and Meetings

Actioned Activities:

- The terms of reference for the seven standing committees of the Board have been revised to align with the recommendations of the Governance Review and concord with the new University of Prince Edward Island By-laws (see *Appendix A* for detailed changes).

- Committee work plans have been developed based on their respective mandates.
- Transparency has been improved by posting meeting materials on the Board's webpage one week before scheduled meetings and notifying the community via UPEI Campus Notices, a subscription-based email notification service.
- Standing committee terms of reference and Board by-laws are now available on the website.
- The Board has implemented “Open”, “Closed”, and “In-Camera” meetings, with an emphasis on conducting as much business as possible in open sessions.
- The Board has been actively engaged in the development of UPEI’s new strategic plan, approving the process for strategy development and engaging critically in the content.
- UPEI Student Union updates at Board meetings now focus on student experiences rather than Student Union activities.
- The Board has set a standard that all materials required for the Board and committee decision-making are provided at least one week in advance of meetings.
- To prevent any overlap between the Board and Administration, only Board members, the University Secretary, and the minute-taker now sit at Board and standing committee tables during meetings.

Planned Activities:

- Development of role descriptions for the Board and standing committee chairs and for Board members.
- Continued updates to the Board website to improve accessibility and transparency.
- Enhanced committee reporting to the Board.
- Threshold to be revisited for Board approval of expenditures, currently set at $1 million.
- Annual meetings to be held beginning in the Fall of 2025, providing progress updates on Board and standing committee activities.

2. Succession Planning and Existing Membership

Actioned Activities:

- The Board-member skills matrix and representation surveys have been updated in line with Governance Review recommendations. These surveys have been distributed to current Board members to identify skill and representation gaps.
- Term limits for Board members have been introduced, with members normally serving a maximum of two consecutive terms or six years, whichever is less, and in no circumstances may a board member serve more than three consecutive terms or nine years, whichever is less.
- Board-appointed organizations (e.g., UPEI Alumni Association, Government of PEI) have been informed of the identified gaps in skill and representation.

Planned Activities:

- Results of the skills and representation surveys to inform the recruitment process for current and future vacancies.
- Development of a policy regarding the election of the Board chair and vice-chairs (draft is complete, approval expected in May 2025).
- Development of policy instruments to guide recruitment, selection, and appointment of Board members.
- Board succession planning, including the appointment of vice-chairs to standing committees.

3. Board Evaluation and Ongoing Training

Actioned Activities:

- A comprehensive two-year training plan has been developed to ensure Board members receive timely and relevant education. The plan includes a mix of internal and external training providers to ensure diverse perspectives.
- A training session for Board standing committee chairs on their roles was completed.

Planned Activities:

- Update of the Board evaluation tool to incorporate the recommendations from the Governance Review.
- Implementation of planned training initiatives with regular evaluations for effectiveness.
- Enhancement of the orientation training program to emphasize foundational knowledge of university governance, bicameral governance, and the specific roles and responsibilities of the Board, Senate, and Administration.

4. Support Functions

Actioned Activities:

- A new University Secretary position has been created and staffed to support the Board and its standing committees, the Senate and its committees, and to oversee the policy framework at UPEI.
- The Board has approved and published University By-laws, addressing numerous Governance Review recommendations, including clarifying the fiduciary duties of the Board, member term limits, conflict of interest policies, meeting types, and transparency practices.

- A performance review process for the President and Vice-Chancellor has been developed and posted on the Board webpage.
- The Board and standing committee minute taker has received training on minute taking.

Planned Activities:

- Development of new protocols to streamline processes, including templates for minutes, criteria for special meetings, and clarity around decision-making and reporting.
- Continued enhancements to the Board website to foster transparency in Board activities and recruitment.
- Development of a process for the University community to request items be placed on Board meeting agendas.
- Development of a capital budget for Board review and approval.
- Development of a project analysis template to support Board decision-making on capital projects.
- Development of new frameworks to improve oversight of fundraising, external communications, and community engagement, aligning with the new strategic plan.
- Development of a recruitment and retention strategy, informed by enhanced employee metrics.
- Development of a training session for administrative staff who support the Board and/or standing committees.
- Continued enhancement of accountability mechanisms including requirements to report back on initiatives approved by the Board and the development of a safe disclosure policy.

Conclusion

The UPEI Board of Governors is committed to advancing its governance practices in response to the findings of the Governance Review. Progress has been made in key areas, and the Board has outlined clear actions for continued improvement. This will ensure that UPEI's governance framework remains strong, transparent, and effective in fulfilling its responsibilities. The implementation of these recommendations will play a crucial role in furthering the University's strategic priorities and enhancing its reputation as a leading post-secondary educational institution.

Appendix A: Detailed Changes to Committee Terms of Reference

The following changes were made to the terms of reference for the Board standing committees to improve governance practices, align with the recommendations from the Governance Review, and ensure the committees' mandates are clear and focused on their respective responsibilities.

1. Finance, Audit, and Risk Committee

Key Changes:

- **Removed Governance Responsibilities:** References to "governance" were removed from the committee's mandate to eliminate overlap with the Governance, Nominating, and Appeals Committee.
- **Oversight of Endowment and Pension Plans:** Explicit responsibility was added for overseeing the Endowment Oversight Committee and ensuring compliance with pension plan regulations.
- **Financial Expertise Requirements:** The committee's membership requirements were amended to increase the number of members with financial expertise from one to two, ensuring strong oversight of financial matters.
- **Capital Infrastructure Review:** The committee is now required to annually review capital infrastructure priorities and capacity in collaboration with the Development, Fundraising, and External Relations Committee and the Property and Environmental Sustainability Committee.

2. Property and Environmental Sustainability Committee

Key Changes:

- **Expanded Oversight on Capital Projects:** The committee's mandate was expanded to include responsibility for the oversight of capital project implementation. This ensures the committee engages in monitoring the execution of capital projects from inception to completion.
- **Project Analysis for Capital Projects:** The committee is now required to receive detailed project analysis reports for proposed capital projects before decisions are made. This ensures more thorough review and informed decision-making regarding large-scale developments.
- **Increased Environmental Sustainability Focus:** The committee's role in addressing environmental sustainability was enhanced to reflect a broader responsibility that goes beyond campus operations, extending to the long-term environmental health and safety of the campus and surrounding community.
- **Expanded Membership Criteria:** At least two members should now have a background in project management, and at least one member should have

expertise in environmental sustainability. This ensures that the committee has the necessary expertise to oversee both the environmental and operational aspects of capital projects.
- **Renaming the Committee:** The committee was renamed to better reflect its broader mandate, emphasizing both property and environmental sustainability.
- **Annual Review of Capital Infrastructure:** The committee is now required to work with the Finance, Audit, and Risk Committee and the Development, Fundraising and Environmental Sustainability Committee to annually review capital infrastructure priorities and capacity.

3. Human Resources Committee

Key Changes:

- **Clarified Focus on Human Resources Matters:** The committee's focus was clarified to cover critical human resource issues, including recruitment, retention, compensation, succession planning, human resources compliance, and labour relations.
- **Coordination with Campus Culture Oversight Committee:** A requirement was added for the chairs of both the Human Resources Committee and the Campus Culture Oversight Committee to meet regularly to ensure there is no overlap in their responsibilities, particularly around issues such as workplace culture and employee engagement.
- **Delegation of Hiring and Promotion Authority:** The committee now holds delegated authority by the Board for approving the hiring of academic and other staff, as well as the tenure and promotion of faculty members. This is to streamline decision-making processes, particularly in areas that require time-sensitive action.
- **Sabbatical Approvals Removed:** The committee's responsibility for approving sabbaticals was removed and is now managed through the Office of the Vice-President Academic and Research.
- **Expanded Responsibility for Collective Bargaining:** The committee now holds responsibility for approving collective bargaining mandates, as well as recommending collective agreements to the Board for approval.
- **Altered Meeting Schedule:** The committee's meeting schedule has been adjusted to allow for 30-minute meetings in months when no regular meeting is scheduled. This change ensures more timely decision-making for urgent HR matters, such as hiring decisions.
- **Policy and Practice Review:** The committee now has the responsibility to review policies and practices related to faculty hiring, tenure, and promotion, ensuring they are aligned with best practices and institutional goals.
- **Expanded Membership Criteria:** All voting members must be independent of the University and familiar with human resources matters. At least two committee members should have a professional human resources background. This ensures

that the committee has the necessary expertise to oversee complex human resource matters.

4. Governance, Nominating, and Appeals Committee

Key Changes:

- **Enhanced Committee Role:** The committee's name was updated to reflect its expanded role and responsibilities, as recommended in the Governance Review. This now includes additional tasks related to governance, nominations, and Board membership.
- **Expanded Membership Criteria:** At least one member should have expertise in policy development and one member with recognized governance qualifications (e.g., a governance designation). This ensures the committee is better equipped to address complex governance issues.
- **Recruitment and Nominations:** The committee now assumes responsibility for Board and standing committee membership, which was previously overseen by the Executive Committee. This includes the recruitment and nominations of new Board members and monitoring attendance.
- **Board Role Descriptions:** The committee now holds responsibility for creating and updating Board member role descriptions, a task previously managed by the Executive Committee.
- **Board Code of Conduct:** The committee will oversee the development and enforcement of the Board's Code of Conduct, which was previously the responsibility of the Executive Committee.
- **Board Education Responsibilities:** The committee's responsibility for Board education has been clarified, and a formal training plan has been introduced.
- **Risk Management Removal:** The committee's previous responsibility for risk management has been removed as the Finance, Audit, and Risk Committee will now address this.
- **Standing Committee Terms of Reference:** The committee now also oversees the review and approval of the terms of reference for all standing committees.

5. Executive Committee

Key Changes:

- **Clarification of Responsibilities:** The Executive Committee's role has been clarified to focus on strategic and reputational matters, while responsibilities related to the University strategic plan becomes the purview of the full Board. Governance, member recruitment, role descriptions, standing committees, Board code of conduct, and collective bargaining responsibilities have been reassigned to other committees (Governance, Nominating, and Appeals and Human Resources committees).

- **Expanded Evaluation Responsibilities:** The committee's mandate now includes oversight of the evaluation of the President and Vice-Chancellor and the University Secretary, including compensation decisions related to these positions.
- **Workplans for Committees:** The committee now has responsibility for overseeing the development and implementation of workplans for the Board and standing committees, ensuring that all committees are focused on their strategic priorities.
- **Oversight of Senate Relationship:** The committee now has formal responsibility for overseeing the relationship between the Board and the Senate, including alignment on key institutional issues.
- **Strategic and Reputational Matters:** The committee is now responsible for overseeing strategic and reputational matters, ensuring that the Board maintains a strong focus on UPEI's long-term goals and institutional reputation.

6. Development, Fundraising, and External Relations Committee

Key Changes:

- **New Authority for Donor-Funded Awards:** The committee was granted authority to approve the naming of new or amended donor-funded awards and scholarships. This clarifies past practice and ensures consistency.
- **Annual Reports from Senate:** The committee will receive annual reports from the Senate on the granting of awards. This provides the committee with a clearer view of the impact and scope of donor-funded initiatives.
- **Expanded Membership Criteria:** At least one member should have a background in fundraising and at least one member with expertise in communications or constituent relations. This ensures the committee has the necessary skills to effectively oversee UPEI's external relations.
- **Annual Review of Capital Infrastructure:** The committee is now required to work with the Finance, Audit, and Risk Committee and the Property and Environmental Sustainability Committee to annually review capital infrastructure priorities and capacity.

7. Campus Culture Committee

Key Changes:

- **Coordination with Human Resources Committee:** The committee is now required to ensure there is no overlap with the Human Resources Committee in areas such as workplace culture and employee engagement. This will facilitate more efficient work by both committees and avoid duplication of effort.
- **Expanded Membership Criteria:** All committee members are now required to understand organizational culture and at least two members should have experience working in the post-secondary education sector. This ensures that the committee has the necessary expertise to oversee both the implementation of the

UPEI Action Plan and effectively monitor organizational culture.

Conclusion

The amendments to the standing committee's terms of reference reflect a concerted effort to improve governance at UPEI. The changes ensure that each committee has a clear and focused mandate, appropriate membership qualifications, and responsibilities that align with the University's strategic objectives. These updates are critical to enhancing transparency, accountability, and effective decision-making across UPEI's Board of Governors.