



President's Summary of 2024–2025 Goals and Priorities

A Year of Progress Together

The past year at UPEI has been one of renewal, collaboration, and meaningful progress. Together, we advanced important priorities across our campus community, from refreshing leadership and strengthening governance to completing the next Strategic Plan and preparing for the first cohort of medical students.

This work reflects the dedication of our faculty, staff, students, and partners.

Each of the goals set for 2024–2025 was approached as a shared responsibility, and the progress we made is thanks to the efforts of many.

Below is a summary of what was accomplished together.

Continuing the 2018–2023 UPEI Strategic Plan

Even though the 2018–2023 Strategic Plan formally ended, its priorities, such as building an inclusive campus culture, connecting learning to the broader world, supporting research and discovery, and growing responsibly, remained central to our decisions. These themes carried forward into the new planning process.

Launching the next Strategic Plan (2025–2030)

This year, we began shaping UPEI's next Strategic Plan through one of the most consultative processes in our history.

More than 700 people took part in meetings, workshops, and town halls.

Together, we identified three pillars that will guide the University through 2030:

- Thriving people and communities
- Sustainability
- Innovative and connected teaching, scholarship, and research

Building and Strengthening Relationships

Throughout the year, UPEI connected with local, regional, and national partners, from government and industry to arts and education, to student-focused organizations. These relationships enrich our campus and expand opportunities for collaboration and impact.

Advancing the *UPEI Action Plan*

In response to the 2023 Rubin Thomlinson Review, we continued to put our *Action Plan* into practice; 240 actions were completed or advanced this year, with regular updates and reports made available to our community.

Refreshing UPEI's Leadership Team

We welcomed several new leaders to campus this year, including a Vice-President, People and Culture; Vice-President, Administration and Finance; Interim Chief Information Officer; and University Secretary.

Strengthening Governance

The governance review, completed in 2024, is now in action. We are building stronger systems of consultation, accountability, and documentation, ensuring that trust and transparency are central to UPEI's decision-making.

Preparing for the Faculty of Medicine

This year saw major steps toward establishing UPEI's Faculty of Medicine. The new building remains on time and on budget, and the first group of PEI learners in the Memorial University Regional Campus MD program will begin their studies in August 2025. This milestone will not only transform our campus but also strengthen health care and research across the province.

Developing Indigenous Studies

We began the important work of developing an Indigenous Studies program. Building stronger connections with PEI Indigenous communities and First Nations will be at the heart of this work moving forward.

Navigating Financial Challenges

The University successfully balanced the 2025–2026 budget, despite the financial pressures brought on by changes by IRCC to international student regulations. Careful planning allowed us to maintain stability while keeping students at the centre of our decisions.

Enrolment and Student Retention

We refined our strategies to support both recruitment and retention of students, with a stronger focus on international and domestic enrolment. Work is also underway to welcome a new Associate Vice-President, Students, to provide added leadership in this important area.

Supporting Student Well-Being

Through conversations with students and staff, we heard clearly the need for better communication about academic pathways, student supports, and services. In response, UPEI has begun reviews to ensure programs are clear, well-structured, and supported by efficient processes.

Improving Technology on Campus

With input from across the University, we identified areas where technology and processes can be strengthened. UPEI's systems remain stable overall, and upgrades are planned to ensure students, faculty, and staff have the tools they need.

Expanding Research Success

This year, UPEI saw increased success in national research funding, resulting in more resources to support researchers. Building a stronger research infrastructure will be a focus as we continue to grow our capacity for discovery and innovation.

Engaging Donors and Alumni

Through events, celebrations, and one-on-one conversations, UPEI strengthened its connections with donors and alumni. These relationships remain vital to advancing opportunities for students and the university, and we are developing a more structured plan for future engagement.

The progress outlined above reflects the energy, expertise, and commitment of our entire UPEI community.

Thank you to everyone who contributed to advancing these goals.

Together, we are building a strong, inclusive, and thriving future for our University.