



**Agenda of the Open Session of the Board of Governors of  
Tuesday, May 26, 2026, from 4:40pm to 7:00pm at  
Alumni Hall, Room 102 and Via Teams**

#	Title	Lead/Support	Action	Time
1.	Call to Order and Land Acknowledgement	S. MacDonald	Procedure	4:40
2.	Declaration of Conflict of Interest	S. MacDonald	Procedure	4:42
3.	Consent Agenda (See items to be approved and received under consent at the bottom of the agenda)	S. MacDonald	Approval	4:43
4.	Chair's Report	S. MacDonald	Information	4:48
5.	President's Report	W. Rodgers	Information	4:58
6.	Action Plan – Year 2 Progress Report	W. Rodgers/ K. Richard	Information	5:15
	<b>BREAK</b>	-	-	5:45
7.	Student Perspective Update	A. Montesdeoca	Information	6:00
8.	Senate Report to the Board	M. A. McMahon	Information	6:10
9.	Policy on Non-Audit Services  <i><b>MOTION: That the Policy on Non-Audit Services be approved.</b></i>	B. Thompson	Approval	6:20
10.	Modifications to the process to establish Scholarships  <i><b>MOTION: That the Terms of Reference of the Development, Fundraising and External Relations Committee and the Gift Acceptance Policy be amended.</b></i>	B. Thompson	Approval	6:25
11.	In-Camera Session  <i><b>MOTION: That the Board move to an in-camera session.</b></i>  <i><b>MOTION: That the Board move to an open session.</b></i>	S. MacDonald	Procedure	6:30
12.	Adjournment	S. MacDonald	Procedure	7:00

-	<p><b>Consent Agenda</b></p> <p><b>APPROVED UNDER CONSENT</b></p> <ul style="list-style-type: none"> <li>a) May 26, 2026, Open Session Agenda</li> <li>b) March 31, 2026, Minutes of Open Session</li> <li>c) Annual Workplan of the Board</li> <li>d) Annual Report – Forced and Child Labour</li> </ul> <p><b>RECEIVED UNDER CONSENT</b></p> <p><b>Committee quarterly reports</b></p> <ul style="list-style-type: none"> <li>e) Quarterly report of the Governance, Nominating and Appeals Committee</li> <li>f) Quarterly report of the Campus Culture Oversight Committee</li> <li>g) Quarterly report of the Human Resources Committee</li> <li>h) Quarterly report of the Executive Committee</li> <li>i) Quarterly report of the Development, Fundraising and External Relations Committee</li> </ul> <p><b>Other documents received for information</b></p> <ul style="list-style-type: none"> <li>j) Annual Workplans of Committees<sup>1</sup> <ul style="list-style-type: none"> <li>i. CCOC</li> <li>ii. DFERC</li> <li>iii. Executive</li> <li>iv. FARC</li> <li>v. GNAC</li> <li>vi. PESC</li> </ul> </li> <li>k) Schedule of meetings of the Board and Committees 2026 to 2029</li> <li>l) Board Annual Training Plan</li> <li>m) Board Assessment Tool</li> <li>n) Annual report on attendance</li> </ul>	S. MacDonald	Approval	-
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**Transmitted on May 19, 2026**

**Pascal Robichaud,  
University Secretary**

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<sup>1</sup> The Workplan of the Human Resources Committee will be approved in the Fall.

Open Session Report

President & Vice-Chancellor  
May 26, 2026, Board of Governors' Meeting

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**REPORT PERIOD – April 1, 2026 – May 14, 2026**

- 1. Drive the successful launch and execution of UPEI's 2025–2030 Strategic Plan,** ensuring measurable progress, accountability, and broad engagement across the campus community.

Since March 31 we have been working to refine the separate pillar goals as championed by each of the Vice Presidents.

In Thriving People and Communities, key foci will continue to be implementing the Action Plan, developing a measure of culture, developing and evaluating services for students and employees; defining core values and behaviours; employee and leadership support; and in Alumni and Development, strengthening connections to alumni and donors.

For Connected and Innovative Teaching, Research, and Scholarship, foci include prioritizing the student experience; developing an academic plan; strengthening the research and innovation supports and processes; and talent support and development. In this area there is a particular need for re-empowering leaders where they are and process improvement.

In Sustainability, a central focus is financial sustainability – made more urgent by the loss of revenue due to IRCC regulations changes in 2023; improving data and analytics; supporting institutional environmental stewardship; continuous process improvement. This includes reviewing policies across the institution as well as improving Governance processes.

The main activity since launching the strategic plan has been on the 'living our values'. This has been geared toward Goal #2 below, enhancing the culture. The vice presidents took some time to develop specific targets for each of the three pillars for the upcoming year, which have now been established. We are looking at metrics for them that will support reporting back.

- 2. Champion a positive, respectful, and inclusive campus culture** working with the VPPC to implement strategies grounded in continuous feedback, transparent communication, and measurable improvement.

Our main approach here continues to be living our values of academic freedom, accountability and integrity; equity, diversity, inclusion and a sense of belonging; pursuit of excellence, and reconciliation. We are working on summarizing all our work completed in each of these areas throughout the year into clear messaging.

I held a Coffee with the President and am working through the last of the ‘listening sessions’ that will also contribute to our “what we heard” messaging (only 2 to go for a total of 30 over the year).

The VPPC put out an RFP for projects to develop a measure of belonging. The idea is for UPEI members to develop the instrument that will be used to measure progress. We are also seeking other indicators of improvement. We have done extensive listening over the last year, and so will be working more on reporting back and more targeted listening in the coming year.

- 3. Strengthen and expand UPEI’s visibility and reputation** by deepening relationships with leaders, partners, and stakeholders at the local, national, and international levels.

Due to increased internal demands, I was unable to attend the latest Universities Canada meeting. Dr. Ngobia attended the Scarborough Charter meetings, and UPEI will host those meetings in 2030. Convocation proved to be an opportunity to engage with many stakeholders through various receptions as well as the ceremonies themselves. These included the “Class of 2026 Mix and Mingle” and the LG reception for honorary doctorates.

I had a meeting with Chief Tabatha Bernard, the last in a series in advance of developing an Indigenous Council for UPEI.

I was invited to join the “presidents panel” at the annual Canadian University Governance Association conference, joining the presidents of UBC, Laurier, and Waterloo – an excellent opportunity to point to our growth in governance. Our Board Chair, Shannon MacDonald is held in high regard by this group for her work and her sharing on governance

I and the vice presidents continue to engage as regularly as possible with government representatives and members of the community.

- 4. Lead the ongoing implementation of UPEI's Action Plan in response to the 2023 Rubin Thomlinson Review**, ensuring clear communication of progress and results across the University community.

We have launched the Year 3 implementation plan and the Year 2 audit process with Deloitte. This is a short sentence to describe a lot of work. The Year 3 implementation plan is available on the website.

The Action Plan execution and implementation continues effectively overall. We were successful in the Year 0 & 1 audit. We made a few organizational/sequencing changes to the Action Plan for future years to facilitate and streamline implementation, with the approval of government and the board. We began the "Action Plan Impact" communications series.

- 5. Build a high-performing University leadership team**, refining organizational structures, strengthening collaboration across portfolios, and aligning leadership capacity with institutional priorities

We are continuing to refine organizational structures, reporting structures, and meeting formats to ensure optimal connection and to reduce siloing. For example, the successful evolution of governance has necessitated separate focus on each of Board and Senate. Several key changes have increased communication, and highlighted key structural components as well as necessary attention to administrative processes.

- 6. Advance UPEI's academic and research priorities** working with the Vice-President Academic and Research, focusing on strategic enrolment management, international growth, research excellence, new revenue generation, and enhanced student mental health and overall experience.

Strategic Enrolment Management has been elevated in focus, and strong leadership is in place with Dr. Hardy Cox and Dr. Melissa James (MFOB). The international student situation continues to be a moving target nationally, and we continue to refine the International Strategy. Research excellence is continuing to grow with gains in tri-council success leading to a net gain in Canada Research Chairs. There is a need to ensure supporting processes are also evolving effectively to support staff delivering the services and the researchers.

The VPAF has managed to balance our budget this year, and at the same time has managed to invest in the SEM activities (although not to the full amount required), and to improve the

stability of our Experiential Education and Professional Development portfolio, to enable them to focus on revenue generation. Ancillary services has been able to exceed expectations in revenue recovery (due to losses in residences from lowered international enrolment).

7. **Accelerate philanthropic growth** by working closely with the advancement team on targeted fundraising initiatives that fuel UPEI's long-term priorities.

We continue to transition our model of relationship with key donors and alumni. We are planning visits and other connections with interested donors including more directly with individuals involved in their areas of interest. For example, a significant donation was received in AVC supporting Dr. Etienne Côté; and discussions are ongoing regarding AVC, FSDE, and Faculty of Medicine among other areas. As we transition, we are renewing relationships with donors and especially alumni. A few smaller target projects (\$50k - \$100k) were identified for the coming year as planning proceeds to identify larger targets and future campaigns.

8. **Enhance UPEI's financial sustainability** working with the Vice-President Administration and Finance to strengthen long-term strategies that balance resources, resilience, and strategic investments.

The VPAF and team were able to balance the budget, again, this year. They were able to use available one-time funding, constrain costs, restricting new spends, and to redistribute funding (such as noted above) to support revenue generating areas as well as SEM. The Provincial Government was again generous with us, and provided a 3.0% increase to our main campus core grant, as well as some restricted funding to Faculty of Medicine and AVC, and other specific programs (restricted grants). We will continue to find strategic in-year savings.

The VPAF has been essential to developing straight forward and transparent budget planning and communications. The university continues to experience declines in international students and unfortunately domestic student enrolment in the current year. The decline in international students is expected to continue through to 2028. In the meantime, we have been able to use available funds, surpluses, and cost containment to meet the approximately \$3M/year deficit created due to the drop in international tuition.



UNIVERSITY  
of Prince Edward  
ISLAND

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

PROGRESS REPORT - YEAR 2



## **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 2 (May 1, 2025 – April 30, 2026).

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 2 Implementation Plan](#).

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 1<sup>st</sup>, 2026.

**PROGRESS REPORT—YEAR 2 (MAY 1, 2025-APR 30, 2026)**

## PROGRESS SUMMARY YEAR 2 (May 1, 2025 – April 30, 2026)

### **Implementation Highlights**

The University of Prince Edward Island remains committed to advancing the UPEI Action Plan: *Building a Culture of Trust, Safety, and Inclusion*. Efforts continue to focus on implementing initiatives that foster meaningful, and sustainable institutional change.

Year 2 of implementation has resulted in several notable achievements, including:

- The implementation of an exit interview process, including training on the process for campus leaders
- The initiation of performance reviews for the Vice-Presidents and President
- Continuing efforts to cultivate a culture of listening through town halls, listening sessions, and targeted campus consultations to obtain feedback on specific topics
- Continued progress on policy development, with both the Harassment and Discrimination Policy and the Sexual Violence Policy being endorsed by the Board of Governors

The university also launched the *Action Plan IMPACT Series in Year 2*, a communications initiative designed not only to highlight progress on key priorities but also to strengthen community awareness and understanding of the Action Plan's goals and the

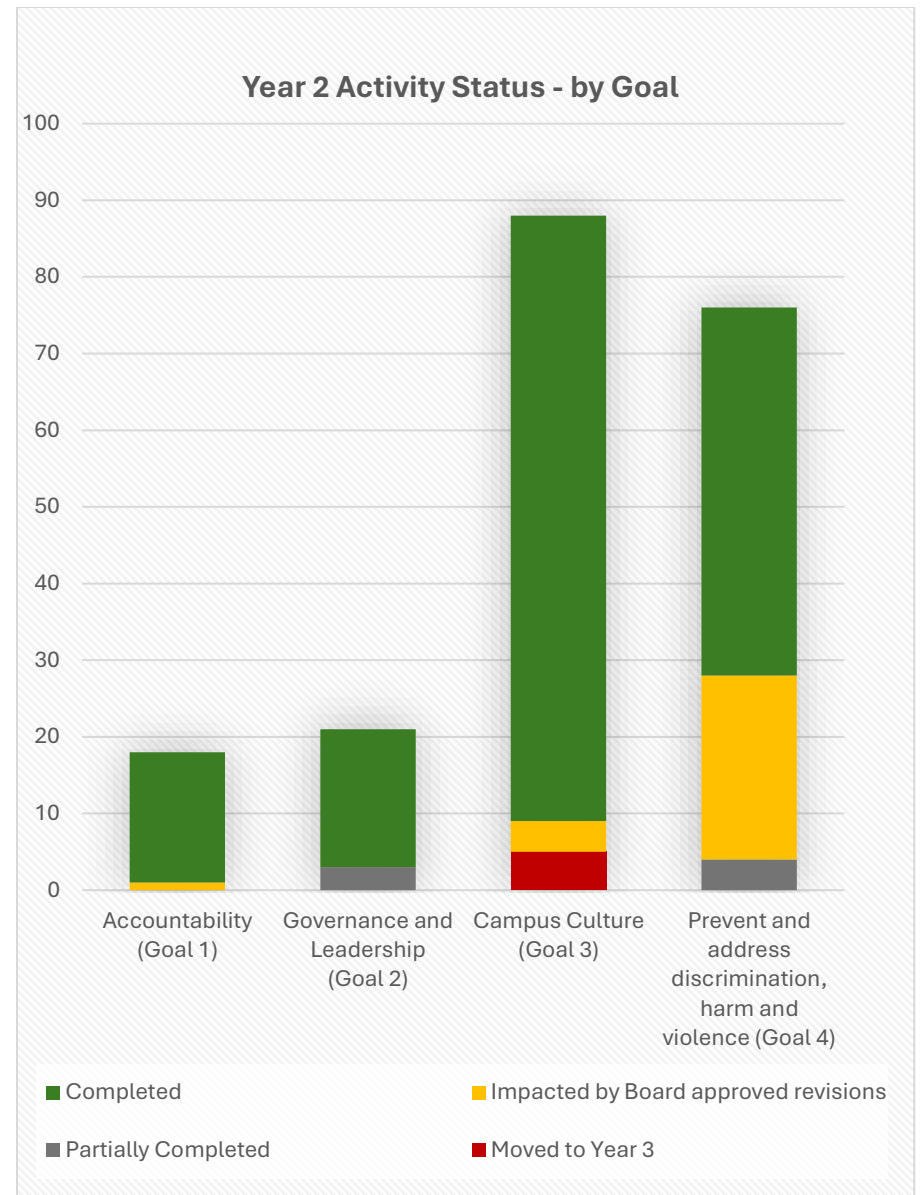
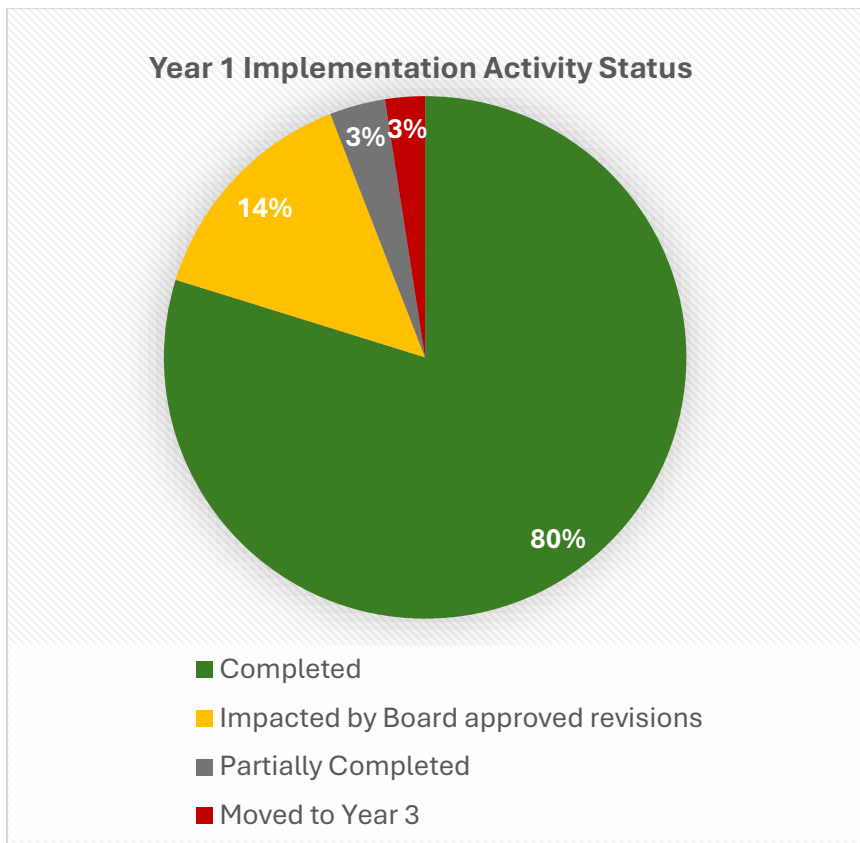
ongoing efforts to foster a more positive and inclusive culture. Featured topics have included governance improvements, enhanced employee and student engagement, expanded awareness and prevention efforts led by the Sexual Violence Prevention Office and the support of a safer campus environment through Security Services.

Although the Year 2 Implementation Plan was finalized prior to the first Action Plan audit, the University values the insights gained through this audit and has carefully considered the resulting recommendations. Reflecting on this feedback, the University has worked to implement the recommendations in a manner that is appropriate to UPEI's context and priorities, making progress on several identified areas. Updated responses to these recommendations can be found in Appendix B.

One of the recommendations arising from the Action Plan audit was to optimize delivery and better align priorities with institutional capacity, which led the University to undertake a review of the Action Plan in Year 2. This review had the primary objectives of ensuring that the remaining initiatives were appropriate, well-sequenced, and achievable within the established timeline, as well as to improve efficiency by reducing redundancies while aligning efforts with current institutional priorities and capacity. While the review did not change the overall goals of the Action Plan, it refined the approach to achieving them and influenced not only future implementation plans but also the commitments outlined in the Year 2 plan.

These updates, along with a detailed breakdown of the progress status of all implementation activities from Year 2, can be found in Appendix A.

As shown in the chart below, 80%, a total of 162 implementation activities, were completed in Year 2. Twelve activities (which including 4 duplicates) were either partially completed or moved to Year 3 to complete.

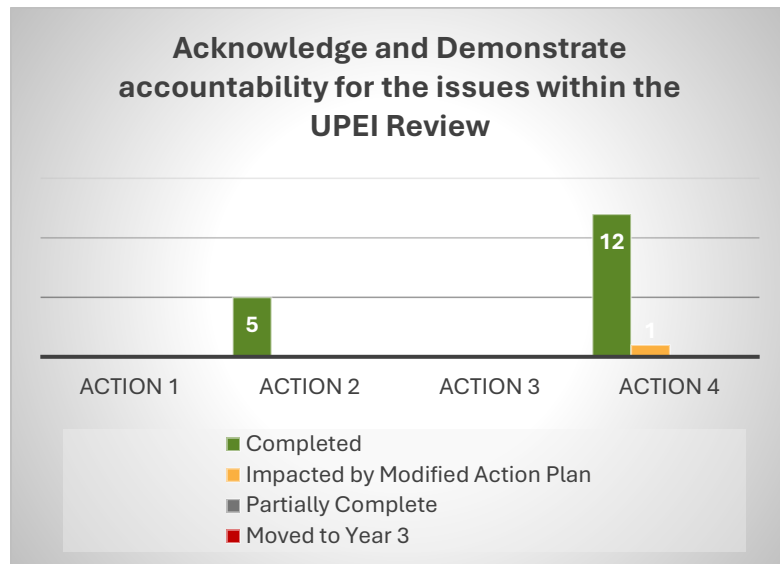


### Breakdown of Implementation Activities by Goal

The charts below show where the foundational work within Year 2 was focused, in relation to the goals outlined in the Action Plan. A more detailed breakdown of all Year 2 Implementation Activities is provided in Appendix A.

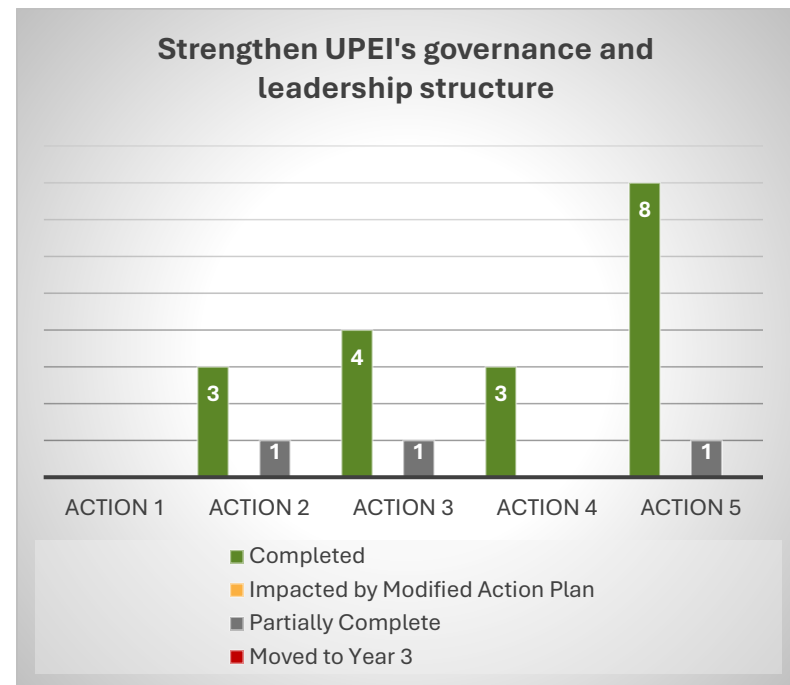
#### Goal 1: Acknowledge and demonstrate accountability for the issues within the UPEI Review

- **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



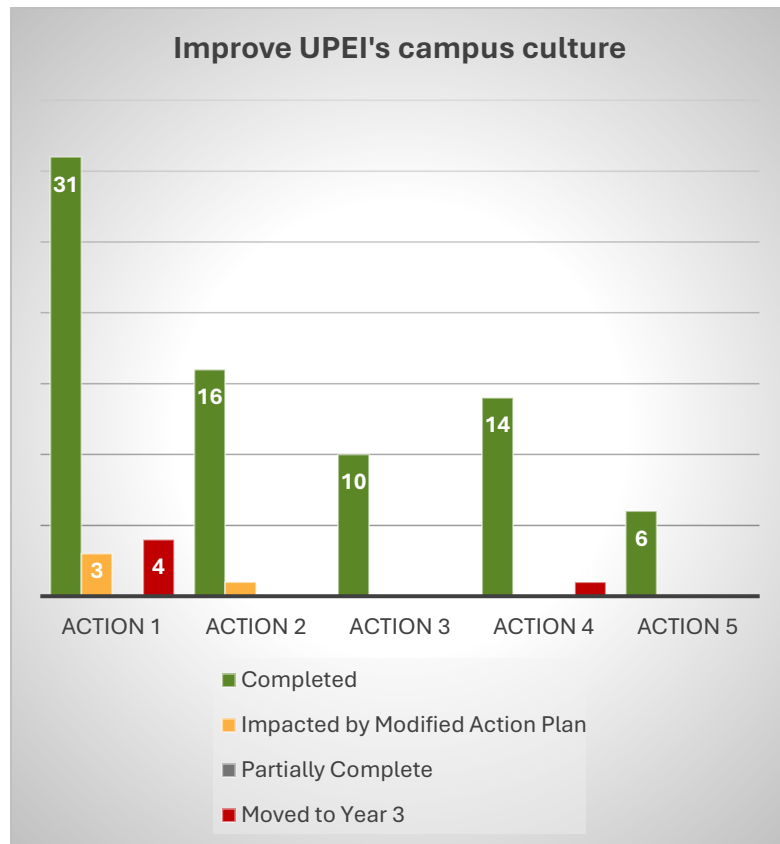
#### Goal 2: Strengthen UPEI's governance and leadership structure

- **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



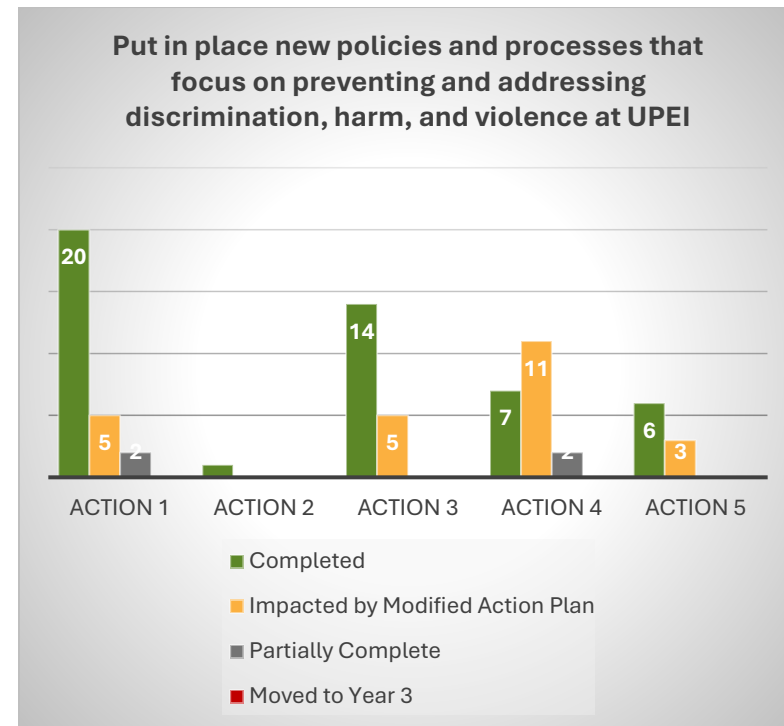
**Goal 3: Improve UPEI's campus culture**

- **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





## APPENDIX A – YEAR 2 DETAILED PROGRESS REPORT (May 1, 2025 – April 30, 2026)

### Detailed Activity Progress – Year 2

#### 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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
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	<i>Year 0-5</i>	Develop a calendar for President-hosted engagement events for 2025-2026 academic year	<i>Complete</i>	
1.2.3.2 Develop and deliver a mid-plan consultation to gauge campus and community members' input on progress	<i>Year 2-3</i>	Develop a report on Action Plan progress as a basis of campus and community members' input on progress	<i>Complete</i>	
		Conduct consultation sessions with the campus and community to collect feedback on the Action Plan Implementation	<i>Complete</i>	
		Review recommendations received from the auditor following the first annual audit	<i>Complete</i>	
		Review of the Employee Engagement results linked to the Action Plan Implementation	<i>Complete</i>	

**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
1.4.2.1 Develop audit schedule and process to support annual audits	<i>Year 1-5</i>	The audit of Year 0 and Year 1 Action Plan Implementation will be conducted in accordance with the schedule defined in the UPEI Action Plan	<i>Complete</i>	
		The audit results for Year 0 and Year 1 will be finalized and made available	<i>Complete</i>	
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.	<i>Year 1-5</i>	Continue to consider the relevant goals of the PEI Advisory Council of the Status of Women Equality Report Card, during the implementation of Year 2 of the Action Plan	<i>Under Review</i>	
1.4.2.3 Align internal resource needs to support the audit	<i>Year 1-5</i>	University to enter into agreement with selected auditor	<i>Complete</i>	
		Program Manager will work with auditors to ensure access to university resources as required	<i>Complete</i>	
1.4.3.1 Carry out annual audits (Aligned with UPEI fiscal year) based on the audit schedule	<i>Year 2-5</i>	Conduct an audit of the Year 0 implementation of the Action Plan	<i>Complete</i>	
		Conduct an audit of the Year 1 implementation of the Action Plan	<i>Complete</i>	

1.4.3.2 Make the audit results public	<i>Year 2-5</i>	The audit results will be posted to the UPEI external website	<i>Complete</i>	
		A Town Hall, open to staff, faculty and students, will be held to review the audit results	<i>Complete</i>	
		The audit results will be provided to the Province of PEI	<i>Complete</i>	
		The audit results will be presented to the Board of Governors	<i>Complete</i>	
1.4.3.3 Conduct the first audit following the completion of Year I and thereafter annually	<i>Year 2-5</i>	Conduct an audit of the Year 0 implementation of the Action Plan	<i>Complete</i>	
		Conduct an audit of the Year I implementation of the Action Plan	<i>Complete</i>	

## **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**

<b>SUPPORTING ACTIONS</b>	<b>ACTION PLAN TIMELINE</b>	<b>IMPLEMENTATION ACTIVITIES</b>	<b>PROGRESS</b>	<b>COMMENTS</b>
2.2.4.3 Enhance Board Training	<i>Year 0-2</i>	Provide training in accordance with the 2024-2026 Board Training Plan	<i>Partially Complete</i>	For scheduling reasons, and in some cases to accommodate participation from new members, a few training sessions have been moved to the spring and fall of 2026.
		Provide opportunities for Board training participants to provide feedback on training	<i>Complete</i>	
2.2.5.2 Develop process to inform the Campus Culture Oversight Committee if areas	<i>Year 1-2</i>	Develop a method of tracking concerning trends of harassment or discrimination	<i>Complete</i>	

within UPEI demonstrate concerning trends of harassment or discrimination		Develop a mechanism for reporting concerning trends of harassment or discrimination	<i>Complete</i>	
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**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
2.3.1.1 Provide training on governance and other relevant expertise to the Board and Senate	<i>Year 1-2</i>	Offer annual governance training to members of the Board of Governors and Senate	<i>Partially Complete</i>	A governance training session was offered in the spring of 2025. The next training session on governance has been rescheduled to fall 2026 to allow for new members to participate.
2.3.1.2 Provide EDI training to the Board and Senate	<i>Year 1-2</i>	Offer EDI training to members of the Board of Governors and Senate.	<i>Complete</i>	
2.3.2.1 Identify institutional resources to support the development of training programs and related materials	<i>Year 1-2</i>	As part of the development of the Senate Training Plan, identify internal resources to support training	<i>Complete</i>	
2.3.2.2 Develop a training plan for Board of Governors and Senate	<i>Year 1-2</i>	Develop a Senate Training Plan	<i>Complete</i>	
2.3.2.3 Develop a process to track training participation of those in governance related roles	<i>Year 1-2</i>	Track Senate training event attendance	<i>Complete</i>	

**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
2.4.1.3 Develop a leadership training strategy	<i>Year 2-5</i>	Review report and recommendations from external consultant	<i>Complete</i>	
		Consider leadership training program structure and curriculum	<i>Complete</i>	
		Outline resource requirements for delivery of leadership training program	<i>Complete</i>	

**GOAL 2 STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE**

**Action 5 Create a leadership development program for academic administrators**

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
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.	<i>Year 1-2</i>	Deliver Leadership Development Program (LDP) for academic administrators.	<i>Complete</i>	
		Hold Annual Workshop (AW) for Chairs and Deans including faculty reviews, EDI training, and sessional hiring.	<i>Complete</i>	

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.	<i>Year 1-2</i>	Within the Leadership Development Program, develop training on leadership skills for fostering a healthy workplace.	<i>Complete</i>	
		Within the scope of the Annual Workshop, include topics that foster a healthy workplace.	<i>Complete</i>	
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.	<i>Year 1-2</i>	Within the Leadership Development Program, discuss real- life examples such as discrimination, institutional racism, and microaggressions.	<i>Complete</i>	
		Within the scope of the Annual Workshop, include examples of topics of discrimination, education, and harassment.	<i>Complete</i>	
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.	<i>Year 1-2</i>	Hold a Leadership Development Workshop that includes these topics conflict management, legal hiring practices, change management, and healthy, inclusive workplaces.	<i>Complete</i>	
		Hold an Annual Workshop, workshop as per Article E1.4.8 of the Collective Agreement.	<i>Complete</i>	

2.5.2.2 Build, through the ongoing process of tracking, a community of colleagues with shared interests and common goals in effective leadership	<i>Year 1-2</i>	Canvas leadership interest and the goals of academic administrators.	<i>Partially Complete</i>	A survey is being developed to canvas Deans. The survey will be conducted, and results will be implemented over the course of the upcoming year.
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**GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE**

**Action 1 Create a culture of listening at UPEI**

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
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.	<i>Year 1-3</i>	Invite the Student Union Executives to the September meeting of the Vice-President, People and Culture's direct reports.	<i>Complete</i>	
		Invite the Graduate Student Association Executive to the September meeting of the Vice-President, People and Culture's direct reports	<i>Complete</i>	
		Invite the Student Union and the Graduate Student Association executives to Deans Council to discuss academic structures.	<i>Complete</i>	
		Invite the Student Union and the Graduate Student Association to the Academic and Research Leadership Council (directors and administrative units) to discuss academic structures.	<i>Complete</i>	

		Invite the Student Union Executives to the September meeting of the Vice- President Administration and Finance's direct reports.	<i>Complete</i>	
		Invite the Graduate Student Association Executives to the September meeting of the Vice-President Administration and Finance's direct reports.	<i>Complete</i>	
3.1.1.2 Increase the institutional capacity for student-focused data collection and analysis of resulting data on student experiences, inform initiatives that address student issues, and help assess outcomes.	<i>Year 1-3</i>	Report student survey results to the UPEI community	<i>Moved to Year 3 Plan</i>	The Office of Student Culture and Community Standards have developed a timeline for surveys, research and feedback sessions to gather a comprehensive understanding of the student experience over the course of 4 years of Undergraduate university participation. Based on this timeline, these initiatives have been moved and built into the Year 3 Implementation Plan of the Action Plan.
		Collect and analyze data from student-based surveys and focus groups	<i>Moved to Year 3 Plan</i>	
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.	<i>Year 1-3</i>	Conduct a student survey that focused on identifying student sense of belonging	<i>Complete</i>	
		Conduct student focus groups with students to capture feedback on the student experience and to identify student's connection to UPEI	<i>Complete</i>	
3.1.1.4 Develop an integrated system that seeks student feedback and builds initiatives to support student success through follow-up planning, student	<i>Year 1-3</i>	Develop student survey that focuses on identifying student sense of belonging	<i>Complete</i>	
		Report student survey results to the UPEI community	<i>Moved to Year 3 Plan</i>	The Office of Student Culture and Community Standards have developed a

engagement, and actions arising from student surveys.		Collect and analyze data from student-based surveys and focus groups	<i>Moved to Year 3 Plan</i>	timeline for surveys, research and feedback sessions to gather a comprehensive understanding of the student experience over the course of 4 years of Undergraduate university participation. Based on this timeline, these initiatives have been moved and built into the Year 3 Implementation Plan of the Action Plan.
3.1.2.3 Establish accessible channels to provide confidential feedback on safety, sexual violence, and harassment and discrimination	<i>Year 2</i>	Communicate confidential incident reporting through the Health, Safety, and Environment Department through channels including: the UPEI SAFE app, in-person reporting, drop box submissions, website submissions, myUPEI submission, and email.	<i>Complete</i>	
		The EDI and Human Rights Office to be assigned responsibility for the administration of harassment and discrimination disclosures	<i>Complete</i>	
		Continue to offer services through the Sexual Violence Prevention and Response office to receive disclosures of sexual violence	<i>Complete</i>	
		Include information about disclosing harassment and discrimination in the Support Resources selection of the UPEI Safe app	<i>Complete</i>	
3.1.2.4 Regularly seek employee feedback through surveys	<i>Year 2</i>	Implement an Exit Interview Survey	<i>Complete</i>	
		Annually conduct an Employee Engagement Survey	Impacted by the Board approved revisions	An annual Employee Engagement Survey does not allow for appropriate time to collect, review and respond to the results; therefore, the cadence has been adjusted. Given that this survey was completed in Year 1, it was not conducted again in Year 2.

3.1.3.1 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team	<i>Year 0-5</i>	Continue to create pathways for input, consultation and report back	<i>Complete</i>	
		Continue to assess effectiveness of pathways	<i>Complete</i>	
		Continue to reflect on feedback and ideas	<i>Complete</i>	
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	<i>Year 0-5</i>	Make clear pathways for safe disclosure.	<i>Complete</i>	
		Continue to invite and receive input from those who suffered harm as laid out in the RT report	<i>Complete</i>	
3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	<i>Year 0-5</i>	Continue to work with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI to further our journey of reconciliation.	<i>Complete</i>	
		Support implementation of Indigenous Strategic Plan.	<i>Complete</i>	
		Develop means of effectively connecting with Indigenous members of UPEI	<i>Complete</i>	
3.1.4.3 President to implement Vice-President performance review process	<i>Year 2-5</i>	Complete performance review process for Vice President Academic and Research	<i>Complete</i>	
3.1.4.4 Senior Executive Team to ensure performance reviews of Deans, Directors, and Managers are carried out	<i>Year 5</i>	Senior Executive Team to participate in consultations with Human Resources department regarding the development of a performance evaluation program and associated accountability framework	<i>Impacted by Board approved revisions</i>	Timeline for this initiative has been updated to begin in Year 5 to allow for the establishment of essential initiatives, including comprehensive onboarding and leadership development program, prior to formalizing performance review expectations.

3.1.4.5 Following their first year of service, implement the President performance review process	<i>Year 2-5</i>	Conduct a process to obtain feedback on the President's performance	<i>Complete</i>	
3.1.5.3 Conduct Employee Engagement Survey	<i>Year 2</i>	Conduct an Employee Engagement Survey	<i>Impacted by Board approved revisions</i>	An annual Employee Engagement Survey does not allow for appropriate time to collect, review and respond to the results; therefore, the cadence of the survey has been adjusted. Given that an Employee Engagement Survey was completed in Year 1, it was not conducted again in Year 2.
3.1.5.4 Establish accessible channels to provide confidential feedback on safety, sexual violence, and harassment and discrimination	<i>Year 2</i>	Communicate confidential incident reporting through the Health, Safety, and Environment Department through channels including, the UPEI Safe app, in-person reporting, drop box submissions, website submissions, myUPEI submissions, and email	<i>Complete</i>	
		The EDI and Human Rights Office to be assigned responsibility for the administration of harassment and discrimination disclosures	<i>Complete</i>	
		Continue to offer services through the Sexual Violence Prevention and Response Office to receive disclosures of sexual violence	<i>Complete</i>	
		Include information about disclosing harassment and discrimination in the Support Resources section of the UPEI Safe app.	<i>Complete</i>	
3.1.6.4 Implement exit interview process and reporting	<i>Year 2</i>	Develop a communications plan for the implementation of the exit interview process	<i>Complete</i>	
		Conduct training for leaders on the exit interview process	<i>Complete</i>	
		Implement the exit interview process as per the guidelines developed.	<i>Complete</i>	

### GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

#### Action 2 Foster an environment in which employees feel valued

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.2.1.6 Implement employee engagement survey	<i>Year 2</i>	Conduct an Employee Engagement Survey	<i>Impacted by Board approved revisions</i>	An annual Employee Engagement Survey does not allow for appropriate time to collect, review and respond to the results; therefore, the cadence of the survey has been adjusted. Given that an Employee Engagement Survey was completed in Year 1, it was not conducted again in Year 2.
3.2.1.7 Commence employee engagement initiatives	<i>Year 2</i>	Develop a document outlining a plan for engagement initiatives	<i>Complete</i>	
		Begin the implementation of the plan for engagement initiatives	<i>Complete</i>	
3.2.2.1 Provide staff with enhanced opportunities for training and skills building	<i>Year 1-5</i>	Conduct a scan of training and learning practices in post-secondary	<i>Complete</i>	
		Conduct a survey to understand training and skill needs	<i>Complete</i>	
		Review performance evaluation process to align with learning, training and skill development	<i>Complete</i>	
3.2.2.2 Enhance faculty development opportunities in teaching and research through the Teaching and Learning Centre and Office of Research Services	<i>Year 1-5</i>	Communicate fall and winter semester Lunch and learn PD sessions	<i>Complete</i>	
		Implement Graduate Supervisors Training Program	<i>Complete</i>	
		Create a schedule of ongoing faculty development activities	<i>Complete</i>	
		Deliver workshops to support the development of Teaching Philosophies, EDI philosophy statements and Teaching Dossiers	<i>Complete</i>	

		Include EDI training and Graduate Supervision training sessions in orientation sessions for new faculty, librarians, CNIs and clinical vet professionals	<i>Complete</i>	
		Commence implementation of Faculty Development Program plan	<i>Complete</i>	
		Continue Tri Agency grant review and writing support	<i>Complete</i>	
3.2.3.1 Examine the current staff classification practices to support fair and consistent role evaluation across the institution	<i>Year 2-5</i>	Develop a plan to review the classification system	<i>Complete</i>	
3.2.4.1 Continue to provide opportunities for campus members to speak about their experiences, provide input and share ideas, including with the President and Senior Executive Team	<i>Year 0-5</i>	Develop a calendar for President-hosted engagement events for 2025-2026 academic year	<i>Complete</i>	
3.2.5.1 Promote information about supports for campus members in relation to health and wellbeing	<i>Year 1-5</i>	Collect information about available supports for campus members in relation to health and wellbeing	<i>Complete</i>	
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	<i>Year 1-5</i>	Continue to share information about the implementation of new supports and services through outlets such as: Campus Notices, Campus Connectors, department emails, campus wide emails, social media, or myUPEI EDI site and/or main EDI UPEI webpage	<i>Complete</i>	

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

**Action 3 Rebuild trust and safety on campus**

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
3.3.2.3 Review campus safety infrastructure (e.g., lighting, safety poles, and security cameras)	<i>Year 2-3</i>	Security Services will review the results, provided by an independent consultant, of a review of the lighting and CCTV on campus to determine what upgrades are required	<i>Complete</i>	
		Security Services will develop a plan to begin implementing the upgrades	<i>Complete</i>	
3.3.2.4 Review the Campus Accessibility Audit to determine the plan for needs	<i>Year 2-3</i>	Conduct a review of the UPEI 2019 Internal Audit Report on Campus Accessibility to identify priorities for accessibility improvements to infrastructure	<i>Complete</i>	
3.3.2.5 Enhance campus safety supports such as UPEI SAFE app	<i>Year 2-3</i>	The Health, Safety and Environment office will promote new and updated safety information to the Health, Safety and Environment intranet site	<i>Complete</i>	
		Promote training sessions for students and employees that promote and educate on health and safety OHS requirements and reporting methods	<i>Complete</i>	
		The Health, Safety and Environment office will provide more communication about updates to safety information including emergency response, reporting, working alone and support resources.	<i>Complete</i>	

3.3.3.1 Provide sexual violence and EDI training to Security Services staff	Year 2	EDI and Human Rights Department will deliver training on responding to disclosures of sexual violence	Complete	
		EDI and Human Rights Department will deliver training on active listening, microaggressions, and cultural differences	Complete	
3.3.3.2 SVPRD to provide training on trauma-informed approaches to receiving disclosures to Security Services staff	Year 2	The UPEI Sexual Violence Prevention and Response office will provide training options including information about trauma-informed approaches to receiving disclosures	Complete	
		Deliver training which includes information about trauma-informed approaches to receiving disclosures to the Security Services division	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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
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	Identify defined behavioral obligations, as of April 2025	Complete	
		Develop a communications strategy for the defined behavioral obligations and limitations	Complete	

3.4.2.1 Put in place the resources needed to support and develop training opportunities related to building inclusive environments; consider topics such as anti-racism, anti-oppression, unconscious bias, microaggressions, cultural differences, sexual violence including gender-based violence and harassment and discrimination.	<i>Year 2-4</i>	Review, analyze and summarize research on best practices in EDI training methods, approaches, and content for educational institutions; including recommendations for developing training related to building inclusive environments	<i>Complete</i>	
3.4.2.2 Ensure training has an equity, diversity, and inclusion lens	<i>Year 2-4</i>	Develop an institutional approach to incorporating EDI into training	<i>Complete</i>	
3.4.2.3 Use a trauma-informed approach to the delivery of training on difficult subjects	<i>Year 2-4</i>	Review and update EDI and SVPRO training modules to ensure the language and content are trauma-informed	<i>Complete</i>	
		Review and record the research on best practices in trauma informed communication in training in educational settings	<i>Complete</i>	
3.4.2.4 Consult subject-matter experts for specific and targeted themes and messages	<i>Year 2-4</i>	Consult with subject-matter experts by hosting a meeting with community organizations serving underserved and underrepresented groups and sexual violence survivors, such as BIPOC USHR, the Black Cultural Society of PEI, PEERS Alliance, Price PEI, Women’s Network, Resource Abilities, PEIRSAC, etc.	<i>Complete</i>	
		Consult with Indigenous subject-matter experts by inviting Indigenous elders both on and off campus, the Mawi-omi Centre coordinator, members of the Faculty of IKERAS, and representatives from the larger Mi’kmaq community on PEI for a meeting	<i>Complete</i>	

3.4.2.5 Ensure there is capacity to respond to increased need for supports and reporting because of awareness program efforts	<i>Year 2-4</i>	Begin the practice of intaking harassment and discrimination complaints on campus through the EDI&HR Department	Moved to Year 3 Plan	This activity was delayed because of the delay in the implementation of the new Harassment and Discrimination Policy and will be included as part of the Year 3 implementation plan.
		Monitor statistics relating to sexual violence and harassment and discrimination complaints, and report increases to the Vice President People and Culture, President and Board of Governors.	<i>Complete</i>	
3.4.2.6 Provide in-person and on-demand training related to building inclusive environments	<i>Year 2-4</i>	Deliver in-person training, at least once, for faculty hiring committees	<i>Complete</i>	
		Deliver in-person training, at least once, for staff hiring committees	<i>Complete</i>	
		Create online (on demand) versions of hiring committee training programs for both faculty and staff hiring committees	<i>Complete</i>	
		Update workshop offerings and descriptions currently listed on the EDIHR intranet site	<i>Complete</i>	
3.4.2.7 Provide mechanisms through which campus community members can request training on specific issues	<i>Year 2-4</i>	Create an EDI training request form accessible to staff and faculty	<i>Complete</i>	
		Advertise the EDI training request form across campus through social media, Campus Notices, and emails	<i>Complete</i>	
		Communicate opportunities for in-person hiring committee training sessions	<i>Complete</i>	

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

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

SUPPORTING ACTIONS	ACTION PLAN TIMELINE	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
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.	<i>Year 1-2</i>	Identify conventions for reporting governance decisions in post-secondary institutions	<i>Complete</i>	
3.5.1.3 Review and update in-camera guidelines, to ensure completeness of process	<i>Year 2</i>	Review and update in-camera guidelines for the Board of Governors and Senate	<i>Complete</i>	
3.5.3.1 Encourage all departments to make more information accessible about common processes	<i>Year 2-5</i>	Develop guidelines for internal communication of common processes	<i>Complete</i>	
3.5.4.1 Enhance information sharing about campus initiatives	<i>Year 1-5</i>	Develop a calendar for President-hosted engagement events, for the 2025-26 academic year	<i>Complete</i>	
3.5.4.2 Continue to provide opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team	<i>Year 1-5</i>	Provide information to campus on opportunities to take part in planning and idea sharing.	<i>Complete</i>	

3.5.5.3 Develop a campus communications strategy with focus on better understanding the communications needs of campus audiences, effective communications processes, and collaboration opportunities	<i>Year 2</i>	Issue RFP to secure service provider to determine communication needs and a strategy to address needs	<i>Complete</i>	
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**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.1.1.5 Develop a protocol, as an alternative pathway, for the Director of EDI and Human Rights Department to report issues directly to the President, and/or to the Chair of the Board of Governors, including conflicts of interests and other serious issues	<i>Year 2</i>	Develop a protocol for the Director of EDI&HR to report on concerning trends and patterns with respect to sexual violence and harassment and discrimination	<i>Complete</i>	
		Advise the President, Chair of the Board of Governors, and Director of EDI&HR that the protocol is active, and protocol pathway is available	<i>Complete</i>	
4.1.2.7 Work with campus partners to cultivate a focus on prevention and awareness	<i>Year 2</i>	Consult with campus partners to create educational messaging for students, staff, and faculty, to be used to raise awareness on how to identify and prevent discrimination, harassment, and sexual violence on campus.	<i>Complete</i>	

4.1.3.1 The EDI and Human Rights Department will be responsible for intake and administration of a harassment and discrimination policy.	<i>Year 3</i>	The EDI and HR Department will be responsible for the intake and administration of the new Harassment and Discrimination Policy (once developed)	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3, and the language has been updated to remove dependency on the new Harassment and Discrimination Policy. This allows the work to move forward as part of the Year 3 implementation plan.
4.1.3.2 Create a new position, Human Rights and Equity Advisor, for the intake and administration of a harassment and discrimination policy.	<i>Year 1-3</i>	Human Rights and Equity Advisor and Human Rights Early Resolution Specialist to be assigned responsibility for administration of harassment and discrimination disclosures.	<i>Complete</i>	
4.1.3.3 Communicate to the campus community that the EDI and Human Rights Department is the intake location for harassment, discrimination, and sexual violence reports and complaints	<i>Year 3</i>	Following the approval of both the Sexual Violence Policy and Harassment and Discrimination Policy share information to all faculty, students, and staff announcing EDI and Human Rights Department is the new intake location for harassment, discrimination, and sexual violence complaints.	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
4.1.3.4 Use a variety of external investigators	<i>Year 1-3</i>	Engage in a process to develop a list of external investigators for future use	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been extended to Year 3. It will be included in the Year 3 Implementation Plan.
4.1.3.5 Ensure investigations are procedurally fair	<i>Year 1-3</i>	Select investigators who have received training on procedural fairness	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been extended to Year 3. It will be included in the Year 3 Implementation Plan.
4.1.3.6 Provide informal resolution services	<i>Year 1-3</i>	Offer appropriate resolution services in accordance with the new Harassment and Discrimination Policy	<i>Impacted by the Board approved revisions</i>	The timeline for this Supporting Action has been extended to Year 3, and the language has been updated to remove dependency on the new Harassment

				and Discrimination Policy. This allows the work to move forward as part of the Year 3 implementation plan.
4.1.4.9 Continue to review established best practices and research to inform the training offered	<i>Year 2-3</i>	Review, analyze, and summarize research on best practices in EDI training methods, approaches, and content for educational institutions; include recommendations for developing training related to building inclusive environments.	<i>Complete</i>	
4.1.4.10 Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<i>Year 2-4</i>	Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty and staff	<i>Partially Complete</i>	These initiatives have been completed for staff; however, the Faculty Association has not yet agreed to move this forward for faculty.
		For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email	<i>Partially Complete</i>	
		For new staff, completion of the course will be added as a requirement of the Supervisor's Orientation Checklist	<i>Complete</i>	
4.1.5.3 Take actions to welcome voices from members of underrepresented and marginalized groups to help inform the initiatives of the Edi and Human Rights department	<i>Year 2</i>	Collect information from underrepresented and marginalized students, staff, and faculty to gather their views on initiatives for the EDI&HR department, on EDI, sexual violence prevention and response, and harassment and discrimination.	<i>Complete</i>	
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	<i>Year 1-3</i>	EDI&HR department will continue to meet with representatives from campus partners who service underrepresented or marginalized groups on campus, including the International Student Office, Accessibility Services, and Student Affairs.	<i>Complete</i>	
		Develop a plan for a collaborative project between EDI&HR and campus partners	<i>Complete</i>	

		addressing the awareness of prevention of discrimination, harm and gender-based violence.		
4.1.6.2 Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available.	<i>Year 1-3</i>	Consult with representatives of faculty and staff unions on campus regarding accommodations processes	<i>Complete</i>	
		Review and finalize an accommodation procedure for faculty and staff	<i>Complete</i>	
		Make information about the accommodation procedure accessible to faculty and staff	<i>Complete</i>	
		Share information about the accommodation procedure on the HR myUPEI, and EDIHR myUPEI	<i>Complete</i>	
		Provide learning opportunities for campus community members regarding the accommodation procedure	<i>Complete</i>	
4.1.6.4 Coordinate processes of student-related investigations among the offices of SVPRO and supports within Student Affairs	<i>Year 1-3</i>	Continue to have the Sexual Violence Response Team meet to coordinate student-related investigations and supports related to sexual violence matters.	<i>Complete</i>	
		Continue to 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 the opportunity to coordinate activities on sexual violence.	<i>Complete</i>	

4.1.6.5 Formalize cross-departmental coordination in relation to harassment, discrimination, racism, or sexual violence	<i>Year 1-3</i>	Staff within the EDI and Human Rights department will meet with staff from other departments to allow opportunity for coordination of university response to harassment and discrimination matters	<i>Complete</i>	Language revised slightly to remove dependency on Harassment and Discrimination Policy to allow the activity to move forward in advance of the policy being completed.
		Continue to have the Sexual Violence Response Team meet to coordinate student-related investigations and supports related to sexual violence matters.	<i>Complete</i>	
4.1.6.6 Work collaboratively with Deans/Associate Deans to provide advice and guidance on EDI initiatives led by/within Faculties	<i>Year 1-3</i>	Director of EDI and Human Rights to attend a Dean's Council meeting to update on the progress of the department and possibilities for collaboration	<i>Complete</i>	
4.1.7.1 Build capacity for informal resolution methods applicable to matters of sexual violence and harassment and discrimination	<i>Year 1-3</i>	Have the Informal resolution specialist work with Sexual Violence Prevention and Response Coordinator to consider best practices for informal resolution in sexual violence complaints	<i>Complete</i>	

**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.2.1.4 Provide training on Non-disclosure Agreements Act and new policy to Board of Governors, Senior Executive Team, and Deans.	<i>Year 2</i>	Arrange training for the Board of Governors, Deans and Senior Executive Team	<i>Complete</i>	

**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.3.1.3 Draft a comprehensive Harassment and Discrimination Policy, using a campus-wide consultation process that covers all campus members, and reflects the new structure of the EDIHR Department	<i>Year 1-2</i>	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.	<i>Complete</i>	Language revised slightly to remove dependency on the new Harassment and Discrimination Policy to allow the Supporting Action to move forward in advance of the policy being completed.
4.3.1.4 Ensure the new policy incorporates all recommendations of the UPEI Review	<i>Year 1-2</i>	Incorporate recommendations of the UPEI Review into the new Harassment and Discrimination Policy	<i>Complete</i>	

		Policy will incorporate all recommendations of the UPEI Review at the time of approval by Board of Governors	<i>Complete</i>	
4.3.1.5 Ensures the new policy reflects feedback from survivors of harm at the University	<i>Year 1-2</i>	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.	<i>Complete</i>	
		Request feedback from Fair Treatment Advocate under the Fair Treatment Policy on new Harassment and Discrimination Policy.	<i>Complete</i>	
		Request feedback from Sexual Violence Response Navigator on new Harassment and Discrimination Policy.	<i>Complete</i>	
		Ensure the new policy contemplates a process path for complaints against the President.	<i>Complete</i>	
		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.	<i>Complete</i>	
		Survivors of harm are invited to provide feedback through their preferred conduit.	<i>Complete</i>	
4.3.1.6 Ensure the policy is trauma-informed and procedurally fair	<i>Year 1-2</i>	Human Rights Counsel, with knowledge of procedural fairness, to ensure the new Harassment and Discrimination Policy is procedurally fair.	<i>Complete</i>	

		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.	<i>Complete</i>	
		Policy reviewed by expert in trauma informed procedure	<i>Complete</i>	
4.3.1.7	Ensure the new policy aligns with legislative requirements, such as PEI Occupational Health and Safety Act and Employment Standards Act.	<i>Year 1-2</i> Policy reviewed by experts re: legislative requirements; PEI occupational Health and safety Act; Employment Standards Act.	<i>Complete</i>	
4.3.1.9	Request the express written consent to include the new Harassment and Discrimination Policy in the Faculty Association's collective agreement	<i>Year 2-3</i> Request the express written consent to include the new Harassment and Discrimination Policy in the Faculty Association's collective agreement	<i>Complete</i>	This Supporting Action was added to the Action Plan, as part of Board approved revisions and was completed in Year 2.
4.3.2.1	Make the policy, that is in effect, easily available to the campus community	<i>Year 3</i> Once enacted, post the policy on the University website.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
4.3.2.2	Create materials to communicate the policy, that is in effect, to the UPEI community in easy-to-understand language	<i>Year 3</i> Develop method and materials of ensuring easy-to understand policy and materials	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
4.3.2.3	Develop and deliver training on the policy in effect	<i>Year 3</i> Develop training on the new Harassment and Discrimination Policy	<i>Impacted by Board</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and

			<i>approved revisions</i>	will be included as part of the Year 3 Implementation Plan.
		Begin offering training on the new Harassment and Discrimination Policy	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.
		Begin relevant partnership development to ensure training on new Harassment and Discrimination Policy.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been revised to begin in Year 3 and will be included as part of the Year 3 Implementation Plan.

**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	IMPLEMENTATION ACTIVITIES	PROGRESS	COMMENTS
4.4.1.1 Finalize revisions to the UPEI Sexual Violence Policy	<i>Year 1</i>	Finalize the draft Sexual Violence Policy.	<i>Complete</i>	
4.4.1.2 Ensure the new policy is comprehensive and implements all the recommendations of the UPEI Review	<i>Year 1</i>	Ensure the final Sexual Violence Policy reflects the recommendations of the UPEI Review.	<i>Complete</i>	
	<i>Year 1</i>	Obtain an opinion from external legal counsel that the new policy is procedurally fair and	<i>Complete</i>	

4.4.1.3 Ensure the revised policy is trauma-informed, procedurally fair, and conforms to legislative requirements		aligns with provincial legislative requirements (and if any applicable federal legislative requirements).		
		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.	<i>Complete</i>	
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	<i>Year 1</i>	Consider the Action Plan Advisory Group Recommendations, information from the listening sessions, and recommendations from the UPEI Review, which included victim experiences, in revisions to the Sexual Violence Policy.	<i>Complete</i>	
		Have the Chair of the Board of Governors review the draft Sexual Violence Policy to ensure input from former complainants has been appropriately incorporated.	<i>Complete</i>	
4.4.2.2 Communicate the new policy in a timely manner	<i>Following Board Approval</i>	Send campus wide communication regarding the new Sexual Violence Policy	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.3 Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy	<i>Following Board Approval</i>	Once the revised Sexual Violence Policy is enacted, arrange training for the Board of Governors, Senate and Senior Executive Team	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.

4.4.2.4 Make the piloted Sexual Violence Response Team permanent and finalize terms of reference	<i>Following Board Approval</i>	Include the Sexual Violence Response Team in the new Sexual Violence Policy.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
		Finalize the terms of reference for the Sexual Violence Response Team	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.5 Strengthen and clarify pathway for respondent support	<i>Following Board Approval</i>	Develop new communication materials discussing the respondent support available	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.6 Whenever possible, provide advance notice of delivery of investigation results to the parties	<i>Following Board Approval</i>	Following the implementation of the new Sexual Violence Policy, develop a process which includes providing notice of advance delivery of investigation results to the parties whenever possible	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.2.7 Provide investigation results to the respondent's internal support provider	<i>Following Board Approval</i>	Develop a process addressing how a support provider would be provided with investigation results, with Respondent's consent	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.3.1 Make the policy easily available to the campus community	<i>Following Board Approval</i>	Once enacted, post the policy on the University website.	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.3.2 Create materials to communicate the policy to UPEI community in easy-to-understand language	<i>Following Board Approval</i>	Create materials to communicate the policy in easy-to-understand language	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.3.3 Develop and deliver training on the new policy		Develop training on the new Sexual Violence Policy	<i>Impacted by Board</i>	The timeline for this Supporting Action has been updated, and it will be implemented

	<i>Following Board Approval</i>		<i>approved revisions</i>	following Board approval of the new Sexual Violence Policy.
		Begin offering training on the new Sexual Violence Policy	<i>Impacted by Board approved revisions</i>	The timeline for this Supporting Action has been updated, and it will be implemented following Board approval of the new Sexual Violence Policy.
4.4.4.4 Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<i>Year 2-4</i>	Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty and staff	<i>Partially Complete</i>	These initiatives have been completed for staff; however, the Faculty Association has not yet agreed to move this forward for faculty.
		For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email	<i>Partially Complete</i>	
		For new staff, completion of the course will be added as a requirement of the Supervisor's Orientation Checklist	<i>Complete</i>	

**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**

<b>SUPPORTING ACTIONS</b>	<b>ACTION PLAN TIMELINE</b>	<b>IMPLEMENTATION ACTIVITIES</b>	<b>PROGRESS</b>	<b>COMMENTS</b>
4.5.1.1 Provide an explanation of how third-party disclosures will be handled	<i>Year 2-3</i>	Establish and explain pathways and mechanisms for anonymous and third-party reports through Sexual Violence Policy, Discrimination and Harassment Policy	<i>Impacted by Board approved revisions</i>	This Supporting Action has been revised to remove dependency on the new Harassment and Discrimination Policy and Sexual Violence Policy, to allow the Supporting Action to move forward in advance of the policies being approved.
4.5.1.2 Collect information on electronic reporting and tracking tools	<i>Year 2-3</i>	Collect information on electronic reporting and tracking tools which could be utilized for tracking reports and incidents of violence.	<i>Complete</i>	

		sexual violence, harassment, and/or discrimination		
4.5.2.1 Review processes regarding violence, sexual violence, harassment, and discrimination to ensure they are designed reflecting principles of safety and respect	<i>Year 0-5</i>	Identify current principles of safety and respect and ensure compliance with the Occupational Health and Safety Act and Regulations in the Violence Prevent and Response Policy review.	<i>Complete</i>	
		Identify principles of safety and respect in the development of new processes to be followed in the intake of harassment and discrimination complaints	<i>Complete</i>	The language of this initiative has been revised slightly to allow it to move forward in advance of the new Harassment and Discrimination Policy being approved.
		Determine whether the reporting systems used by the Health, Safety, and Environment (such as the UPEI SAFE App) can be utilized for submitting reports of sexual violence and harassment and discrimination in a safe and respectful manner.	<i>Complete</i>	The language of this initiative has been revised slightly to allow it to move forward in advance of the new Sexual Violence Policy being approved.
		Review the PEI Advisory Council on the Status of Women's Equality Report Card Assessment Model, PEI Equality Report Card, and PEI's Sexual Violence Prevention Strategy to ensure Sexual Violence Prevention Office is aware of provincial initiatives and directions in relation to gender-based violence.	<i>Complete</i>	

4.5.2.2 Create pathways for sexual violence or harassment and discrimination disclosures and complaints that are clear	<i>Year 0-5</i>	Draft a new sexual violence policy and harassment and discrimination policy that include pathways for disclosure and complaints.	<i>Complete</i>	
		Update website with information about the new disclosure process under new Sexual Violence Policy	<i>Impacted by Board approved revisions</i>	This activity will be completed following the approval of the revised Sexual Violence Policy.
		Update website with information about the new disclosure process under the new Harassment and Discrimination Policy.	<i>Impacted by Board approved revisions</i>	The timeline for this action has been updated and, it will be part of the year 3 implementation plan

## APPENDIX B – UPDATE ON AUDIT RECOMMENDATIONS

Audit Recommendation (from Deloitte)	Impact Rating	Leading Practice Recommendation (from Deloitte)	UPEI Implementation Comments on Plans and Progress
Develop a formalized process for feedback collection, analysis and implementation		<ol style="list-style-type: none"> <li>1. Develop a Centralized Feedback Management System</li> <li>2. Establish a Formal Feedback Collection Protocol</li> <li>3. Create a Transparent Feedback Review and Action Process</li> <li>4. Communicate Outcomes and close the Feedback Loop</li> <li>5. Monitor and Evaluate the Feedback System</li> </ol>	<p>The University is intentional with feedback collection to ensure that any systems implemented are adequately resourced and can be effectively operationalized.</p> <p>Listening sessions with members of the campus community have been held by both the VPPC and President, with themes heard being reflected to the community.</p> <p>Examples of processes that have used more formal consultation approaches included:</p> <ul style="list-style-type: none"> <li>• Policy Review process</li> <li>• Strategic Plan development</li> <li>• “Living our Values” development</li> </ul> <p>The Year 3 implementation plan also includes a commitment to review and update UPEI’s approach to consulting with the campus community for the 2026-2027 year.</p>
Improve training tracking methods by leveraging technology		<ol style="list-style-type: none"> <li>1. Develop and Implement Formal Documentation</li> <li>2. Implement a Systematic Tracking Mechanism</li> </ol>	<p>While it is not currently feasible to obtain and implement a centralized, automatic system for tracking training, the university has implemented initiatives that align with this recommendation including:</p>

		<ol style="list-style-type: none"> <li>3. Integrate Learning Outcomes Assessment</li> <li>4. Establish a Leadership Development Tracking System</li> <li>5. Promote a Culture of Continuous Improvement</li> </ol>	<ul style="list-style-type: none"> <li>• Tracking attendance at leadership development sessions, offered through Human Resources</li> <li>• Providing feedback surveys at development sessions, offered through Human Resources, to help inform future sessions</li> </ul> <p>In Year 2, a survey was also conducted to better understand training and skill needs.</p> <p>The integration of learning outcomes and assessment will be integrated as part of the roll out of the Leadership Essentials Program.</p>
Implement a Change management framework to build organizational resilience		<ol style="list-style-type: none"> <li>1. Development and Implement a Formalized Change Management Framework</li> <li>2. Maintain support for the existing Professional Development Program for Academic Leaders</li> <li>3. Establish a Change Management Team or Network</li> <li>4. Develop Communication and Engagement Plans</li> <li>5. Integrate Change Management into Project Planning</li> </ol>	<p>Change management has been integrated into project management and implementation of the Action Plan through the development of an operational template/checklist. It was created with change management principles in mind and shared with implementation leads to help guide the implementation of new initiatives.</p> <p>The goal is to ensure that the Action Plan is not just implemented but is integrated into the operations of the university.</p>

<p>Ensure additional support/resources to project management responsibilities as needed</p>		<ol style="list-style-type: none"> <li>1. Assign a Backup Project Manager</li> <li>2. Regular Knowledge Sharing Sessions</li> <li>3. Develop a Succession Plan</li> <li>4. Monitor Workload and Well-being</li> </ol>	<p>Knowledge sharing sessions will be held to ensure that information relating to the project's objectives and status is held and accessible by others outside of the Project Manager.</p> <p>There is also ongoing support and monitoring of the workload and well-being of the Project Manager, including decisions that help to maintain the scope of the Action Plan.</p>
<p>Broaden communication efforts' reach and community engagement</p>		<ol style="list-style-type: none"> <li>1. Expand Communication Channels</li> <li>2. Engage Directly with Campus Community Groups</li> <li>3. Tailor Messaging for Different Audiences</li> <li>4. Increase Visibility at Key Events</li> <li>5. Monitor and Evaluate Communication Effectiveness</li> </ol>	<p>Communications approaches and event types that have been used to engage with the campus community during years 0-2 are being re-evaluated to determine effectiveness</p> <p>To determine how to best engage with campus community, an internal communications strategy has been developed that identifies:</p> <ul style="list-style-type: none"> <li>• communications channels</li> <li>• stakeholder audiences</li> <li>• approaches by audience</li> </ul> <p>Media monitoring is being undertaken to assess communication effectiveness and reach.</p> <p>Support tools like a communications/engagement calendar have been developed by the President's office to coordinate attendance by executives at key University events to increase visibility</p> <p>New communications products, such as the Action Plan IMPACT article series and quarterly president's messages have</p>

			been introduced to demonstrate the Action Plan implementation activities "in action."
Develop a systematic approach for attendance and participation tracking		<ol style="list-style-type: none"> <li>1. Review and Enhance Access Protocols for Virtual Events</li> <li>2. Implement a Standardized Attendance Tracking System</li> <li>3. Limit Access to Attendance Data</li> <li>4. Monitor and Analyze Participation Trends</li> <li>5. Solicit Feedback on the Event Experience</li> </ol>	<p>Access for virtual events, specifically ensuring that external users can join when appropriate has been determined.</p> <p>Other initiatives that have been implemented, based on feedback and analysis of participation, include:</p> <ul style="list-style-type: none"> <li>• Scheduling town halls on varying dates and times, in consideration of class schedules, in an effort to allow everyone to attend at some point throughout the year.</li> <li>• "Save the Date" notices with town hall dates are sent to the campus community to allow for advance planning.</li> <li>• Word clouds were used as a participation tool to provide a less intimidating way for the community to engage.</li> </ul>
Consolidate Board Governance documentation and EDI-related practices		<ol style="list-style-type: none"> <li>1. Develop and Formalize EDI Governance Documentation</li> <li>2. Document Recruitment and Selection Processes</li> <li>3. Enhance Demographic Data Collection</li> <li>4. Update and Date Governance Documents</li> <li>5. Establish a Periodic Review Process for the Skills Matrix</li> </ol>	The Office of the Secretariat is working on updating documentation, related to the recruitment and selection of Board members, to be reviewed by the EDI department.

<p>Enhance practices to build a culture of psychological health and safety</p>		<ol style="list-style-type: none"> <li>1. Reinforce Transparent Communication and Inclusive Decision-Making at the Department Level</li> <li>2. Strengthen Leadership Accountability and Alignment</li> <li>3. Implement a Structured Raise a Concern Mechanism</li> <li>4. Invest in Conflict Management and Communication Training for members of the EDIHR Department</li> <li>5. Monitor Workplace Culture and Climate Regularly</li> <li>6. Foster Psychological Safety and Well-Being</li> </ol>	<p>A panel of equity, diversity and inclusion experts conducted a review of the UPEI Equity, Diversity, Inclusion and Human Rights department that resulted in a comprehensive report that will guide UPEI as the EDIHR department is further developed.</p> <p>The recommendation to “enhance practices to build a culture of psychological health and safety” is very much aligned with the defined goals and actions within both the UPEI Action Plan and the UPEI Strategic Plan.</p> <p>A call for internal research funding has been made for the development and implementation of a cultural assessment instrument.</p>
<p>Optimize Action Plan delivery: aligning priorities with institutional capacity</p>		<ol style="list-style-type: none"> <li>1. Reprioritize Action Plan items</li> <li>2. Enhance Communication and Engagement</li> <li>3. Establish Formalized Interdepartmental Collaboration</li> </ol>	<p>A review of the remaining commitments within the UPEI Action Plan was completed in Year 2, with the Board of Governors approving the recommended changes in their March 2026 meeting.</p> <p>To enhance communication, a series called “Action Plan IMPACT” was initiated in Year 2, with a total of 8 articles released between November and March, telling the stories of the important progress being made with the Action Plan implementation.</p>



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# Student Perspective Report

Board of Governors

Amy Montesdeoca  
5-11-2026

**TO:** UPEI Board of Governors

**FROM:** Amy Cristina Montesdeoca Castro, President of the UPEI Student Union

**DATE:** May 11, 2026

**SUBJECT:** Student Union President's Report – May 2026

**INTRODUCTION & PROFESSIONAL BACKGROUND** As I begin my mandate as President of the UPEI Student Union, I do so with a deep commitment to representing the diverse voices of our student body. My perspective is shaped by my direct experience working within the university administration over the past months. Serving as a **Student Assistant at the International Student Office** and as a **Campus Life Advisor**, I have witnessed firsthand the daily struggles of our students.

I have been on the front lines, not only organizing cultural events and initiatives like Welcome Week, which remains a cornerstone for student transition and belonging, but also advocating for essential resources. From helping students navigate their rights in off-campus housing to assisting with complex Study Permit and PGWP applications, I have developed a thorough understanding of the barriers our community faces.

**FIRST WEEK ACCOMPLISHMENTS & TRANSITION** My initial week in office has been dedicated to a strategic transition aimed at ensuring institutional stability and continuity. This period has been focused on understanding the current administrative landscape to better advocate for the student body. By engaging with various university governance bodies, including attending my first Senate meeting for the approval of the 2026 graduating class, I am establishing the groundwork for data-driven advocacy and the development of new student-led initiatives that align with the university's long-term goals.

**BUDGETARY CONCERNS & CAMPUS CLIMATE** I recently attended the UPEI Budget presentation, and I must convey the high level of anxiety within the student body. Like many of my peers, I am deeply concerned about tuition rises.

Students are well aware of the financial pressures facing the university due to the decrease in international enrollment. However, there is a collective fear regarding the possibility of a labor strike, similar to what we experienced in previous years. It is the sincere hope of students that negotiations and dialogues are handled with the utmost transparency and care to avoid any disruption to the academic year.

**SUMMER CHALLENGES & ACADEMIC ACCESS** While the summer is often viewed as a "break," it is a period of high pressure for many:

- **Strategic Course Enrollment:** Many international students opt to take summer courses specifically because the International Student Fee does not apply, making it a vital time for them to progress affordably.

- **Accessibility Barriers:** Despite this demand, students consistently face difficulties accessing required courses. The limited availability of both in-person and online options creates significant bottlenecks, often delaying graduation timelines.
- **The Housing & Employment Gap:** Finding affordable housing in Charlottetown remains a crisis. Furthermore, we are seeing a worrying trend of talented graduates leaving Prince Edward Island. Without more job opportunities directly related to their fields of study, the "brain drain" from our province will continue.

**ADVOCACY & GOVERNMENT REPRESENTATION** Finally, I want to highlight that our students yearn for much more recognition and active participation in municipal, provincial, and federal government forums. There is a strong desire for students to feel that their voices are truly heard and valued in the spaces where policy is made.

I understand this sentiment personally; as an international student from Ecuador, I know the importance of being recognized as an active contributor to the community that welcomes us. We want to ensure that students are not just seen as temporary residents, but as key stakeholders in the future of the province and the country.

Additionally, the student body is looking forward to the upcoming enhancements at the **Robertson Library**. Students truly appreciate that their feedback was considered, as the library is not merely a study hub but a vital space where they spend the majority of their time engaging in diverse activities. Along these lines, there is a strong desire for more study environments that mirror the modern and functional layout of **Don and Marion McDougall Hall**. As we look toward the Fall semester, especially amidst the current migration uncertainties, international students need to feel that the university is genuinely invested in their well-being. There is high excitement for **Welcome Week**, with students eagerly awaiting the involvement of various clubs and societies and the return of community traditions, such as the **Fall BBQ celebration**, which are essential for building a sense of home at UPEI.

Respectfully submitted,

**Amy Cristina Montesdeoca Castro** President, UPEI Student Union

## Senate Report to the Board of Governors – May 26, 2026

The Senate met twice since the last meeting of the Board.

### 1. April 24, 2026

- In business arising from the minutes of the previous meeting of Senate, a question was raised as to whether the Senate had a legal pathway to oppose a decision by the Board. In response, the President advised that Section 2 of the University Act stipulates that the University is composed of the Board of Governors and the Senate – these bodies do not exist as separate legal entities and therefore do not have a legal pathway to challenge one another.
- In her report, President Rodgers acknowledged the significant efforts of those supporting students and instructors during the end of term period, including exams, grading, etc. Appreciation was extended to Student Services and the Student Culture Office for their support initiatives that included everything from cookies to therapy dogs. An update was provided on Town Halls, noting increased feedback on both progress made and areas requiring further change. While there remains strong support for ongoing change, there is a recognized need to prioritize initiatives to avoid overburdening the community. In addition to the Town Halls, 26 Listening Sessions were hosted, and common themes emerging included the need for process improvements, fostering a respectful workplace, and promoting kindness and support. The importance of strategic enrollment management was highlighted, including enhancing and promoting student experience. All members of the University community were encouraged to contribute to recruitment and retention efforts. The President concluded by thanking the University community for their continued work leading up to convocation and encouraged self-recognition of individual contributions.
- In her report, Interim Vice-President Academic and Research Dr. Hardy Cox acknowledged the intensity of the end-of-term period for students, faculty and staff and emphasized the importance of supporting student well-being. It was noted that a strong student experience contributes to retention, institutional reputation, alumni engagement, and community impact. Recent initiatives included the Office of Student Culture and Community Standards creating a stress-free zone in the library lobby where students were welcomed with pop up surprises such as treats and light activities. A wellness table has also been available and has seen strong student participation. To further accommodate students, the library, in partnership with other offices, has extended their hours to support students' late-night studying. Efforts to support students affected by global and political challenges were also highlighted. The Office of Student Culture and Community Standards is collaborating with Alumni colleagues to host mixer events for

new graduates. These events are well attended and highly engaging and help students mark the transition from learner to graduate and begin to see themselves as engaged Alumni in our community. Enrollment updates indicate a 5% decline in undergraduate applications over last year; 17% decline a decline in international applications, and 2.7% decline in domestic applications. Registration for confirmed students is up by 8%, and confirmed graduate applications are up 44% over last year. Summer course registrations are also up 22%. Recruitment and conversion remain key institutional priorities.

- In her report, Vice-President Ngobia, of People and Culture, noted that under the strategic priority of “Thriving People & Culture”, HR initiatives continue to focus on capacity building and employee recognition. There has been a focus on equipping management teams with hard soft skills including Excel, restorative practices targeting 120 leaders, and AI for managers, among others. She noted that they continue to recognize employees who are making remarkable contributions throughout the year. HR Liaison officers will be assigned to designated departments to support their HR needs related to recruitment/staffing, employee relations and performance management and implementation of Collective Agreements and policy interpretation and application.
- During the Standing Committee reports, Senate approved a motion to establish an Interim Faculty Council for the Faculty of Medicine and to approve associated statutes. This interim structure is required to enable necessary academic governance, including curriculum development and other academic decisions. The Interim Faculty Council will operate under the authority of the Senate and through the Academic Planning and Curriculum Committee (APCC) and will transition to a permanent structure once University-wide guidelines for faculty councils are finalized. This approach aligns with models used in the development of other faculty on campus and other medical schools. Since UPEI is now in applicant status, Dean Smith and team recently attended the national meeting of the Association of Faculties of Medicine in Canada board meeting as an observer. The UPEI team participated in multiple networks and committees at the conference which provide valuable opportunities for collaboration, professional learning, and peer problem-solving across Canadian medical schools. UPEI was warmly received, and the University was acknowledged positively by peers for its development of a medical school.
- Questions were raised during the discussion as to the process and timeline for establishing the Faculty of Medicine, including accreditation steps and how responsibilities will transition from Memorial University’s current program. Dr. Smith advised that the current program operates under a regional campus model, which is well-established and tightly regulated form of distributed medical education in Canada. In this model, an existing medical school (Memorial University) delivers an identical curriculum, assessment, and student experience at a partner site, with accreditation standards requiring full comparability. UPEI is initially adopting this model to enable a faster launch of the medical program (beginning in 2025), with students in early cohorts

completing their degrees under Memorial University. This arrangement is intended as an interim step; from 2029 onward, UPEI is expected to operate its own medical school, develop its own curriculum in partnership with Memorial, hold its own accreditation, and issue UPEI degrees. Medical schools in Canada are not allowed to transfer students between schools, requiring the two models to run in parallel during the transition period. Regarding enrolment, student numbers are set and regulated by provincial governments, and increasing enrolment does not necessarily generate financial benefit, as medical education is largely dependent on government funding for clinical teaching rather than tuition revenue. Investment in education, particularly medical education, can yield long-term financial and research benefits despite initial costs. Trained graduates can generate significant returns over time.

- In its Eighth Curriculum Report, the Academic Planning and Curriculum Committee made a number of motions for changes to pre-requisites, calendar entries and curriculum changes across a number of faculties and these were approved by Senate.
2. The Senate held its last meeting of the year on May 8. The main purpose of the meeting was approval of the credentials of 1040 students for graduation during the four commencement

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<b>Purpose:</b>	DISCUSSION/DECISION
<b>Subject:</b>	<b>Non-Audit Services</b>
<b>Prepared by:</b>	Tim J. Walker, Vice-President Administration and Finance
<b>Prepared for:</b>	<b>Board of Governors</b>
<b>Date:</b>	May 12, 2026

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## ISSUE

**How might Finance, Audit and Risk Committee (i.e., Committee) formalize its governance responsibilities regarding non-audit services?**

## BACKGROUND

Finance, Audit and Risk Committee members will recall that pursuant to their [Terms of Reference](#)<sup>1</sup> (approved February 6, 2025),

- *The Committee shall develop and oversee a policy respecting non-audit services (s. 14.3.3).*
- *The Committee shall pre-approve all significant non-audit services to be provided to the University by the external auditor (s.14.3.4).*

Committee members may also recall that certain non-audit services provided to the University by the external auditor are included in the external auditor’s annual engagement plan, audit report and invoice(s). These have not been addressed explicitly in accordance with the Terms of Reference.

## OTHER IMPORTANT INFORMATION

In reviewing University policies (and their concordance with Committee Terms of Reference), management could not detect the existence of a formal policy addressing this item.

In order to facilitate Committee compliance with its Terms of Reference regarding non-audit services, management proposed the policy attached as **Appendix A** (Non-Audit Services) to Finance, Audit and Risk Committee.

Committee Terms of Reference (s.14.3.4) states, “*The Committee Chair, when expedient or necessary, has the authority to pre-approve non-audit services by external auditors, with such pre-approval communicated to the Committee at the next scheduled Committee meeting following such pre-approval.*”

This has been incorporated into the proposed policy.

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<sup>1</sup> [https://files.upei.ca/governance/committees/upei\\_bog\\_far\\_committee\\_terms\\_of\\_reference.pdf](https://files.upei.ca/governance/committees/upei_bog_far_committee_terms_of_reference.pdf)

The policy was reviewed by the Finance, Audit and Risk Committee at its meeting of February 18, 2026. At that time, the Committee resolved to refer and recommend adoption of the proposed policy to the Governance, Nominating and Appeals Committee (GNAC).

Under the GNAC [Terms of Reference](#)<sup>2</sup>, that committee shall:

- *Advise the Board on policies falling within the mandate of the Committee (s.13.8.1).*
- *Review all new, revised and to be repealed Board policies and make recommendations to the Board (s.13.8.2).*
- *Assist the Board in ensuring Board policies and adequate, up-to-date and communicated effectively (s.13.8.3).*

At its meeting of May 12, 2026, GNAC reviewed and recommended approval of the Non-Audit Services policy to Board.

### DISCUSSION/DECISION: OPTIONS AND RATIONALE

**Option 1: Status Quo** i.e., address non-audit services on an ad-hoc basis in accordance with past practice.

**Option 2: Approval** of the proposed policy as presented.

**Option 3: Approval of the proposed policy as may be amended** by the Board.

### DISCUSSION/DECISION: RECOMMENDATION

**Be it resolved that the Board approve the proposed policy as presented.**

## APPENDICES

### Appendix One: Non-Audit Services

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<sup>2</sup> [https://files.upei.ca/governance/committees/upei\\_bog\\_gna\\_committee\\_terms\\_of\\_reference.pdf](https://files.upei.ca/governance/committees/upei_bog_gna_committee_terms_of_reference.pdf)

<b>University of Prince Edward Island</b>	<b>Policy No.</b> TBD	<b>Revision No.</b> 0
<b>Policy Title:</b> Non-Audit Services	<b>Page 1 of 3</b>	
<b>Creation Date:</b> TBD	<b>Version Date:</b> TBD	<b>Review Date:</b> TBD
<b>Policy Approval Authority:</b> Board of Governors via Finance, Audit and Risk	<b>Designated Executive Officer(s):</b> Vice-President Administration and Finance	<b>WWW Access:</b> (Yes or No)

## 1. Purpose

- 1.1. To outline the principles and parameters under which the External Auditor can be engaged for Non-Audit Services, in particular, establishing responsibility for ensuring that the objectivity and independence of the External Auditor is maintained while providing Non-Audit Services.

## 2. Scope

- 2.1. This policy applies to all situations where the External Auditor is retained to perform services other than the External Audit.

## 3. Definitions

- 3.1. **Finance, Audit & Risk Committee** (“the Committee”) is established by the University of Prince Edward Island’s (i.e., the University’s) Board of Governors pursuant to the provisions of the University Act R.S. P.E.I. 1988 Cap. U-4<sup>1</sup>
- 3.2. **External Audit** is the process of independent evaluation of the University’s financial statements by a qualified independent third party to determine if those statements present fairly, in all material respects, the financial position; results of operations; and cash flows for the period under review in accordance with Canadian accounting standards for not-for-profit organizations.
- 3.3. **External Auditor** is the qualified independent third party engaged by the University of Prince Edward Island to undertake the External Audit.
- 3.4. **Non-Audit Services** means services performed by the External Auditor that are not the External Audit.

## 4. Authority

- 4.1. Pursuant to the Finance, Audit & Risk Committee Terms of Reference, “*the Committee shall develop and oversee a policy respecting non-audit services*” (Article 14.3.3)
- 4.2. Implementation and administration of this Policy rests with the Vice-President Administration and Finance.

## 5. Policy

- 5.1. The following guiding principles must be considered before engaging the External Auditor to perform Non-Audit Services:

<sup>1</sup> [UPEI Board of Governors Finance, Audit, and Risk Committee Terms of Reference](#) approved February 6, 2025

- 5.1.1. Independence: The External Auditor must remain independent in both fact and appearance.
- 5.1.2. Objectivity: Non-Audit Services must not create conflicts of interest or place the External Auditor in a position of auditing their own work.
- 5.1.3. Transparency: All Non-Audit Services must be disclosed and approved in accordance with this policy.
- 5.1.4. Conflicts of interest: The External Auditor must not:
  - 5.1.4.1. Create a self-review threat, such as preparing accounting records or financial statements.
  - 5.1.4.2. Engage in management functions or decision-making.
  - 5.1.4.3. Be remunerated through contingent or success-based fees.
  - 5.1.4.4. Advocate for the company in fact or appearance.

**5.2. Approval of Non-Audit Services**

- 5.2.1. The Committee shall approve all Non-Audit Services for engagement through the External Auditor in advance, except those approved under 5.2.2 or 5.2.3.
- 5.2.2. The Committee Chair, when expedient or necessary, has the authority to approve Non-Audit Services proposed for engagement through the External Auditor.
- 5.2.3. The Vice-President Administration and Finance has the authority to approve Non-Audit Services proposed for engagement through the External Auditor up to \$10,000 per fiscal year.
- 5.2.4. When Non-Audit Services have been approved under section 5.2.2 or 5.2.3, they shall be communicated to the Committee at the next scheduled Committee meeting.

**5.3. Monitoring and Reporting**

- 5.3.1. The External Auditor will report to the Committee all non-audit work on an annual basis.
- 5.3.2. The Committee will assess the cumulative impact on External Auditor's independence.

**5.4. Interpretation**

- 5.4.1. Questions regarding this policy may be directed to the Vice-President Administration and Finance or Comptroller.

**6. Review**

- 6.1. The Committee shall review this policy on an annual basis.

**7. References**

7.1. [UPEI Board of Governors Finance, Audit, and Risk Committee Terms of Reference](#)

**8. Related Policies**

Not applicable.

**Purpose:** DECISION

**Subject:** Process to establish scholarships

**Prepared by:** Brian Thompson, Chair of the Governance, Nominating and Appeals Committee

**Prepared for:** Board of Governors

**Date:** May 26, 2026

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## ACTION

To approve a revision of the Terms of Reference of the Development, Fundraising and External Relations Committee and the Gift Acceptance Policy.

## BACKGROUND

The governance of Scholarships is shared between the Board of Governors, Senate and Management.

### Establishment by the Board on the advice of Senate

Under the Act, the Board of Governors establishes or discontinues *scholarships and prizes at the University...<sup>1</sup>*. The Board does so “*with the advice and consent of Senate*”, meaning that the Board would not establish a scholarship without consulting Senate and, normally, receives from Senate recommendations to establish scholarships.

Established practice at the University diverges from the Act, as it is habitual for Senate to establish scholarships and have the Board name them.

The Terms of Reference of the *Development, Fundraising and External Relations Committee* indicate that the Committee will “*Approve, on behalf of the Board, the name of any new or amended donor funded scholarships or awards.*” This provision also seems to limit the role of the Board to the approval of the name of the Award, while the Act clearly provides that the Board is to establish them.

To align our practices with the Act, the Terms of Reference of the Development, Fundraising and External Relations Committee (DFER) must be modified to reflect the Board’s role in the establishment of scholarships. DFER has agreed to the modifications and is recommending them to GNAC for further recommendation to the Board.

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<sup>1</sup> See article 15, section (a) of the Act.

## Gift Acceptance

Through the *Gift Acceptance Policy*<sup>2</sup>, the Board of Governors has delegated to the President the authority to accept contributions and gifts<sup>3</sup>. Section 6.2.3 of the Policy states that *Acceptance of a new award or scholarship rests with the Senate or its designated committee. Should a new award or scholarship include a proposal to be named, it would require both Board and Senate approval.* This provision should be aligned with the powers of the Board under the Act and state that the Board establishes scholarships proceeding from a recommendation of Senate.

## RECOMMENDATIONS

1. That sections 3.3 and 4.6 of the Terms of Reference of the Development, Fundraising and External Relations Committee be amended by replacing “the name” by “the establishment.”
2. That section 6.2.3 of the Gift Acceptance Policy be amended by replacing the second sentence by “Acceptance of a new award or scholarship and its naming rests with the Board of Governors or its designated committee on the recommendation of the Senate or its designated committee” and deleting the third sentence.

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<sup>2</sup> Full title : UPEI & UPEI (US) Foundations Inc. Gift Acceptance Policy

<sup>3</sup> To a limit of \$2M.

**Comparative Table of Proposed Modifications**

Current provisions	Modified provisions
<b>TERMS OF REFERENCE</b>	
<p><b>Section 3.3</b> Approve, on behalf of the Board, the name of any new or amended donor funded scholarships or awards.</p>	<p><b>Section 3.3</b> Approve, on behalf of the Board, <u>the establishment</u> of any new or amended donor funded scholarships or awards.</p>
<p><b>Section 4.6</b> Approve, on behalf of the Board, the name of any new or amended donor funded scholarships or awards.</p>	<p><b>Section 4.6</b> Approve, on behalf of the Board, the establishment of any new or amended donor funded scholarships or awards.</p>
<b>GIFT ACCEPTANCE POLICY</b>	
<p><b>Section 6.2.3</b> Acceptance of a new award or scholarship rests with the Senate or its designated committee. Should a new award or scholarship include a proposal to be named, it would require both Board and Senate approval.</p>	<p><b>Section 6.2.3</b> Acceptance of a new award or scholarship and its naming rests with <u>the Board of Governors</u> or its designated committee <u>on the recommendation of the Senate or its designated committee.</u></p>



UNIVERSITY  
of Prince Edward  
ISLAND

**UPEI BOARD OF GOVERNORS  
BOARD OF GOVERNORS' MEETING  
Tuesday, March 31, 2026  
Alumni Hall, Room 102 and Via Teams  
4:37 pm**

**DRAFT OPEN MINUTES**

**Members Present:** Shannon MacDonald (Chair); Wendy Rodgers (President); Hon. Diane Griffin; Alex MacBeath; Geraldine Johnston; Don MacKenzie; Pam Montgomery; Mary Anne McMahon; Karen Creighan; Gary Evans; Erica Kyalo; Kevin Magee; Lynn Ellsworth; Luciana Quiroa Paredes; Brian Affouan; Kateri Coade; William Montelpare; John McIntyre; Richard Raiswell; Kate VanGerven; Chad Mann; Kathy Martin; Clare Cole

**Regrets:** Alexander (Sandy) MacDonald; Brian Thompson; Ajay Sahajpal

**Guests:** Rob DeRooy, Governance Solutions Inc.

**Staff Present:** Tim Walker, Vice-President, Administration and Finance; Donna Hardy-Cox, Interim Vice-President, Academic and Research; Jane Ngobia, Vice-President, People and Culture; Kate Richard, Project Manager, UPEI Action Plan; Pascal Robichaud, University Secretary; Pam Trainor, Chief of Staff to the President; Kim Porter, Administrative Assistant of University Secretariat; Shannon McCool, Administrative Assistant of the Office of the President

**1. Call to Order, Welcome and Land Acknowledgement**

Chair, S. MacDonald called the meeting to order at 4:37 pm and welcomed new Board members, Kathy Martin and Chad Mann to their first meeting. Students, Luciana Quiroa Paredes and Erica Kyalo, were thanked for their service on the Board over the last year.

The Chair listed the items of business on the agenda for consideration and then acknowledged the land.

In closed session, the Board authorized management to negotiate and execute an easement agreement with Killam Investments (P.E.I.) Inc. and ratified the collective agreement for IBEW 1928.

L. Quiroa Paredes and E. Kyalo reported they have a conflict of interest with agenda item 14.

## 2. Consent Agenda

There being no request for items of business to be moved from the consent agenda to the deliberative agenda, the following were approved or received under consent: the open session agenda, the minutes of open session of Board meeting December 2, 2025, the record of decision on appointment of Committee member January 26, 2026, the appointment of members of the Sponsor Board of the University Pension Plan, the appointment of Comptroller as Director of Finance and Administration, the Governance Review Implementation update, the Campus Culture Oversight Committee 2025-2026 workplan, the Sexual Violence Prevention and Response Office Annual Report and the committee quarterly reports.

## 3. Employee Benefits Renewal

Chair of the *Human Resources Committee* (HRC), D. MacKenzie, reported the HRC, at their March 16, 2026, meeting passed a motion to recommend the Board approve the Employee Benefits Renewal. A briefing note with the recommendation was circulated to the Board in advance with the meeting materials. Vice-President Ngobia provided details on the process for employee benefit renewal, which is reviewed annually by the University.

***MOTION: MOVED by D. MacKenzie, SECONDED by E. Kyalo, that the remitted premium rates for Supplemental Health & Dental Insurance (Staff and Faculty), Group Life Insurance, and Long-Term Disability (Staff and Faculty) are approved effective May 1, 2026. CARRIED.***

## 4. Modification of the Action Plan

Chair of the *Campus Culture Oversight Committee* (CCOC), M. A. McMahon reported that proposed non-substantive changes were considered by CCOC at their March 3, 2026, meeting. The changes reflect the recommendations of the auditors, which is to take the time to pause and reconsider some timelines. Kate Richard reported that the Plan was reassessed to ensure commitments were the best way to meet the goals. The proposed changes were provided in documentation that was circulated in advance with the meeting materials. Several changes are a result of delays to the approval of the policies.

President Rodgers reported that the modified Action Plan was discussed with the Minister of Workforce and Advanced Learning, who provided a letter of support.

S. MacDonald noted that the changes are being made to improve execution of the Action Plan.

***MOTION: MOVED by M A. McMahon, SECONDED by L. Ellsworth, that the modified UPEI Action Plan is approved. CARRIED.***

**5. Training – Cybersecurity Oversight**

T. Walker introduced Rob DeRooy who joined the meeting to provide a training session on cybersecurity and risk assessment.

R. DeRooy left the meeting. A short break was taken following the training session.

**6. Chair’s Report**

S. MacDonald provided a verbal quarterly report of the Chair. She noted that activity is reflected in the agenda and materials. The Standing Committees have worked hard this session, with a considerable amount of discussion. The mid-year performance evaluation of the President is progressing.

**7. President’s Report**

W. Rodgers indicated that a written report was circulated in advance with the meeting material. The report is aligned with the President’s goals, as set annually.

**8. Student Perspectives Update**

L. Quiroa Paredes spoke to the Student Perspective report which was circulated in advance with the meeting materials. Following the report, W. Rodgers stated UPEI is aware of the concerns raised by students, and they are being addressed.

**9. Operating and Capital Budgets**

A. MacBeath reported that Finance, Audit and Risk Committee (FARC) reviewed the operating and capital budgets at their February 18, 2026, meeting.

T. Walker was invited to give a presentation on the budgets. There are three funding packages under the budget: the main budget, the Atlantic Veterinary College (AVC) budget and the Faculty of Medicine (FoM) budget. The three packages cannot be used interchangeably; if there is a surplus in one, it cannot be used for the others. It was noted that a significant portion of the expenditure budget is allocated to salaries.

This year UPEI has created a \$1M capital budget for deferred maintenance.

**Q1:** Will the \$1M be used to fix the tunnel? **A1:** There is \$250,000 allocated to the tunnel, which shows the Provincial Government that we are committed to it.

**Q2:** Please explain the George Coles Bursary? **A2:** The Provincial Government created this bursary and provided the funds to UPEI, and we award it on their behalf, to Island students. It shows up on our account as revenue and expense, but it is the province’s money.

**Q3:** It is surprising that there is a decline in domestic enrollment. **A3:** Demographics of the local population are driving that, and there is great competition, as there are fewer students in the system. Also, there is a recent trend for people taking a gap year before getting into post-secondary education. The George Coles bursary helps a lot to retain students.

**Q4:** It is surprising that there are more sessional professors than full-time faculty. This could put more pressure on tenured faculty to deliver service. **A4:** UPEI has a high proportion of sessional faculty. We have a review of curricular coherence underway and are looking at courses that are on the books that are not regularly offered and in some cases that create problems for students to progress toward their degree. Some programs are designed to have a lot of sessional faculty members to deliver them.

A. MacBeath commented on the work completed over the last few months by the Finance team.

**MOTION: MOVED by A. MacBeath, SECONDED by K. Creighan that the annual operating budget of the University for 2026-27 is approved. CARRIED.**

**MOTION: MOVED by A. MacBeath, SECONDED by P. Montgomery, that fees for the Services of the University are approved as proposed in the operating budget of the University for 2026-27. CARRIED.**

**MOTION: MOVED by A. MacBeath, SECONDED by L. Ellsworth that the annual capital budget of the university for 2026-27 is approved. CARRIED.**

#### **10. Approval of External Auditors for May 1, 2025 – April 30, 2026**

A. MacBeath reported that as the external auditors are appointed annually. The *Finance, Audit and Risk Committee* is recommending Doane Grant Thornton be appointed as UPEI External Auditors. It is expected that the external auditor will attend the September FARC meeting to present the audit results.

**MOTION: MOVED by A. MacBeath, SECONDED by W. Montelpare, that Doane Grant Thornton be appointed as external auditor for the fiscal year ended April 30, 2026, as per the terms of engagement as outlined in their “Report to those in governance” dated March 13, 2026; and their proposed compensation of \$87,000 (excluding relevant taxes) for external audit services. CARRIED.**

#### **11. Robertson Library Renovation Project**

A. MacBeath reported that the *Property and Environmental Sustainability Committee* reviewed and referred the Robertson Library Renovation project to the *Finance, Audit and Risk Committee* to review funding. He asked T. Walker to provide an update on the project. As required by the *Spending Authority Policy*, spending over \$3M must be approved by the Board. The project is expected to cost approximately \$4.5M.

**Q:** What are the parameters around the competitive process? **A:** For this project, it would be an Request for Proposals (RFP).

**MOTION: MOVED by A. MacBeath, SECONDED by K. Martin, that management be authorized to make expenditures to a Maximum Transaction Value of \$5.0 Million as may be required to execute the renovation of the Robertson Library. CARRIED.**

## 12. Atlantic Veterinary College Project

A. MacBeath spoke to the three parts of this motion, as described in the briefing note which was provided in advance with the meeting material. He requested T. Walker to provide an update on this project.

T. Walker reminded Governors that during a recent accreditation review, it was discovered that the HVAC system required work and there was significant concern that accreditation could be removed if the system was not fixed. The Provincial Government was involved, agreed this was an issue and has a draft agreement ready following the Board's approval. Senior Management has received Lieutenant Governor in Council approval to incur a liability and make expenditures by borrowing an amount not to exceed \$27.083M for the upgrade of the HVAC system at the AVC. This will be a five-year project.

Property and Environmental Sustainability Committee Chair, G. Johnston, confirmed that the Committee has approved the proposed project.

**MOTION: MOVED by A. MacBeath, SECONDED by E. Kyalo, that management be authorized to:**

- i. **Make expenditures to a Maximum Transaction Value of \$27.1 Million as may be required to execute this project, and**
- ii. **Contract with Royal Bank of Canada for a revolving term credit facility up to \$27.1 Million to finance hard and soft costs directly associated this project pursuant to s.17(1) (b) and 17(3) of the [University Act](#)<sup>3</sup> (i.e., Limitations on spending powers), and**
- iii. **Initiate a competitive process to procure a long-term debt facility replacing the revolving term credit facility upon substantial completion of the project in an amount up to \$27.1 Million; having an amortization period of up to twenty (20) years. CARRIED.**

## 13. Board of Governors Appointments and Renewals

K. Creighan, speaking on behalf of Brian Thompson, Chair of the *Governance, Nominating and Appeals Committee*, stated that a briefing note was circulated in advance with the meeting material and spoke to the recommendation of appointments provided by the *Governance, Nominating and Appeals Committee* (GNAC).

***MOTION: MOVED by K. Creighan, SECONDED by D. MacKenzie, that Kathy Martin is appointed to the Property and Environmental Sustainability Committee and Chad Mann is appointed to the Finance, Audit and Risk Committee, effective immediately. CARRIED.***

#### **14. Appointment of Student Members**

K. Creighan pointed to a briefing note that was circulated in advance with the meeting material. The *Governance, Nominating and Appeals Committee* (GNAC) received a presentation from student Board members requesting that the Board reverse its decision to exclude elected officers of the UPEI Student Union as members Board. The Committee is recommending to the Board the repeal of section 4.3c of the By-laws.

***MOTION: MOVED by K. Creighan, SECONDED by G. Evans, section 4.3 c. of the By-Laws of the Board be repealed.***

#### **15. Senate Report to the Board**

M. A. McMahon provided a report on four meetings of Senate. An amended written report was posted on the SharePoint site, to include the last meeting of Senate, which took place since the initial version of the report was posted.

#### **16. Policies**

##### **a) Sale of Course Materials Policy**

K. Creighan invited members to consider a briefing note that was circulated in advance with the meeting materials.

P. Robichaud noted this policy raised a lot of discussion at Senate.

J. McIntyre reported he chaired the committee that reviewed the policy. The Policy needed to be updated as issues were identified by students, such as students not able to write their examinations without having to purchase additional material.

This policy is linked to the Conflict-of-Interest Policy, which is being reviewed by Vice-President Ngobia, to include a sanction for anyone that does not follow the *Sale of Course Materials Policy*.

***MOTION: MOVED by K. Creighan, SECONDED by L. Quiroa Paredes, that the amended Sale of Course Materials Policy is approved. CARRIED.***

##### **b) Harassment and Discrimination Policy**

Chair MacDonald noted that the *Harassment and Discrimination Policy* and the *Sexual Violence Policy* are recommended to the Board for endorsement. Once written consent is received from the UPEI Faculty Association, the policies will come into effect.

***MOTION: MOVED by K. Creighan, SECONDED by D. MacKenzie that the new Harassment and Discrimination Policy is endorsed. CARRIED.***

**c) Sexual Violence Policy**

***MOTION: MOVED by K. Creighan, SECONDED by G. Evans, that the amended Sexual Violence Policy is endorsed. CARRIED.***

**17. In-Camera Session**

***MOTION: Moved by E. Kyalo, SECONDED by W. Montelpare, to move to an in-camera session. CARRIED.***

***MOTION: Moved by D. MacKenzie, SECONDED by W. Montelpare, to move to an open session. CARRIED.***

**18. Adjournment**

The meeting was adjourned at 7:05 pm.

**Consent Agenda**

All items are approved and received.

**Board of Governors**

**Draft 2026-2027 Workplan**

<b>Meeting</b>	<b>Agenda Item</b>	<b>Action Required</b>	<b>Lead</b>
<b>October</b>	1. Role Descriptions <ul style="list-style-type: none"> <li>a. Board Chair</li> <li>b. Vice-Chair</li> <li>c. Standing Committee Chair</li> <li>d. Board Member</li> </ul> 2. Results of Board Evaluation 3. Annual Financial Statements 4. Annual Report of the Board 5. Annual Reports of the Standing Committees 6. Quarterly Reports of the Standing Committees	1. Receive 2. Review 3. Approve 4. Approve 5. Receive 6. Receive	1. University Secretary 2. Uni. Secretary 3. FARC Chair 4. Board Chair 5. Board Chair 6. Board Chair
<b>December</b>	7. Renewal of term of incumbent members of the Board 8. Appointment of Chair and Vice-Chairs of the Board 9. Status of Board Policies 10. Board Orientation Program 11. Board Training Plan 12. Quarterly Reports of the Standing Committees 13. Action Plan Status Update 14. Governance Review Implementation Oversight	7. Approve 8. Approve 9. Receive 10. Review 11. Receive 12. Receive 13. Receive 14. Review	7. GNAC Chair 8. Uni. Secretary 9. Uni. Secretary 10. Uni. Secretary 11. Uni. Secretary 12. Board Chair 13. President 14. GNAC Chair
<b>March</b>	15. Appointment of New Board Members for 2025 -2026 16. Appointment of Standing Committee Members 17. Appointment of Committee Chairs 18. Program to orient new members 19. Selection of External Auditors 20. Annual Operating Budget 21. Capital Budget 22. Annual Fundraising Priorities 23. Annual Board Workplan 24. Quarterly Reports of Standing Committees 25. Professional Development Session 26. Employee Benefits Renewal	15. Approve 16. Approve 17. Approve 18. Receive 19. Approve 20. Approve 21. Approve 22. Approve 23. Approve 24. Receive 25. Complete 26. Approve	15. GNAC Chair 16. GNAC Chair 17. GNAC Chair 18. Uni. Secretary 19. FARC Chair 20. FARC Chair 21. FARC Chair 22. DFERC Chair 23. Uni. Secretary 24. Uni. Secretary 25. Uni. Secretary 26. HR Chair

<b>Meeting</b>	<b>Agenda Item</b>	<b>Action Required</b>	<b>Lead</b>
<b>May</b>	27. Skills Matrix and Representation Survey for 2026 - 2027	27. Receive	27. Uni. Secretary
	28. Start of Term for Chair and Vice-Chairs	28. Receive	28. Board Chair
	29. Board Evaluation Process and Tool	29. Approve	29. Uni. Secretary
	30. Terms of Reference of Board and Committees	30. Approve 31. Receive	30. Uni. Secretary 31. Uni. Secretary
	31. Quarterly Reports of Standing Committees	32. Review 33. Receive	32. Uni. Secretary 33. President
	32. Professional Development Needs	34. Review	34. Uni. Secretary
	33. Action Plan Progress Report	35. Approve	35. FARC Chair
	34. Governance Review Implementation Oversight		
	35. Annual Report on Forced Labour		

<b>As Required</b>		
UPEI Policies	Approve	Uni. Secretary
Capital Projects Funding	Approve	FARC Chair
Banking Resolution	Approve	FARC Chair
Board Professional Development	Complete	Uni. Secretary
Ratification of Collective Agreements	Approve	HRC Chair
Updates to Campus Master Plan	Approve	PESC Chair
Academic Programs, Schools, Faculties	Approve	President
Appointment of Senior Administration	Approve	HRC Chair
Appointment of Sponsor Board of the University Pension Plan	Approve	FARC Chair
Appointment of Board of Trustees of the University Pension Plan	Approve	FARC Chair

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**Purpose:** DISCUSSION/DECISION

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**Subject:** **Fighting Against Forced Labour and Child Labour in Supply Chains Act**

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**Prepared by:** Tim J. Walker, Vice-President Administration and Finance

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**Prepared for:** **Finance, Audit and Risk Committee (and Board)**

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**Date:** April 29, 2026

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## ISSUE

What is the University's current status regarding the [Fighting Against Forced Labour and Child Labour in Supply Chains Act](#)<sup>1</sup>?

## BACKGROUND

Committee members may recall that:

- The Act came into force on January 1, 2024, the year following the date of royal assent (May 11, 2023).
- 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.
- 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 30<sup>th</sup>. As such, all figures mentioned in the body of this report are derived from preliminary and unaudited financials for the 2025-26 fiscal year.

## OTHER IMPORTANT INFORMATION

See Annual Report for the 2025-26 Fiscal Year (attached).

## DISCUSSION/DECISION: OPTIONS AND RATIONALE

**Option One:** Recommend the attached report to Board for approval (as presented) followed by Board approval at its May 26, 2026 meeting.

**Option Two:** Recommend the attached report to Board for approval (as may be proposed for amendment by Committee) followed by Board approval at its May 26, 2026 meeting.

**Option Three:** Do not recommend the attached report to Board for approval resulting in non-compliance with federal legislation.

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<sup>1</sup> <https://laws.justice.gc.ca/eng/acts/F-10.6/page-1.html>

### DISCUSSION/DECISION: RECOMMENDATION

#### (Option One)

#### **Proposed motion for Finance Audit and Risk Committee by e-vote:**

Be it resolved that the *Annual Report for the 2025-26 Fiscal Year* as relates to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* is recommended by the Committee to Board for its approval.

#### **Proposed motion for Board on May 26, 2026:**

Be it resolved that the *Annual Report for the 2025-26 Fiscal Year* as relates to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* is approved by the Board.



UNIVERSITY  
of Prince Edward  
ISLAND



**FIGHTING AGAINST FORCED LABOUR AND  
CHILD LABOUR IN SUPPLY CHAINS ACT**

**ANNUAL REPORT FOR THE 2025-26 FISCAL YEAR**

## 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 31<sup>st</sup> 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 30<sup>th</sup>. As such, all figures mentioned in the body of this report are derived from preliminary and unaudited financials for the 2025-26 fiscal year.

## 1. STRUCTURE, BUSINESS AND SUPPLY CHAIN

### 1.1 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.

### 1.2 Business

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. In 2024, UPEI’s operational expenditures and living expenses from off campus students boosted provincial GDP by over \$228 million, labour income by

\$157.5 million and tax revenue to governments of \$66.4M, as noted in the most recent [economic impact assessment](#). A snapshot of the University's statistics can be found in the annual [UPEI By The Numbers](#) report, including the following figures:

- 5,503 students in the 2025-26 academic year, including 1,630 international students from 97 countries/regions (October 1, 2025)
- 30,660 alumni in 108 countries
- 1,007 employees as at April 30, 2025 (faculty, staff, and librarians), 80% of which were permanent faculty and staff
- \$202.9M annual operating budget for 2025-26
- \$15.9M research income received for 2024-25

### 1.3 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. This activity is in alignment with the recent [Buy Canadian Policy](#) launched by the Government of Canada to protect and prioritize Canadian workers and industries, and strengthen Canada's domestic activity. The Buy Canadian Policy has been adopted by the Tri-Agencies (CIHR, NSERC & SSHRC federal government research granting agencies), which has direct bearing on purchasing for research activity.

For the year ending April 30, 2026, the University spent an estimated \$24.4 million on goods. Importations into Canada equated to 9.3% of total goods spend. Of the importations, 73% were sourced from vendors located in the United States.

## 2. POLICIES AND DUE DILIGENCE PROCESSES

In October 2025, the Board of Governors approved a new five-year [strategic plan](#). Within the plan, UPEI commits to sustainability as a strategic pillar:

*Meeting short-term needs in ways that protect and plan for the long-term health of our institution, partners, and communities is paramount. We are committed to sustainability in our operations and finances, managing our environmental footprint and impact, and contributing to the well-being of people and communities through a focus on social and cultural sustainability.*

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.

### 3. FORCED LABOUR AND CHILD LABOUR RISKS

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:

TOTAL IMPORTS	2023-24	2024-25	2025-26
UNITED STATES	978,000	1,906,000	1,632,000
GERMANY	-	313,000	416,000
CHINA	1,000	140,000	134,000
UNITED KINGDOM	175,000	233,000	77,000
HONG KONG	-	-	7,000
AUSTRALIA	8,000	-	1,000
NETHERLANDS	7,000	-	1,000
INDIA	-	-	1,000
TURKEY	-	-	1,000
FRANCE	7,000	4,000	-
NORWAY	-	1,000	-
IRELAND	-	1,000	-
BULGARIA	-	3,000	-
SLOVENIA	-	3,000	-
SWITZERLAND	17,000	1,000	-
<b>TOTAL</b>	<b>1,193,000</b>	<b>2,605,000</b>	<b>2,270,000</b>

EXPENSE CATEGORY	2023-24	2024-25	2025-26
BOOKSTORE PURCHASES FOR RESALE	88,000	92,000	115,000
CONSTRUCTION / CAPITAL	183,000	1,270,000	622,000
EQUIPMENT / FURNITURE	397,000	765,000	572,000
IT / AV EQUIPMENT / COMMUNICATIONS	38,000	19,000	487,000
LAB / CLINICAL / ANIMAL SUPPLIES	219,000	225,000	143,000
LIBRARY PERIODICALS / BOOKS	19,000	23,000	3,000
MAINTENANCE / RENOVATIONS	102,000	84,000	75,000
SUPPLIES - GENERAL	147,000	127,000	253,000
<b>TOTAL</b>	<b>1,193,000</b>	<b>2,605,000</b>	<b>2,270,000</b>

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.

#### **4. 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, 2026.

#### **5. TRAINING**

Procurement Services managers have attended webinars focusing on the legislation and the obligations of the University under the Act, as offered by CAUBO (Canadian Association of University Business Officers) and ISI (Interuniversity Services Incorporated). At this time, UPEI has not implemented formal training on forced labour and child labour for university employees.

#### **6. 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. 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.

#### **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.

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Shannon MacDonald, FCA, CPA, ICD.D  
Chair, Board of Governors  
University of Prince Edward Island  
May 26, 2026

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



## REPORT TO THE BOARD OF GOVERNORS<sup>1</sup>

On the meeting of the  
Governance, Nominating and Appeals Committee  
Held on May 12, 2026

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The Governance, Nominating and Appeals Committee met on May 12, 2026.

During this meeting, the Committee:

### **Annual Workplan**

The Committee approved an annual workplan based on its terms of reference, Action Plan related to its terms and elements of the Governance Review. The workplan is provided to the Board for information.

### **Report on appeals**

As prescribed under its Terms of Reference and embedded in its Annual Workplan for 2025 – 2026, the Committee received from the University Secretary a report on appeals. The report indicates that there have been few appeals requests received with most having been summarily dismissed as there was insufficient demonstration on the part of the appellant that one of the five motives of appeal defined by the Board under its *Rules of Appeal* were met. One case gave rise to a hearing on a matter of procedure in an appeal of a decision by the Senate Academic and Student Discipline Appeals Committee (SASDAC). The matter was returned to SASDAC and was subsequently appealed once more to GNAC, where it was summarily dismissed.

### **Attendance**

The Committee being tasked by the Board with keeping track of members' attendance of meetings of the Board and Committees, received a report from the University Secretary on attendance in 2025 – 2026 (exclusive of the current Board cycle). Overall, the Committee noted that attendance is strong.

### **Board Training Plan**

As prescribed under its Terms of Reference, the Committee approved the Board's Training Plan for 2026 – 2027. The Plan is developed in keeping with the mandate of the Board as defined under the Act, the Skills Matrix and Skills Gap Analysis, the Terms of Reference of Board Committees and the Roles and Responsibilities of members and officers of the Board. The Plan also aims to respond to recommendations made under

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<sup>1</sup> Committee reports to the Board cover items of business that are not elevated to the Board for discussion or recommended to the Board for approval.



the Action Plan and the Governance Review. Principal training activities are included in the Annual Workplans of the Board and its committees. The Plan is provided to the Board for information as a consent item.

### **Terms of Reference**

The Committee reviewed its Terms of Reference considering decisions taken during the last year and emerging topics of interest. Although no changes to the Terms are recommended at this time, the Committee did engage in discussions regarding the possibility of designating a seat for a student on the Committee, as well as a project to develop a comprehensive process for academic appeals at the University, to be discussed with the Senate.

### **Board evaluation process and tools**

GNAC has reviewed the annual Board Evaluation Toll to enhance the collection of data to improve Board processes. This year, considering the growing emphasis on training, the questionnaire includes more questions regarding the adequacy of the Annual Training Plan.

### **Membership and succession planning**

The Committee reviewed the current complement of the Board and its committees to recommend the appointment of committee members and committee chairs. Some recommendations are proceeding to the Board for approval. Some seats could not be filled, as some LGIC appointments are yet to be resolved.

**REPORT TO THE BOARD OF GOVERNORS<sup>1</sup>**

On the meeting of the

Campus Culture Oversight Committee

Held on April 28, 2026

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The Campus Culture Oversight Committee met on April 28, 2026.

During this meeting, the Committee:

- Approved its Annual Workplan for 2026 – 2027
- Received an update on the implementation of the Action Plan
- Received updates on student experience and Workplace Health

***Annual Report***

The Committee approved its annual report for 2024 – 2025, highlighting key activities and decisions taken during the year. The Annual report is provided to the Board for information.

***Annual Workplan***

The Committee approved an annual workplan based on its terms of reference, Action Plan related to its terms and elements of the Governance Review. The workplan is provided to the Board for information.

**Student Experience and Workplace Health**

The Committee received an update from the Vice President Academic and Research on activities undertaken to enhance the student experience at UPEI. A report received by the Committee spoke to institutional and large-scale surveys of students carried out in 2026 and in years to come, including the baseline survey of 1<sup>st</sup> and 4<sup>th</sup> year students of the National Survey on Student Engagement (NSSE) conducted in March and April 2026, a Brainstorm Survey conducted by the Registrar in April 2026, a Second-Year survey to be conducted in February 2027 and the NSSE follow-up longitudinal view in 2028. Other initiatives include a Student Engagement Mixer, an inventory of Student Communications, a mapping of commuting patterns and where students study and spend time, and a study of space support audits.

On Workplace Health, the Committee received an update from Vice President Ngobia on Employee Separations from May 1, 2025, to March 31, 2026. The Committee noted that the turnover rate of 5.15% at the University is low relative to typical Canadian labour

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<sup>1</sup> Committee reports to the Board cover items of business that are not elevated to the Board for discussion or recommended to the Board for approval.



market ranges (10 – 15%), current staffing levels remain stable and are reflective of normal workforce dynamics that do not present an operational risk to the University.

### **Action Plan Progress Report**

The Committee was informed that Year 2 implementation of the Action Plan is progressing well, with most activities being either in progress, ongoing or completed, with some activities having been modified as a result of changes to the Action Plan approved by the Board. Only one activity has not yet started. The following accomplishments were reported:

- Implemented the Action Plan IMPACT communication series -8 stories have been shared with the campus community to date
- Implementation of Exit Interview Survey process – includes communication of training on and initiation of the process
- Implementation of a performance review process for Vice Presidents and the President – in year 2 this included a review of the VPAR and the President
- Began the implementation of a Graduate Supervisors Training Program as well as a Faculty Development Program (both of which will continue in Year 3)
- The Board of Governors endorsed the Harassment and Discrimination Policy
- The Board of Governors endorsed a revised Sexual Violence Policy

A few activities are yet incomplete due to delays in the implementation of the Harassment and Discrimination Policy and the Sexual Violence Policy.



## REPORT TO THE BOARD OF GOVERNORS

On the meeting of the  
Human Resources Committee  
Held on May 6, 2026

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The Human Resources Committee met on May 6, 2026.

During this meeting, the Committee:

- Received a Faculty and Staff Report from the VPAR and approved faculty and associate dean appointments.
- Received an update on Labour Relations
- Received an update Employee Engagement Workforce Development
- Received a report on compliance

### ***Faculty and Staff Report***

The Committee received and approved a recommendation from the VPAR to appoint:

- Dr. Libby Osgood, appointment as Associate Dean, Academic, Faculty of Sustainable Design Engineering; effective May 11, 2026, to June 30, 2029.
- Dr. Stephanie Hamilton, appointment as Associate Dean, Clinical Affairs, Faculty of Veterinary Medicine; effective March 16, 2027, to March 15, 2029.
- Lindsey Smith, Faculty of Nursing, conversion to probationary tenure-track appointment, Assistant Professor, step 7; effective July 1, 2026.
- Katelyn Smallwood-MacDonald, Faculty of Nursing, conversion to probationary tenure-track appointment, Assistant Professor, step 7; effective July 1, 2026

### ***Labour Relations***

The Committee received an update from President Rodgers and Vice President Ngobia on Labour Relations at the University.

### ***Employee Engagement Workforce Development***

Vice President Ngobia reported on activities undertaken to enhance employee engagement and workforce development, namely a standardized program to onboard employees of the University. The written report states that: *This initiative responds directly to feedback from the 2024 Employee Engagement Survey, which identified communication and growth and development as key areas of focus. It also aligns with UPEI's 2025–2030 Strategic Plan, particularly the Thriving People and Communities pillar. A positive, consistent onboarding experience helps employees feel welcomed, informed, and connected from the outset—laying the foundation for engagement,*



*confidence in their role, and a sense of belonging, all of which contribute to a stronger overall employee experience and increased retention over time.*

The program is aimed at term staff, permanent, tenured and term faculty and proceed through seven initiatives:

1. **Onboarding SharePoint Hub:** Centralized access point for all onboarding resources and information.
2. **New Employee Checklist:** Separated into two checklists. Guides new employees through pre-start actions and key onboarding steps. The completed checklist may be retained by the new employee for their own records.
3. **Leaders Checklist:** Assists hiring managers and administrative assistants in planning and delivering effective onboarding experiences. The completed checklist will be retained by the leaders for their own records.
4. **Leaders Appendix:** Includes templates, sample orientation schedules, and conversation starters to support relationship building and culture integration.
5. **Welcome to UPEI Moodle Course:** A comprehensive digital orientation introducing new employees to UPEI, its services, mandatory training, and campus navigation. This course can be completed over multiple sittings and will be tracked by Human Resources to ensure completion.
6. **30-Day Survey:** A feedback mechanism to support continuous improvement and identify areas for additional support within units. This survey will be used to monitor accountability as well.
7. **Welcome Swag:** Each new employee will receive a UPEI branded t-shirt.

The Committee also received a Grievance Tracking report, outlining the number, sources and type of grievance received from May 1, 2025, to April 23, 2026.

### **Compliance report**

The Committee received a report from Vice President Ngobia confirming that the University is fully compliant with legal requirements under statutes.

**REPORT TO THE BOARD OF GOVERNORS<sup>1</sup>**

On the meeting of the

Executive Committee

Electronic consultation on May 14, 2026

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The Executive Committee met on May 14, 2026.

During this meeting, the Committee:

- Approved its Annual workplan for 2026 - 2027
- Approved the Board's Annual Workplan with recommendation to the Board
- Review the Annual Workplans of Committee of the Board
- Approved the Agendas of the Open session of the Board of May 26, 2026

**Annual Workplans**

The Terms of Reference of the Executive provide that it receives the workplans approved by all other committees, prepares an annual workplan for the Board, and approve its own workplan. The recommended Board Annual Workplan is provided to the Board for approval under consent.

The Committee approved its annual workplan based on its terms of reference, Action Plan related to its terms and elements of the Governance Review. The Committee's workplan and those of all other committees are provided to the Board for information.

The Committee also approved its workplan for 2026 – 2027 and recommended to the Board the approval of the Annual Workplan of the Board of Governors for 2026 – 2027.

**Agenda of Open and closed sessions of May 26, 2026**

The Committee reviewed and approved the agendas of the closed and open sessions of the Board of Governors of May 26, 2026. A short, closed session will be held to resolve the appointment of a new member of the Board, with the Board's decision being announced in open session immediately after.

The agenda of the closed session will include a 45-minute training session on Sustainability as planned under the Board Annual Training Plan. The Board will also receive an update on the implementation of the Action Plan, following the modification of the Plan in March.

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<sup>1</sup> Committee reports to the Board cover items of business that are not elevated to the Board for discussion or recommended to the Board for approval.



On the agenda are also the approval of modifications to the Terms of Reference of the Development, Fundraising and External Relations Committee and a concordant modification to the Gift Acceptance Policy, to align the University's practices with provisions of the Act regarding the establishment of scholarships.

As usual, the Board will receive:

- A report from the Chair
- A report from the President
- A report on Student Perspectives
- Quarterly reports from committees that have met since the last meeting of the Board
- The report of the Senate to the Board.

It will also consider a recommendation of the Development, Fundraising and External Committee to modify the committee's terms of reference and the Gift Acceptance policy to align university practices for the establishment of Scholarships with the powers of the Board under the Act.

The Board will receive a recommendation from the *Governance, Nominating and Appeals Committee*, following a preceding recommendation from the Finance, Audit and Risk Committee, for the approval of a Policy on Non-Audit Services.

**NOTE:** Quarterly reports of Committees of the Board to the Board of Governors do not cover matters that are on the agenda of the Board for approval via a motion, as those items are already supported by separate documentation.

**REPORT TO THE BOARD OF GOVERNORS**

On the meeting of the

Development, Fundraising, and External Relations Committee

Held on May 5, 2026

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The Property and Environmental Sustainability Committee met on May 5, 2026.

During this meeting, the Committee:

- Received the Annual Report on the Granting of Awards from the Senate Committee on Awards
- Approved its annual workplan for 2026 – 2027
- Received an update on fundraising progress
- Approved acceptance of a gift and concordant naming of a research chair
- Approved the naming of a space for which a gift was received
- Received an update on the University's Communications
- Discussed the holding of the next joint meeting with PESC and FARC

***Annual Workplan***

The Committee approved an annual workplan based on its terms of reference, Action Plan related to its terms and elements of the Governance Review. The workplan is provided to the Board for information.

***Annual Report on the Granting of Awards***

Each year, the Committee receives a report from the Senate Committee on Scholarships and Awards (Chaired by the University Registrar) on the granting of awards during the academic year ending April 31. The report is provided to the Board for information.

***Fundraising Progress***

From May 1, 2025, to April 16, 2026, six new gifts are reported. They are:

- \$1,200,000 pledge to scholarships from the William and Nona Heaslip Foundation
- \$175,000 to the AVC Sir James Dunn Animal Welfare Centre from Christofor Foundation
- \$67,000 to an endowed scholarship from Peggy Palmer
- \$50,000 to the LM Montgomery Institute from Dr. Donna Campbell
- \$38,000 for a new endowed scholarship from Gwendolyn O'Brien Reid
- \$25,000 pledge to new scholarships from Doane Grant Thornton Foundation

The Committee discussed fundraising plans for 2026 – 2027, which include:

- Faculty of Medicine – \$5M remaining in \$10M Campaign
- Atlantic Veterinary College (AVC) – \$5M remaining in \$6M Campaign



- Library Fundraising – pause on active fundraising as \$2M lobby renovations begin. Special Collections expansion scheduled to begin in Summer 2026.
- New Small and Medium-Sized Initiatives
  - Support funding for initiatives identified by University leadership using existing donor funds that align with project goals, including:
    - Enhancing student spaces (e.g., furniture, technology upgrades).
    - Supporting student programming (Student Culture and Community Standards, Study Abroad initiatives, food security programs, etc.).
    - Investing in innovative teaching and learning (AI-enhanced learning tools, interactive simulators, and incubator labs).

### **Approval of acceptance of Gift and naming of Research Chair**

The Gift Acceptance policy provides that the Committee must approve the acceptance of any donations to the University of a value in excess of \$2M and approve any naming that derives from a donation. The Committee accepted a \$3M gift from the Irving family to establish and name a research chair in veterinary cardiology at the Faculty of Veterinary Medicine. The Chair will bear the name of Étienne Côté, a prominent member of faculty at the Faculty of Veterinary Medicine.

### **Donor recognition -naming of a space**

The Committee approved the naming of Room 209 in the Faculty of Medicine and Health Sciences Centre the “Micheal Bowlen Reddin Study Space”. The naming follows a donation to that effect.

### **Update on Communications**

The Director of Communications presented the University’s strategic priorities in communications, which are:

- Develop an Internal Communications Strategy
  - Internal communications strategy now complete
  - Overarching framework bringing together all UPEI communications plans and strategies being developed
  - Development/population of content calendar beginning May 2026
  - Third-party media monitoring being secured for 2026–2027 academic year to help (in part) with measurement, tracking of perception on internal and external communications
- Optimize Communication Channels, Processes, Tools, and Platforms
  - Initial reach out to ITSS and Marketing regarding how we can track effectiveness of communications being sent via owned channels has taken place



- Now that internal communications strategy complete, which included the evaluation of existing channels, meetings will be established with ITSS to further discuss data analytics, i.e., tracking of communication campaigns.
- Participated in Administrative Services Fair and delivered a session to administrative assistants as part of HR development to educate them about UPEI Communications and how they can access certain channels that we manage so that they help improve information-sharing.
- We will be working in May to identify opportunities and establish a schedule to hold three–four “lunch and learns” or similar workshops targeting different campus audiences to share information about communications channels and processes, including events.
- Develop, Strengthen, and Implement Crisis Communication Plan
  - Crisis Communications Plan has been adopted as part of overall emergency and management response
  - Plan has been shared with UPEI Communications team (unit members form the crisis communications team)
  - Plan was used recently in an emergency operations table-top exercise organized by Office of the Vice-President Administration and Finance

### **Next joint meeting with PESC and FARC**

The Committee meets once a year with PESC and FARC to review the University’s capital priorities and capacity. The Committee will consult with the other committees to schedule a meeting in the Fall of 2026.

## Campus Culture Oversight Committee

### 2026-2027 Workplan

Meeting	Agenda Item	Action Required	Lead
<b>September</b>	1. UPEI Action Plan Progress, Risks and Mitigation 2. Action Plan Audit Status/Results 3. Student Experience and Wellbeing Data and Trends 4. Initiatives to Measure/Improve Student Experience and Wellbeing 5. Initiatives to Measure/Improve Workplace Culture 6. Committee Annual Report to the Board	1. Review 2. Review 3. Review 4. Review 5. Review 6. Approve	1. K. Richard 2. K. Richard 3. D. Hardy Cox 4. D. Hardy Cox 5. J. Ngobia/D. Hardy Cox 6. P. Robichaud
<b>November</b>	7. UPEI Action Plan Progress, Risks and Mitigation 8. Initiatives to Measure/Improve Student Experience and Wellbeing 9. Initiatives to Measure/Improve Workplace Culture 10. Meeting of CCOC and HRC Chairs on Matters of Collective Interest 11. Review Audit Results to Determine Effectiveness of Committee's Role in Implementation of the Action Plan <sup>1</sup>	7. Review 8. Review 9. Review 10. Review 11. Review	7. K. Richard 8. D. Hardy Cox 9. J. Ngobia/D. Hardy Cox 10. P. Robichaud 11. P. Robichaud
<b>March</b>	12. UPEI Action Plan Progress, Risks and Mitigation 13. Resources to Implement Action Plan 14. Student Experience and Wellbeing Data and Trends 15. Initiatives to Measure/Improve Student Experience and Wellbeing 16. Initiatives to Measure/Improve Workplace Culture 17. Equity, Diversity and Inclusion Strategy Progress Update 18. Committee Terms of Reference 19. Committee Workplan 20. Committee Professional Development Needs	12. Review 13. Review 14. Review 15. Review 16. Review 17. Review 18. Recommend 19. Approve 20. Review 21. Review	12. K. Richard 13. K. Richard 14. D. Hardy Cox 15. D. Hardy Cox 16. J. Ngobia 17. J. Ngobia 18. P. Robichaud 19. P. Robichaud 20. P. Robichaud 21. J. Ngobia

<sup>1</sup> Special Project – Action #27.1.1 Governance Review – TBC in year 2

<b>Meeting</b>	<b>Agenda Item</b>	<b>Action Required</b>	<b>Lead</b>
	21. Workplace Culture Data and HR Trends		
<b>April</b>	22. UPEI Action Plan Progress, Risks and Mitigation	21. Review	21. K. Richard
	23. Action Plan Audit Status/Results	22. Review	22. K. Richard
	24. Initiatives to Measure/Improve Student Experience and Wellbeing	23. Review	23. D. Hardy Cox
	25. Initiatives to Measure/Improve Workplace Culture	24. Review	24. J. Ngobia/D. Hardy Cox
	26. Framework to Monitor, Assess and Improve Workplace Culture <sup>2</sup>	25. Review	25. J. Ngobia/D. Hardy Cox
	27. Process to Assess Effectiveness and Currency of Workplace Culture Framework <sup>3</sup>	26. Review	26. J. Ngobia
	28. Framework to Monitor, Assess and Improve Student Experience and Wellbeing <sup>4</sup>	27. Review	27. D. Hardy Cox
	29. Process to Assess Effectiveness and Currency of Student Experience and Wellbeing Framework <sup>5</sup>	28. Review	28. D. Hardy Cox

<b>As Required</b>		
Initiatives to Measure/Improve Student Experience and Wellbeing	Review	D. Hardy Cox
Initiatives to Measure/Improve Workplace Culture	Review	J. Ngobia/ D. Hardy Cox
Committee Professional Development	Complete	P. Robichaud
UPEI Policies	Review	P. Robichaud

<sup>2</sup> Special Project – 13.3.1 in the Committee Terms of Reference

<sup>3</sup> Special Project – 13.3.3 in the Committee Terms of Reference

<sup>4</sup> Special Project – 13.2.1 in the Committee Terms of Reference

<sup>5</sup> Special Project – 13.2.4 in the Committee Terms of Reference

## Development, Fundraising and External Relations Committee

### 2026-2027 Workplan

Meeting	Agenda Item	Action Required	Lead
<b>September</b>	1. Annual Fundraising Priorities	1. Recommend	1. W. Rodgers/ A. Gill
	2. Fundraising Progress	2. Review	2. W. Rodgers/ A. Gill
	3. Resources to Support Fundraising Activities	3. Review	3. W. Rodgers/ A. Gill
	4. Communications Priorities Progress	4. Review	4. W. Rodgers/ N. Phillips
	5. External Relations Priorities Progress	5. Review	5. W. Rodgers/ N. Phillips
	6. University Brand Performance	6. Review	6. W. Rodgers/ E. Abou Wafia
<b>March</b>	7. Fundraising Progress	7. Review	7. W. Rodgers/ A. Gill
	8. Communications Priorities Progress	8. Review	8. W. Rodgers/ N. Phillips
	9. External Relations Priorities Progress	9. Review	9. W. Rodgers/ N. Phillips
	10. Institutional Reputation Strategies/Initiatives	10. Review	10. W. Rodgers/ E. Abou Wafia
	11. University Brand Performance	11. Review	11. W. Rodgers/ E. Abou Wafia
	12. Risks Related to Institutional Reputation and Image	12. Review	12. W. Rodgers/ E. Abou Wafia
	13. Terms of Reference	13. Recommend	13. P. Robichaud
	14. Workplan	14. Approve	14. P. Robichaud
	15. Professional Development Needs	15. Complete	15. P. Robichaud
	16. Fundraising Plans Framework <sup>1</sup>	16. Review	16. W. Rodgers/A. Gill
<b>May</b>	17. Fundraising Progress	17. Review	17. W. Rodgers/ A. Gill
	18. Senate Committee on Scholarships and Awards Report	18. Review	18. A. Trowbridge
	19. Communications Priorities Progress	19. Review	19. W. Rodgers/ N. Phillips
	20. External Relations Priorities Progress	20. Review	

<sup>1</sup> Action #26.1 from Governance Review – TBC in year 2

Meeting	Agenda Item	Action Required	Lead
	21. Institutional Reputation Strategies/Initiatives	21. Review	20. W. Rodgers/ N. Phillips
	22. University Brand Performance	22. Review	21. W. Rodgers/ E. Abou Wafia
	23. Risks Related to Institutional Reputation and Image	23. Review	22. W. Rodgers/ E. Abou Wafia
	24. Meet Annually with PESC & FARC on Capital Infrastructure Priorities	24. Review	23. W. Rodgers/ E. Abou Wafia
	25. Communication Plans Framework <sup>2</sup>	25. Review	24. P. Robichaud
	26. External Relations and Community Engagement Framework <sup>3</sup>	26. Review	25. W. Rodgers
	27. Institutional Reputation and Image Framework/Plan <sup>4</sup>	27. Review	26. W. Rodgers
			27. W. Rodgers

As Required		
1. Establishment of Scholarships and Awards	1. Approve	1. W. Rodgers/ A. Gill
2. Gift Acceptance	2. Approve	2. W. Rodgers/ A. Gill
3. Donor Recognition/Naming	3. Approve	3. W. Rodgers/ A. Gill
4. Risks Related to Reputation and Image	4. Review	4. W. Rodgers
5. Professional Development	5. Complete	5. P. Robichaud
6. Policies	6. Review	6. P. Robichaud

<sup>2</sup> Action #26.1 from Governance Review – TBC in year 2

<sup>3</sup> Action #26.1 from Governance Review – TBC in year 2

<sup>4</sup> Action #26.1 from Governance Review – TBC in year 2

**Executive Committee**  
**Draft 2026-2027 Workplan**

<b>Meeting</b>	<b>Agenda Item</b>	<b>Action Required</b>	<b>Lead</b>
<b>September</b>	1. Annual Board Meeting Agenda	1. Approve	1. Uni. Secretary
	2. Open Board Meeting Agenda	2. Approve	2. Uni. Secretary
	3. Committee Annual Report	3. Approve	3. Uni. Secretary
<b>November</b>	4. Open Board Meeting Agenda	4. Approve	4. Uni. Secretary
<b>March</b>	5. Open Board Meeting Agenda	5. Approve	5. Uni. Secretary
	6. Standing Committee Workplans	6. Review	6. Uni. Secretary
	7. Joint Senate-Board Meeting Plan	7. Review	7. Uni. Secretary
	8. Committee Terms of Reference	8. Recommend	8. Uni. Secretary
	9. Committee Workplan	9. Approve	9. Uni. Secretary
	10. Committee Professional Development Needs	10. Review	10. Uni. Secretary
	11. Committee Chairs' Training	11. Complete	11. Uni. Secretary
<b>May</b>	12. President's Annual Performance Objectives	12. Review	12. Board Chair
		13. Review	13. Board Chair
	13. Evaluation of Performance Against Objectives	14. Review	14. Board Chair
		15. Review	15. Board Chair
	14. President's Compensation	16. Review	16. Board Chair
	15. University Secretary's Annual Performance Objectives	17. Approve	17. Board Chair
		18. Review	18. Board Chair
	16. University Secretary's Performance Evaluation	19. Review	19. Board Chair
		20. Review	20. Board Chair
	17. Open Board Meeting Agenda		
	18. Board Annual Workplan		
19. Senate-Board Liaison Committee			
20. Presentation on Identified Strategic and Reputational Matters			

<b>As Required</b>		
Closed Board Meeting Agenda	Approve	Board Chair
Proposed Strategic and Reputational Matters for Consideration	Review	Board Chair
Committee Professional Development	Complete	Uni. Secretary
UPEI Policies	Review	Uni. Secretary

DATE	ITEM	Action Required	Lead
<b>September</b>	<ol style="list-style-type: none"> <li>1. Report on financial performance against the approved budget, (s. 14.1.2)</li> <li>2. Presentation of 2025-26 Financial Results (s.14.1.6)</li> <li>3. Review and Recommendation of 2025-26 audited Financial Statements (s.14.1.5)</li> <li>4. Review of Audit Results, Internal Control Letter and Management Representations (s. 14.1.3; s.14.3.1; s. 14.5.1, s. 14.5.2)</li> <li>5. In-camera session with the external auditor (s.10)</li> <li>6. In-camera session with the Comptroller (s.10)</li> <li>7. In-camera session with the Vice-President Administration and Finance (s.10)</li> <li>8. Review of <i>Policy on Non-Audit Services</i> (s. 14.3.3)</li> <li>9. Review of Committee Terms of Reference (s.15)</li> <li>10. Review and Approval of FARC Annual Workplan (s. 8.1)</li> <li>11. Approve annual the internal audit charter (s. 14.4.1)</li> <li>12. Review and approve the annual internal audit plan (s. 14.4.3)</li> <li>13. Report on management and autonomy of Audit Function (s. 14.4.6)</li> <li>14. Report on IT resources (s.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review</li> <li>2. Review</li> <li>3. Recommend</li> <li>4. Review</li> <li>5. Discussion</li> <li>6. Review</li> <li>7. Recommend</li> <li>8. Recommend</li> <li>9. Approve</li> <li>10. Approve</li> <li>11. Approve</li> <li>12. Approve</li> <li>13. Review</li> <li>14. Review</li> <li>15. Review</li> </ol>	<ol style="list-style-type: none"> <li>1. VPAF</li> <li>2. VPAF</li> <li>3. VPAF</li> <li>4. VPAF</li> <li>5. Chair</li> <li>6. Chair</li> <li>7. Chair</li> <li>8. VPAF</li> <li>9. Chair</li> <li>10. Chair</li> <li>11. VPAF</li> <li>12. VPAF</li> <li>13. VPAF</li> <li>14. VPAF</li> <li>15. VPAF</li> </ol>

	14.7.1) 15. Report on major IT projects (s. 14.7.3)		
<b>November</b>	<ol style="list-style-type: none"> <li>1. Oversee the annual process for the development of the University's annual operating and capital budget (s.14.2.1)</li> <li>2. Oversee (through the Committee's appointees) the governance and administration of the Pension Plan for the Employees of the University of Prince Edward Island (s. 14.9).</li> <li>3. Receive and review the annual report of the University's Endowment and Special Purpose Funds (s. 14.8.2)</li> <li>4. Assess the adequacy and effectiveness of the IT risk management process (s. 14.7.4)</li> </ol>	<ol style="list-style-type: none"> <li>1. Review</li> <li>2. Recommend</li> <li>3. Review</li> <li>4. Review</li> </ol>	<ol style="list-style-type: none"> <li>1. VPAF</li> <li>2. Chair</li> <li>3. VPAF</li> <li>4. VPAF</li> </ol>
<b>February</b>	<ol style="list-style-type: none"> <li>1. Report on financial performance against the approved budget (s. 14.1.2)</li> <li>2. Review and recommend to the Board the approval of the annual operating and capital budgets of the University (s. 14.2.2)</li> <li>3. Review IT strategy and ensure its alignment with the University's strategic objectives (s. 14.7.2)</li> <li>4. Monitor the risks and financial consequences associated with deferred IT renewal (technical debt) (s. 14.7.7)</li> </ol>	<ol style="list-style-type: none"> <li>1. Review</li> <li>2. Recommend</li> <li>3. Review</li> <li>4. Review</li> </ol>	<ol style="list-style-type: none"> <li>1. VPAF</li> <li>2. VPAF</li> <li>3. VPAF</li> <li>4. VPAF</li> </ol>
<b>March</b>	<ol style="list-style-type: none"> <li>1. Recommend approval to the Board of the external auditor (s.14.3.2.1) and terms of the engagement, including the compensation to be paid</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommend</li> <li>2. Review</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair</li> <li>2. Chair</li> </ol>

	(s.14.3.2.2).	3. Approve	3. VPAF
	2. Oversee the work of the external auditor i.e., external audit plan (s. 14.3.1)	4. Review	4. VPAF
	3. Review and approve (changes in) accounting policies and the implementation of new accounting standards (s. 14.1.6)	5. Review	5. VPAF
	4. Oversee the University's process for identifying, assessing, and managing the principal risks of the university (s. 14.6.1.1)	6. Review	6. VPAF
	5. Reviewing regular reports on all areas of significant risk to the University (s.14.6.1.2)	7. Review	7. VPAF
	6. Review insurance coverage pertaining to all property of the University, liability and other insurable risks as identified by management (s. 14.6.1.3)	8. Review	8. Chair
	7. Assess the adequacy and effectiveness of the IT risk management process (s. 14.7.4)	9. Review	9. VPAF
	8. Receive and review the opinions of management, the University Auditor and others, as needed, regarding the strength and appropriateness of management's risk mitigation strategies (s. 14.6.2)	10. Review	10. VPAF
	9. Monitor progress of major IT projects (s. 14.7.3)		
	10. Oversee the development of a digital transformation strategy that aligns with University strategy and priorities and monitor strategy implementation (s. 14.7.6)		

<b>May</b>	<ol style="list-style-type: none"> <li>1. Appoint employee representatives to the Sponsor Board and the Board of Trustees for the Pension Plan for the Employees of the University of Prince Edward Island (s. 4.7)</li> <li>2. Review and recommend to the Board the approval of the Annual Report for the 2026-27 Fiscal year as relates to the <a href="#">Fighting Against Forced Labour and Child Labour in Supply Chains Act</a><sup>1</sup>.</li> <li>3. Review progress, findings, recommendations and follow-up actions stemming from internal audit activities, i.e., annual report of prior year findings (s.14.4.5).</li> <li>4. In-camera session with the University Auditor, i.e., internal auditor (s.10)</li> <li>5. Cybersecurity report (s. 14.7.5)</li> <li>6. In-camera session with the Chief Information Officer (s.10)</li> </ol>	<ol style="list-style-type: none"> <li>1. Approve</li> <li>2. Recommend</li> <li>3. Review</li> <li>4. Review</li> <li>5. Review</li> <li>6. Review</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair</li> <li>2. VPAF</li> <li>3. VPAF</li> <li>4. Chair</li> <li>5. VPAF</li> <li>6. Chair</li> </ol>
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<b>As Required</b>		
Management Representations (Compliance Statement) (s.14.1.4)	Review	VPAF
Update on Legal Matters (s.14.6.1.2)	Approve	VPAF
Update on Access & Privacy Matters (s.14.6.1.2)	Discussion	VPAF
Standard Compliance Attestation Examination of the William D. Ford Federal Direct Loan Program (s.14.1.4 and 14.6.1.2)	Review	VPAF

<sup>1</sup> <https://laws.justice.gc.ca/eng/acts/F-10.6/page-1.html>

Appointment and removal of the University Auditor (s. 14.14.2)	Approve	VPAF
Review the internal audit activity's performance relative to its plan, i.e. regular (s. 14.4.4)	Review	VPAF
Pre-approval of all significant non-audit services to be provided to the University by the external auditor (s.14.3.4) and/or communication of approved Non-Audit Services pursuant to Non-Audit Services policy <sup>2</sup> (s.5.2.3).	Approve	VPAF
Review, recommend and/or approval of such other financial matters as required by the <a href="#">University Act</a> <sup>3</sup> and <a href="#">UPEI Policies</a> <sup>4</sup> .	Approve	VPAF

<b>Other activities</b>		
Meet with Properties and Environmental Sustainability Committee and Development, Fundraising and External Relations Committee to review capital infrastructure priorities and capacity (s. 14.12)	Review	Chairs

**NOTE:** All references to sections (i.e., "s.") relate to currently approved [Terms of Reference](#) .

<sup>2</sup> Link to be provided if/when policy approved and posted.

<sup>3</sup> <https://www.princeedwardisland.ca/en/legislation/university-act>

<sup>4</sup> <https://www.upei.ca/about-upei/policy>

## Governance, Nominating and Appeals Committee

### 2026-2027 Workplan

Meeting	Agenda Item	Action Required	Lead
<b>September</b>	<ol style="list-style-type: none"> <li>1. Annual Report to the Board</li> <li>2. Update to Self-Declaration Questionnaire</li> <li>3. Review of the description of role of Chair, Vice Chairs, Committee Chairs and members of the Board</li> <li>4. Receive results from the Board Evaluation</li> <li>5. Receive first update on Board policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Approve</li> <li>2. Approve</li> <li>3. Approve</li> <li>4. Discussion</li> <li>5. Discussion</li> </ol>	<ol style="list-style-type: none"> <li>1. P. Robichaud</li> <li>2. B. Thompson</li> <li>3. B. Thompson</li> <li>4. B. Thompson</li> <li>5. P. Robichaud</li> </ol>
<b>November</b>	<ol style="list-style-type: none"> <li>6. Review results of Self-Declaration Questionnaire</li> <li>7. Update Skills Matrix</li> <li>8. Set recruitment priorities for new members</li> <li>9. Renewal of term for eligible members of the Board</li> </ol>	<ol style="list-style-type: none"> <li>6. Review</li> <li>7. Approve</li> <li>8. Approve</li> <li>9. Approve</li> </ol>	<ol style="list-style-type: none"> <li>6. P. Robichaud</li> <li>7. B. Thompson</li> <li>8. B. Thompson</li> <li>9. B. Thompson</li> </ol>
<b>February</b>	<ol style="list-style-type: none"> <li>10. Review and shortlist candidacies for new members of the Board</li> <li>11. Review the description of role of the University President</li> <li>12. Review of the Committee's need for professional development</li> </ol>	<ol style="list-style-type: none"> <li>10. Approve</li> <li>11. Approve</li> <li>12. Discussion</li> </ol>	<ol style="list-style-type: none"> <li>10. P. Robichaud</li> <li>11. B. Thompson</li> <li>12. B. Thompson</li> </ol>
<b>March</b>	<ol style="list-style-type: none"> <li>13. Review of Skills Needs by committees</li> <li>14. Appointment of new Board members</li> <li>15. Review of the Committee's terms of Reference</li> <li>16. Review of Standing Committee Structure</li> <li>17. Approve Code of Conduct of the Board.</li> <li>18. Approve amended Conflict of Interest Policy</li> <li>19. Receive second update on Board policies</li> <li>20. Approve the Committee's Workplan for the coming year</li> <li>21. Approve the Board's Annual Training Plan and Onboarding Program</li> </ol>	<ol style="list-style-type: none"> <li>13. Discussion</li> <li>14. Approve</li> <li>15. Approve</li> <li>16. Approve</li> <li>17. Approve</li> <li>18. Approve</li> <li>19. Discussion</li> <li>20. Approve</li> <li>21. Approve</li> </ol>	<ol style="list-style-type: none"> <li>13. B. Thompson</li> <li>14. P. Robichaud</li> <li>15. P. Robichaud</li> <li>16. B. Thompson</li> <li>17. B. Thompson</li> <li>18. B. Thompson</li> <li>19. P. Robichaud</li> <li>20. P. Robichaud</li> <li>21. P. Robichaud</li> </ol>
<b>May</b>	<ol style="list-style-type: none"> <li>22. Review of the Board's succession plan</li> </ol>	<ol style="list-style-type: none"> <li>22. Approve</li> </ol>	<ol style="list-style-type: none"> <li>22. B. Thompson</li> </ol>

<b>Meeting</b>	<b>Agenda Item</b>	<b>Action Required</b>	<b>Lead</b>
	23. Appointment of members of Standing Committees	23. Approve	23. B. Thompson
	24. Confirmation of election of Teaching Staff member of the Board	24. Information	24. P. Robichaud
	25. Confirmation of selection of Student members of the Board	25. Information	25. P. Robichaud
	26. Confirmation of selection by the Alumni Association of an Alumni member of the Board	26. Information	26. P. Robichaud
	27. Review of Board and Committee attendance	27. Discussion	27. B. Thompson
	28. Review of the Terms of Reference of Standing Committees	28. Approve	28. B. Thompson
	29. Review and approve the Annual Board Evaluation Tool	29. Approve	29. B. Thompson
	30. Receive annual report of Appeals Metrics	30. Discussion	30. B. Thompson
	31. Annual schedule of meetings of the Board and committees	31. Approve	31. P. Robichaud

<b>As Required</b>		
Approve policies	Approve	B. Thompson
Appoint members of an Appeals Panel	Approve	B. Thompson
Oversight of the implementation of the Governance Review	Discussion	B. Thompson

<b>Training Plan</b>		
<b>Subject</b>	<b>Trainer</b>	<b>Time</b>
<b>Appeals</b>	Lawyer/University Secretary	September
Governance training for new members	University Secretary	Late August to early September
Chairing a Committee of the Board	University Secretary	As members are appointed
Committee Governance	University Secretary	As members are appointed

**Property and Environmental Sustainability Committee**

**2026-2027 Workplan**

<b>Meeting</b>	<b>Agenda Item</b>	<b>Action Required</b>	<b>Lead</b>
<b>September</b>	1. Capital Projects Update 2. Annual Report to the Board	1. Review 2. Approve	1. VPAF 2. Uni. Secretary
<b>March</b>	3. Physical Space Requirements 4. Land Planning & Development Update 5. Information Technology Requirements 6. Capital Projects Update 7. Terms of Reference 8. Workplan 9. Professional Development Needs 10. Training: Environmental Sustainability	3. Review 4. Review 5. Review 6. Review 7. Recommend 8. Approve 9. Review 10. Complete	3. VPAF 4. VPAF 5. VPAF 6. VPAF 7. Uni. Secretary 8. Uni. Secretary 9. Uni. Secretary 10. Uni. Secretary
<b>April</b>	11. Property and Asset Maintenance and Renewal Update 12. Compliance Update 13. Capital Projects Update 14. Training: Capital Projects Oversight 15. Meet Annually with DFERC & FARC on Capital Infrastructure Priorities 16. Project Analysis Template <sup>1</sup> 17. Process for Approval of Capital Projects <sup>2</sup> 18. Approach to Environmental Sustainability <sup>3</sup> 19. Deferred Maintenance Plan <sup>4</sup>	11. Review 12. Review 13. Review 14. Complete 15. Review 16. Review 17. Review 18. Review 19. Review	11. VPAF 12. VPAF 13. VPAF 14. Uni. Secretary 15. Uni. Secretary 16. VPAF 17. VPAF 18. VPAF 19. VPAF

<b>As Required</b>		
1. Updates to Campus Master Plan	1. Recommend	1. VPAF
2. Property and Asset Maintenance and Renewal Update	2. Review	2. VPAF
3. Environmental Sustainability in Policies	3. Review	3. VPAF

<sup>1</sup> Special Project – Action Item #23.4 from Governance Review. TBC in year 2

<sup>2</sup> Special Project - Action Item #23.3 from Governance Review, TBC in year 1

<sup>3</sup> Special Project – Action Item #23.1 from Governance Review, TBC in year 3

<sup>4</sup> Special Project – Action Item #23.4 from Governance Review. TBC in year 2

4. Capital Projects Proposal	4. Recommend	4. VPAF
5. Capital Projects Update	5. Review	5. VPAF
6. Policies	6. Review	6. Uni. Secretary

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

	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date
	September	October	November	December	February	March	April	May
<b>Senate</b>	25	23	27	11	26	25	23	7
<b>CCOC</b>	8		3			2	27	
<b>PESC</b>	10					4	29	
<b>DFER</b>	15					9		4
<b>HRC</b>	16		10			10		5
<b>FARC</b>	22		12		18	11		6
<b>GNAC</b>	17		17		11	16		11
<b>Exec</b>	24		19			18		13
<b>Board</b>		6		1		30		25

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

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

### Schedule of meetings of the Board and Board committee in 2028 - 2029

	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date
	September	October	November	December	February	Feb/Mar	April	May
<b>CCOC</b>	5		7			27		1
<b>PESC</b>	7					1		3
<b>DFER</b>	12					6		8
<b>HRC</b>	13		15			7		9
<b>FARC</b>	18		16		15	8		10
<b>GNAC</b>	14		20		8	12		14
<b>Exec</b>	20		22			14		16
<b>Board</b>		3		5		27		29

<b>Schedule of meetings of CCOC from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	8-Sep	7-Sep	5-Sep
<i>Cycle 2</i>	3-Nov	9-Nov	7-Nov
<i>Cycle 3</i>	2-Mar	29-Feb	27-Feb
<i>Cycle 4</i>	27-Apr	2-May	1-May

<b>Schedule of meetings of PESC from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	10-Sep	9-Sep	7-Sep
<i>Cycle 3</i>	4-Mar	2-Mar	1-Mar
<i>Cycle 4</i>	29-Apr	4-May	3-May

<b>Schedule of meetings of DFER from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	15-Sep	14-Sep	12-Sep
<i>Cycle 3</i>	9-Mar	7-Mar	6-Mar
<i>Cycle 4</i>	4-May	9-May	8-May

<b>Schedule of meetings of HRC from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	16-Sep	15-Sep	13-Sep
<i>Cycle 2</i>	10-Nov	17-Nov	15-Nov
<i>Cycle 3</i>	10-Mar	8-Mar	7-Mar
<i>Cycle 4</i>	5-May	10-May	9-May

<b>Schedule of meetings of FARC from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	22-Sep	22-Sep	18-Sep
<i>Cycle 2</i>	12-Nov	18-Nov	16-Nov
<i>Extra</i>	18-Feb	17-Feb	15-Feb
<i>Cycle 3</i>	11-Mar	9-Mar	8-Mar
<i>Cycle 4</i>	6-May	11-May	10-May

<b>Schedule of meetings of GNAC from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	17-Sep	16-Sep	14-Sep
<i>Cycle 2</i>	17-Nov	23-Nov	20-Nov
<i>Extra</i>	11-Feb	10-Feb	8-Feb
<i>Cycle 3</i>	16-Mar	14-Mar	12-Mar
<i>Cycle 4</i>	11-May	16-May	14-May

<b>Schedule of meetings of Exec from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	24-Sep	23-Sep	20-Sep
<i>Cycle 2</i>	19-Nov	25-Nov	22-Nov
<i>Cycle 3</i>	18-Mar	16-Mar	14-Mar
<i>Cycle 4</i>	13-May	18-May	16-May

<b>Schedule of meetings of the Board from September 2026 to May 2029</b>			
	2026 - 2027	2027 - 2028	2028 - 2029
<i>Cycle 1</i>	6-Oct	5-Oct	3-Oct
<i>Cycle 2</i>	1-Dec	7-Dec	5-Dec
<i>Cycle 3</i>	30-Mar	28-Mar	27-Mar
<i>Cycle 4</i>	25-May	30-May	29-May

**Schedule of HRC monthly meetings from September 2026 to May 2029**

	2026 - 2027	2027 - 2028	2028 - 2029
September (R)*	16	15	13
October (A)**	14	13	18
November (R)	10	17	15
December (A)	9	15	13
January (A)	13	12	10
February (A)	10	9	14
March (R)	10	8	7
April (A)	14	12	11
May (R)	5	10	9
June (A)	9	14	13
July (A)	14	12	11
August (A)	11	9	8

\* R = Regular meetings

\*\*A = Monthly appointment meetings

**Purpose:** INFORMATION

**Subject:** Board Training Update

**Prepared by:** Pascal Robichaud, University Secretary

**Prepared for:** Board of Governors

**Date:** May 26, 2026

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### **ACTION**

Receive the Annual Training Plan as approved by the Governance, Nominating and Appeals Committee.

### **BACKGROUND**

As part of the responsibilities of GNAC under its Terms of Reference, there is the *development of a training plan for all members of the Board*. To give effect to that provision, the appended training plan was approved by GNAC on May 12, 2026.

Appendix A provides the principal training activities and the onboarding activities projected for 2026 – 2027 in table format.

Appendix B provides a high-level description of the learning objective of the onboarding program for new members of the Board, new members of committees, and new Chairs of committees.

**APPENDIX A**
**Board Training Plan for 2026 – 2027**
**Specific Training Activities**

<b>Topic</b>	<b>Committee</b>	<b>Resource</b>	<b>Timeframe</b>	<b>Process</b>
Role of Board and Committee Chairs	Executive	University Secretary	September 2026	
Cyber Security Awareness	Board	ITT Self Study	September 2026	
Committee's Role in Labour Relations	HRC	Chief Negotiator	November 2026	
Board's role in Labour Relations	Board	Chief Negotiator	December 2026	
Enterprise Risk Management	Board	Director of Risk Management <sup>1</sup>	October 2026	
Appeals Process	GNAC	Stewart McKelvey	September 2026	
University Finances	Board	VPFA	March 2027	
NDA Act and Associated Policies	Board, jointly with Senate	VPPC	February 2027	
Environmental Sustainability	PESC	VPFA	November 2026	
Capital Projects Oversight	PESC	VPFA, Director of Facilities Management	March 2026	
EDI	Board, jointly with Senate	EDI director	April 2027	

<sup>1</sup> The hiring of a Director of Risk Management is in process. The timeline for training may change once a Director is appointed.

Privacy and Access	Board	Chief Privacy and Access Officer	May 2027	
New member orientation	<sup>2</sup> New members	Various Senior Staff	May 2027	

**General Onboarding Activities**

<b>Topic</b>	<b>Committee</b>	<b>Resource</b>	<b>Timeframe</b>	<b>Process</b>
Board Governance	All new members of the Board	University Secretary	Late August to early September	
Chairing a Committee of the Board	All new chairs of a committee of the Board	University Secretary	As members are appointed as chairs of a committee	
Committee governance	All new members of a committee of the Board	University Secretary, Vice President, managers	As members are appointed to committees	

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<sup>2</sup> Orientation sessions have been delivered to Kate VanGerven and Clare Cole. Other sessions will be delivered as new members are appointed.

## APPENDIX B

### Outline of onboarding training for members of the Board, Committee members and Committee Chairs

#### Board Governance

Delivered to each new member of the Board upon their appointment and ideally before they assume their role, this two-hour session aims for the following learning objectives:

- Knowledge of the University Act and of its principal provisions regarding University Governance; including
  - The mandate and purpose of the University
  - The Powers of the Board
  - The responsibilities of the Board
  - The composition of the Board
- Knowledge of the Governance Structure of the University; bicameral governance, the role of the Board, Senate and the Presidency.
- Knowledge of the structure of Committees of the Board; with a general knowledge of their Terms of Reference and their reporting obligations to the Board.
- Understanding the general concepts of governance and how they apply to the work of members of the Board.
  - Fiduciary responsibility and conflict of interest
  - Accountability
  - Transparency
  - Honesty
  - Collegiality
  - Efficiency
- Knowledge of the typical structure of Board agendas including:
  - The layout of agendas.
  - The table format of agendas
  - The types of items and applicable rules
  - The differentiation of consent and deliberative items and applicable rules
  - The differentiation of public, non-public and in-camera session and applicable rules
- Understanding of the basic rules of order in effect at meetings of the Board including:
  - how to move a motion,
  - how to add an item of business on the agenda,
  - how to participate in deliberations,
  - how to participate in votes/decisions.

- Ability to ask good questions to provide oversight of managerial functions of the University.
- Understanding of the role of members of the Board and normal expectations, including
  - Attendance
  - Participation in committee business
  - Training activities
  - Reading of meeting materials
  - Time commitment
  - Confidentiality and “esprit de corps”.
- Understanding of the Board governance annual and quarterly cycles including:
  - Meeting schedule for the next three years
  - Process to draft the agenda of the Board and committees
  - Process to prepare Board and Committee meeting materials
  - Typical follow-up on decisions
  - The Annual Workplans of Committee and the Board
  - The keeping of records.
- Knowledge of resources available to members and how to access them, including:
  - The University’s Governance Website
  - Secretariat resources and contact information
  - The Board’s SharePoint site
  - Other documentary resources

At the conclusion of the training session, new members are invited to read the Terms of Reference of committees of the Board and to indicate to the Secretary of the Board as soon as possible, on which committee of the Board they wish to participate. The Secretary and the Chair of GNAC may suggest a committee assignment based on the skills needs of committees.

## Chairing a committee of the Board

Delivered to each new Chair of a committee of the Board upon their appointment and ideally before they assume their role, this two-hour session aims for the following learning objectives:

- Analysis and deep understanding of the Terms of Reference of the Committee, including:
  - The committee's purpose and authority
  - The committee's responsibilities
  - The committee's composition and complement
- Understanding the issues that underpin the Policies that fall under the Committee's purview and their principal elements.
- Understanding the committee's obligations to report to the Board of Governors.
- Understanding the managerial structure of the University and what part of it is overseen by the committee.
- Deep understanding of the typical issues/matters discussed or resolved by the committee and the committee's role in their oversight.
- Understanding the rules of order that apply to committee meetings and techniques to manage meetings and assure constructive discussion.
- Knowledge of the typical agenda of a committee meeting and the decisions to be taken to draft the agenda.
- Understanding the process of drafting of the agenda and meeting materials, including the Chair's role in preparatory meetings.
- Knowledge of the committee's workplan.

### **Committee governance**

Delivered to each new member of a committee of the Board upon their appointment and ideally before they assume their role, this one-hour session aims for the following learning objectives:

- Knowledge of the Terms of Reference of the Committee.
- Understanding of the role of a member of a committee of the Board, including:
  - The reading of materials,
  - Asking good questions,
  - The nature of oversight and fiduciary responsibilities related to the committee's mandate.
- Knowledge of the Policies that fall under the committee's purview.
- Knowledge of the managerial structure in support of matters that fall under the purview of the committee.
- Knowledge of the schedule of meetings of the committee.

**Purpose:** INFORMATION

**Subject:** Board Assessment Tool

**Prepared by:** Pascal Robicaud, University Secretary

**Prepared for:** Governance, Nominating and Appeals Committee

**Date:** May 12, 2026

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### **ACTION**

Review and approve the tool to assess the Board's performance.

### **BACKGROUND**

Section 13.5 of the Terms of Reference of GNAC state that the Committee will “*oversee the development of a process for evaluating the effectiveness of the Board and its Committees annually.*”

An assessment tool was established and appears in our records for the first time in 2024.

The Assessment Tool is one of several components meant to ensure that the Board and its committees keep to their mandate, including the Terms of Reference, the By-Laws of the Board, the Annual Workplans, the Skills Matrix and the Annual Training Plan.

As reflected in the Committee's and the Board's Workplans, the questionnaire is normally approved by GNAC in the Spring and delivered over the following months with results presented at the September meeting of GNAC for discussion.

### **RECOMMENDATION**

***That the Board Assessment Questionnaire for 2025 – 2026 be approved.***

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<b>Purpose:</b>	INFORMATION
<b>Subject:</b>	<b>Report on attendance</b>
<b>Prepared by:</b>	Brian Thompson, Chair, Governance, Nominating and Appeals Committee
<b>Prepared for:</b>	<b>Board of Governors</b>
<b>Date:</b>	May 26, 2026

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## ACTION

Receive information on members' attendance of Board and Board Committee meetings in 2025 – 2026.

## BACKGROUND

Section 13.1.7 of the Terms of Reference of the Governance, Nominating and Appeals Committee states that it will *Receive membership attendance reports from Standing Committee Chairs and report annually to the Board.*

The Secretariat takes notes of attendance at each meeting of the Board and Committees throughout the year for the purpose of drafting minutes and reporting to GNAC on members' participation.

## ATTENDANCE REPORT

The tables appended reflect the attendance at all regular and special meetings of the Board during the year. The rate of response to electronic consultations is not included. We should note that some members joined the Board after the start of the Governance year, namely Kate Van Gerven (November 28, 2025), Clare Cole (January 1, 2026), Chad Mann (February 3, 2026) and Kathy Martin (February 3, 2026). They are not reported as absent from meetings taking place before their appointment.

### Board of Governors

With two special meetings called this year, there have been 5 meetings so far. The May meeting will be the sixth one, for which there is no data at the time of writing. Members' participation at regular and special meetings of the Board varies, going from a low of 63% at the special meeting on January 2, to a high of 88% in March. It should be noted that the special meeting in January was called with rather short notice at a time that conflicted with professional commitments of several members.

The absence ratio for the year stands at 21%, meaning that members attended meetings during 2025 – 2026 79% of the time.

As per how members participate in meetings, the appended tables indicate that there was more virtual participation than in person this year, but the data includes participation in

two fully virtual special meetings on December 9, 2025, and January 6, 2026. If we remove those two meetings from the equation, meetings are attended in person 75% of the time. Of course, members who live outside of PEI tend to participate virtually.

**Committees**

Committee attendance is quite strong. However, as committee membership is often rather thin, a single absence immediately causes concerns over quorum.

**APPENDIX A**

**Attendance of Board meetings in 2025 - 2026**

Attendance of Board meetings in 2025 - 2026																														
2025														2026																
#	Oct					Dec					Dec (S)				Jan (S)					Mar					Total					
	IP	V	A	Pres	%	IP	V	A	Pres	%	IP	V	A	Pres	%	IP	V	A	Pres	%	IP	V	A	Pres	%	IP	V	A	Pres	%
26	13	2	7	15	68%	13	6	4	19	83%	0	20	3	20	87%	0	15	9	15	63%	17	6	3	23	88%	43	49	26	92	79%