



UNIVERSITY  
of Prince Edward  
ISLAND

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

IMPLEMENTATION PLAN—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.

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

Dear UPEI Community

The University of Prince Edward Island continues to live its values and live up to its promises in the UPEI Action Plan, released in June 2023, with this Year 2 Implementation Plan. The UPEI Action Plan specified 6 years of actions to be implemented to create a culture of trust, safety, and inclusion. We have now completed Years 0 and 1, including amassing evidence of the nearly 400 different activities that will be audited this year. The Action Plan activities will be audited annually after this year. The Year 2 Implementation Plan lays out the specific actions to be accomplished in 2025-2026.

The Board of Governors, the President, and the Vice Presidents have significant responsibility for the actions. As was done in previous years, Implementation Leads have been identified to carry out the work across the university, from our governance bodies to our academic programs to our finance offices. In Year 2 we will see the implementation of training developed in year one, and continued engagement sessions to further develop the culture of listening and sharing. As these activities become part of the fabric of UPEI, many of them will become routine parts of our annual academic cycles. Emerging activities include career development workshops, development of onboarding activities, and the implementation and communication of policies developed in Year 1.

This year we will continue to look for opportunities to increase engagement in the activities prescribed by the Action Plan, and ways to ensure that those already completed remain robustly in place to be built upon in future. For example, we will see the EDI and Human Rights Office achieve capacity and become a lively and consistent source of expertise to support ongoing education and inclusive excellence across the university. Follow up activities from the first Employee Engagement Survey will be implemented.

The Board of Governors and the senior leadership remain committed to the implementation of the action plan, the development of a culture of trust, safety, and inclusion, and, more than that, a thriving community of learners, students, faculty, staff, administrators, and visitors. We continue to support those negatively affected by the culture described in the UPEI review as we move forward in respectful and constructive ways to be the university we want to be.

Sincerely,



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



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







## Introduction

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

The Action Plan outlines the following goals:

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

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

Comprehensive implementation plans will be created annually to define the activities that will be undertaken throughout each year to achieve the associated Action. In accordance with the UPEI Review, the implementation of the UPEI Action Plan will be subject to an annual audit. The activities prescribed in the Implementation Plans must therefore be stated in an auditable manner, ensuring they are observable and measurable. The table below shows the schedule of external audit.

The audit of the Action Plan Implementation will take place on the following schedule:

UPEI fiscal year	Action Plan year	Audit Year	Subject of Audit
2023–2024	Year 0		
2024–2025	Year 1		
2025–2026	Year 2	Year 1	Year 0 implementation plan Year 1 implementation plan
2026–2027	Year 3	Year 2	Year 2 implementation plan
2027–2028	Year 4	Year 3	Year 3 implementation plan
2028–2029	Year 5	Year 4	Year 4 implementation plan
2029–2030		Year 5	Year 5 implementation plan

### Table 1. Implementation Plan – Year 2

Year 2 of the UPEI Action Plan is the period beginning May 1<sup>st</sup>, 2025, through April 30<sup>th</sup>, 2026. The Implementation Plans for the Actions to be completed in Year 2 of the Action Plan can be found in the tables below. The work in Year 2 continues and builds upon the work completed in prior years of the Action Plan implementation.

The Year 2 Implementation Plan was defined, through a collaborative process, as was done through the development of Year 0 and Year 1 implementation plans. Year 2 planning also took into consideration feedback received from the campus community through various forms of consultations, including the Employee Engagement Survey. This process was led by the Program Manager and involved over 20 leaders from across the university to determine the activities for their units for Year 2. Once defined, the activities were reviewed by a member of the Senior Leadership Team and/or the Chair of the Board of Governors to ensure they were complete, measurable, feasible and adequately resourced, with the entire leadership group reviewing the full plan as a final step.

The Year 2 Implementation Plan will guide the work being completed throughout the year and will serve as the basis for reporting the activities for evaluation in the annual audit.



**IMPLEMENTATION PLAN—YEAR 2** (MAY 1, 2025-APRIL 30, 2026)



## 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*

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>1.2.3 Engage in ongoing consultation</b> President Senior Executive Team	Year 0-5	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.	<ul style="list-style-type: none"> <li>Develop a calendar for President-hosted engagement events for 2025-2026 academic year.</li> </ul>
	Year 2-3	1.2.3.2 Develop and deliver a mid-plan consultation to gauge campus and community members' input on progress.	<ul style="list-style-type: none"> <li>Develop a report on Action Plan progress as basis of campus and community consultation</li> <li>Conduct consultation sessions with the campus and community to collect feedback on the Action Plan Implementation</li> <li>Review recommendations received from the auditor following the first annual audit</li> <li>Review of the Employee Engagement results linked to the Action Plan Implementation</li> </ul>



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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>1.4.2 Develop audit schedule and process</b> President Senior Executive Team	Year 1-5	1.4.2.1 Develop audit schedule and process to support annual audits	<ul style="list-style-type: none"> <li>The audit of the Year 0 and Year 1 Action Plan implementation will be conducted in accordance with the schedule defined in the UPEI Action Plan</li> <li>The audit results for Year 0 and Year 1 will be finalized and made available.</li> </ul>
		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	<ul style="list-style-type: none"> <li>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</li> </ul>
		1.4.2.3 Align internal resources needs to support the audit	<ul style="list-style-type: none"> <li>University to enter into agreement with selected auditor</li> <li>Program Manager will work with auditors to ensure access to university resources as required.</li> </ul>
<b>1.4.3 Assign annual audits and receive results</b> President Board of Governors	Year 2-5	1.4.3.1 Carry out annual audits (aligned with UPEI fiscal year) based on audit schedule	<ul style="list-style-type: none"> <li>Conduct an audit of the Year 0 implementation of the Action Plan</li> <li>Conduct an audit of the Year 1 implementation of the Action Plan</li> </ul>



		1.4.3.2 Make the audit results public	<ul style="list-style-type: none"> <li>The audit results will be posted to the UPEI external website</li> <li>A Town Hall, open to staff, faculty and students, will be held to review the audit results</li> <li>The audit results will be provided to the Province of PEI</li> <li>The audit results will be presented to the Board of Governors</li> </ul>
		1.4.3.3 Conduct the first audit following the completion of Year 1 and thereafter annually	<ul style="list-style-type: none"> <li>Conduct an audit of the Year 0 implementation of the Action Plan</li> <li>Conduct an audit of the Year 1 implementation of the Action Plan</li> </ul>

## 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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>2.2.4 Increase Board oversight</b> Board of Governors President	Year 0-2	2.2.4.3 Enhance Board Training	<ul style="list-style-type: none"> <li>Provide training in accordance with the 2024-2026 Board Training Plan</li> <li>Provide opportunities for Board training participants to provide feedback on training</li> </ul>

<b>2.2.5 New reporting mechanisms to inform the Board</b> Board of Governors President VP People and Culture	Year 1-2	<b>2.2.5.2</b> Develop process to inform the Campus Culture Oversight Committee if areas within UPEI demonstrate concerning trends of harassment or discrimination	<ul style="list-style-type: none"> <li>• Develop a method of tracking concerning trends of harassment or discrimination</li> <li>• Develop a mechanism for reporting concerning trends of harassment or discrimination</li> </ul>
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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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>2.3.1 Develop orientation and training materials</b> Board of Governors Senate	Year 1-2	2.3.1.1 Provide training on governance and other relevant expertise to the Board and Senate	<ul style="list-style-type: none"> <li>• Offer annual governance training to members of the Board of Governors and Senate</li> </ul>
		2.3.1.2 Provide EDI training to the Board and Senate	<ul style="list-style-type: none"> <li>• Offer annual EDI training to members of the Board of Governors and Senate</li> </ul>
<b>2.3.2 Develop training schedule and tracking process</b> Board of Governors Senate	Year 1-2	2.3.2.1 Identify institutional resources to support the development of training programs and related materials	<ul style="list-style-type: none"> <li>• As part of the development of the Senate Training Plan, identify internal resources to support training</li> </ul>
		2.3.2.2 Develop a training plan for Board of Governors and Senate	<ul style="list-style-type: none"> <li>• Develop a Senate Training Plan</li> </ul>
		2.3.2.3 Develop a process to track training participation of those in governance-related roles	<ul style="list-style-type: none"> <li>• Track Senate training event attendance</li> </ul>



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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>2.4.1 Develop training program for UPEI leaders</b> President VP People and Culture	Year 2	2.4.1.3 Develop a leadership training strategy	<ul style="list-style-type: none"> <li>Review report and recommendations from external consultant</li> <li>Consider leadership training program structure and curriculum</li> <li>Outline resource requirements for delivery of leadership training program</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>2.5.1 Develop training program for UPEI academic administrators</b> President VP Academic and Research	Year 1-2	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	<ul style="list-style-type: none"> <li>Deliver Leadership Development Program (LDP) for academic administrators</li> <li>Hold Annual Workshop (AW) for Chairs/Deans including faculty reviews, EDI training and sessional hiring</li> </ul>

		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	<ul style="list-style-type: none"> <li>• Within Leadership Development Program, deliver training on leadership skills for fostering a healthy workplace</li> <li>• Within the scope of the Annual Workshop, include topics that foster a healthy workplace</li> </ul>
		2.5.1.3	Use program-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	<ul style="list-style-type: none"> <li>• Within Leadership Development Program, deliver training on leadership skills for fostering a healthy workplace</li> <li>• Within the scope of the Annual Workshop, include topics that foster a healthy workplace</li> </ul>
<b>2.5.2</b> <b>Develop training schedule and tracking process</b> VP Academic and Research	Year 1-2	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	<ul style="list-style-type: none"> <li>• Hold a Leadership Development Workshop with topics including conflict management, legal hiring practices, change management, and healthy, inclusive workplaces.</li> <li>• Hold an Annual Workshop, as per Article E1.4.8 of the Collective Agreement</li> </ul>
		2.5.2.2	Build, through the ongoing process of tracking, a community of colleagues with shared interests and common goals in effective leadership	<ul style="list-style-type: none"> <li>• Canvas leadership interest and goals of academic administrators</li> </ul>



### GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>3.1.1 Culture of listening for students</b> President VP Academic and Research VP Administration and Finance	Year 1-3	3.1.1.1 Ensure Student Union Executive 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	<ul style="list-style-type: none"> <li>• Invite Student Union Executives to September Vice President People and Culture direct reports meeting</li> <li>• Invite Graduate Student Association Executives to September Vice President People and Culture direct reports meeting</li> <li>• Invite Student Union and Graduate Student Association executives to Deans Council to discuss academic structures</li> <li>• Invite Student Union and Graduate Student Association to Academic and Research Leadership council (directors and admin units) to discuss academic structures.</li> <li>• Invite Student Union Executives to September Vice-President Administration and Finance direct reports meeting</li> <li>• Invite Graduate Student Association Executives to September Vice-President Administration and Finance direct reports meeting</li> </ul>

		3.1.1.2	Increase the institutional capacity for student focused data collection and analysis of resulting data to provide insight on student experiences, inform initiatives that address student issues, and help assess outcomes.	<ul style="list-style-type: none"> <li>• Report student survey results to UPEI community.</li> <li>• Collect and analyze data from student-based surveys and focus groups</li> </ul>
		3.1.1.3	Seek meaningful feedback from students as to their experience through questions such as inclusive and intercultural learning, perceptions of institutional values and commitment to EDI, and diversity-related programming	<ul style="list-style-type: none"> <li>• Conduct a student survey that focuses on identifying student sense of belonging</li> <li>• Conduct student focus groups with students to capture feedback on the student experience and to identify student's connection to UPEI.</li> </ul>
		3.1.1.4	Develop an integrated system that seeks student feedback and builds initiatives to support student success through follow-up planning, student engagement, and actions arising from student surveys	<ul style="list-style-type: none"> <li>• Develop student survey that focuses on identifying student sense of belonging.</li> <li>• Report student survey results to UPEI community.</li> <li>• Collect and analyze data from student-based surveys and focus groups</li> </ul>
<b>3.1.2</b>	<b>Culture of listening for employees</b> President VP People and Culture	Year 2	3.1.2.3	<p>Establish accessible channels to provide confidential feedback on safety, sexual violence, and harassment and discrimination</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The EDI and Human Rights Office to be assigned responsibility for the administration of harassment and discrimination disclosures.</li> </ul>



			<ul style="list-style-type: none"> <li>Continue to offer services through the Sexual Violence Prevention and Response Office to receive disclosures of sexual violence.</li> <li>Include information about disclosing harassment and discrimination in the Support Resources section of the UPEI Safe app.</li> </ul>
		3.1.2.4 Regularly seek employee feedback through surveys	<ul style="list-style-type: none"> <li>Implement an Exit Interview Survey</li> <li>Annually conduct an Employee Engagement Survey</li> </ul>
<b>3.1.3 Foster a culture of listening for the UPEI Community</b> Chair, Board of Governors President	Year 0-5	3.1.3.1 Coordinate with campus partners to foster a campus culture built on a commitment to listening and idea sharing	<ul style="list-style-type: none"> <li>Continue to create pathways for input, consultation and report back</li> <li>Continue to assess effectiveness of pathways</li> <li>Continue to reflect on feedback and ideas</li> </ul>
		3.1.3.2 Listen to individuals who have suffered harm at the University to learn from their experiences as a way of fostering reconciliation	<ul style="list-style-type: none"> <li>Continue to invite and receive input from those who suffered harm as laid out in the RT report</li> </ul>
		3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	<ul style="list-style-type: none"> <li>Develop means of effectively connecting with Indigenous members of UPEI</li> </ul>
<b>3.1.4 Performance reviews and campus feedback</b> Board of Governors	Year 2-5	3.1.4.3 President to implement 360-degree performance reviews of Senior Executive Team	<ul style="list-style-type: none"> <li>Complete performance review process for Vice President Academic and Research</li> </ul>

President Senior Executive Team		3.1.4.4	Senior Executive Team to ensure performance reviews of Deans, Directors, and Managers are carried out	<ul style="list-style-type: none"> <li>Senior Executive Team to participate in consultation with Human Resources department regarding the development of a performance evaluation program and associated accountability framework</li> </ul>
		3.1.4.5	Following their first year of service, implement annual 360-degree performance review of President	<ul style="list-style-type: none"> <li>Conduct a process to obtain feedback on the President's performance</li> </ul>
<b>3.1.5</b> <b>Improve feedback processes</b> VP People and Culture	Year 2	3.1.5.3	Conduct employee engagement survey	<ul style="list-style-type: none"> <li>Conduct an Employee Engagement Survey</li> </ul>
		3.1.5.4	Establish accessible channels to provide confidential feedback on safety, sexual violence, and harassment and discrimination	<ul style="list-style-type: none"> <li>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.</li> <li>The EDI and Human Rights Office to be assigned responsibility for the administration of harassment and discrimination disclosures.</li> <li>Continue to offer services through the Sexual Violence Prevention and Response Office to receive disclosures of sexual violence.</li> <li>Include information about disclosing harassment and discrimination in the Support Resources section of the UPEI Safe app.</li> </ul>



<b>3.1.6</b> Exit interviews VP People and Culture	Year 2	3.1.6.4 Implement exit interview process and reporting	<ul style="list-style-type: none"> <li>• Develop a communications plan for the implementation of the exit interview process</li> <li>• Conduct training for leaders on the exit interview process</li> <li>• Implement the exit interview process as per the guidelines developed</li> </ul>
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### GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
<b>3.2.1</b> Employee Engagement VP People and Culture Senior Executive Team	Year 2	3.2.1.6 Implement employee engagement survey	<ul style="list-style-type: none"> <li>• Conduct an Employee Engagement Survey</li> </ul>
		3.2.1.7 Commence employee engagement initiatives	<ul style="list-style-type: none"> <li>• Develop a document outlining a plan for engagement initiatives</li> <li>• Begin the implementation of the plan for engagement initiatives</li> </ul>
<b>3.2.2</b> Development opportunities for employees VP People and Culture VP Academic and Research	Year 1-5	3.2.2.1 Provide staff with enhanced opportunities for training and skills building	<ul style="list-style-type: none"> <li>• Conduct a scan of training and learning practices in post-secondary</li> <li>• Conduct a survey to understand training and skill needs</li> <li>• Review performance evaluation process to align with learning, training and skill development</li> </ul>

		3.2.2.2	Enhance faculty development opportunities in teaching and research through the Teaching and Learning Centre and Office of Research Services	<ul style="list-style-type: none"><li>• Communicate fall and winter semester Lunch and Learn PD sessions</li><li>• Implement Graduate Supervisors Training Program</li><li>• Create a schedule of ongoing faculty development activities</li><li>• Deliver workshops to support the development of Teaching Philosophies, EDI philosophy statements and Teaching Dossiers.</li><li>• Include EDI training and Graduate Supervision training sessions in orientation sessions for new faculty, librarians, CNIs and clinical vet professionals</li><li>• Commence implementation of Faculty Development Program plan.</li><li>• Continue TriAgency grant review and writing support</li></ul>	
3.2.3	Review staff classification system VP People and Culture	Year 2	3.2.3.1	Examine the staff classification system with the objective of ensuring that all positions are consistently evaluated and properly classified	<ul style="list-style-type: none"><li>• Develop a plan to review the classification system</li></ul>
3.2.4	Enhance open dialogue President Senior Executive Team	Year 0-5	3.2.4.1	Continue opportunities for campus members to speak about their experiences, provide input, and share ideas, including with the President and Senior Executive Team	<ul style="list-style-type: none"><li>• Develop a calendar for President-hosted engagement events for 2025-2026 academic year.</li></ul>

<b>3.2.5 Communicate supports and resources</b> VP People and Culture	Year 1-5	3.2.5.1 Promote information about supports for campus members in relation to health and wellbeing	<ul style="list-style-type: none"> <li>Collect information about available supports for campus members in relation to health and wellbeing.</li> </ul>
		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	<ul style="list-style-type: none"> <li>Continue to share information about the implementation of new supports and services through outlets such as: Campus Notices, Campus Connector, department emails, campus wide emails, social media, or myUPEI EDI site and/or main EDI UPEI webpage</li> </ul>

### GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>3.3.2 Review campus safety infrastructure</b> VP Administration and Finance	Year 2-3	3.3.2.3 Review campus safety infrastructure (e.g., lighting, safety poles, and security cameras)	<ul style="list-style-type: none"> <li>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.</li> <li>Security Services will develop a plan to begin implementing the upgrades.</li> </ul>
		3.3.2.4 Review the Campus Accessibility Audit to determine and plan for needs	<ul style="list-style-type: none"> <li>Conduct a review of the UPEI 2019 Internal Audit Report on Campus Accessibility to identify priorities for accessibility improvements to infrastructure.</li> </ul>



		3.3.2.5 Enhance campus safety supports such as UPEI SAFE app	<ul style="list-style-type: none"> <li>• The Health, Safety and Environment office will promote new and updated safety information to the Health, Safety and Environment intranet site.</li> <li>• Promote training sessions for students and employees that promote and educate on health and safety OHS requirements and reporting methods</li> <li>• The Health, Safety and Environment office will provide more communication about updates to safety information including emergency response, reporting, working alone and support resources.</li> </ul>
<b>3.3.3 Provide sexual violence and EDI training for Security Services</b> VP People and Culture VP Administration and Finance	Year 2	3.3.3.1 Provide sexual violence and EDI training to Security Services staff on an annual basis	<ul style="list-style-type: none"> <li>• EDI &amp; Human Rights Department will deliver training on responding to disclosures of sexual violence.</li> <li>• EDI &amp; Human Rights Department will deliver training on active listening, microaggressions, and cultural differences.</li> </ul>
		3.3.3.2 SVPRO to provide training on trauma-informed approaches to receiving disclosures to Security Services staff	<ul style="list-style-type: none"> <li>• The UPEI Sexual Violence Prevention and Response office will provide training options including information about trauma-informed approaches to receiving disclosures</li> <li>• Deliver training which includes information about trauma-informed approaches to receiving disclosures to the Security Services division.</li> </ul>

### GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>3.4.1 Communicate behavioural obligations</b> President Senior Executive Team	Year 1-5	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	<ul style="list-style-type: none"> <li>Identify defined behavioral obligations, as of April 2025.</li> <li>Develop a communications strategy for the defined behavioral obligations and limitations.</li> </ul>
		3.4.2.1 Put in place the resources needed to support and develop training opportunities, related to building inclusive environments; consider topics such as anti-racism, anti-oppression, unconscious bias, microaggressions, cultural differences, sexual violence including gender-based violence, and harassment and discrimination	<ul style="list-style-type: none"> <li>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</li> </ul>
		3.4.2.2 Ensure training has equity, diversity and inclusion lens	<ul style="list-style-type: none"> <li>Develop an institutional approach to incorporating EDI into training</li> </ul>
<b>3.4.2 Develop on-campus awareness</b> President Senior Executive Team	Year 2-4	3.4.2.3 Use a trauma-informed approach to the delivery of training on difficult subjects	<ul style="list-style-type: none"> <li>Review and update EDI and SVPRO training modules to ensure the language and content are trauma-informed</li> <li>Review and record the research on best practices in trauma informed communication in training in educational settings</li> </ul>

		3.4.2.4 Consult subject-matter experts for specific and targeted themes and messages	<ul style="list-style-type: none"> <li>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, Pride PEI, Women's Network, Resource Abilities, PEIRSAC, etc.</li> <li>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</li> </ul>
		3.4.2.5 Ensure there is capacity to respond to the increased need for supports and reporting because of awareness program efforts	<ul style="list-style-type: none"> <li>Begin the practice of intaking harassment and discrimination complaints on campus through the EDI &amp; Human Rights Department</li> <li>Monitor statistics relating to sexual violence and harassment and discrimination complaints, and report increases to the Vice President People and Culture, President and Board of Governors.</li> </ul>
		3.4.2.6 Provide in-person and on-demand training related to building inclusive environments	<ul style="list-style-type: none"> <li>Deliver in-person training, at least once, for faculty hiring committees</li> <li>Deliver in-person training, at least once, for staff hiring committees</li> <li>Create online (on-demand) versions of hiring committee training programs for both faculty and staff hiring committees</li> </ul>

			<ul style="list-style-type: none"> <li>Update workshop offerings and descriptions currently listed on the EDIHR intranet site.</li> </ul>
		3.4.2.7 Provide mechanisms through which campus community members can request training on specific issues	<ul style="list-style-type: none"> <li>Create an EDI training request form accessible to staff and faculty</li> <li>Advertise the EDI training request form across campus through social media, Campus Notices, and emails</li> <li>Communicate opportunities for in-person hiring committee training sessions</li> </ul>

### GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>3.5.1 Enhance transparency and information sharing</b> Board of Governors President	Year 1-2	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	<ul style="list-style-type: none"> <li>Identify conventions for reporting governance decisions in post-secondary institutions.</li> </ul>
	Year 2	3.5.1.3 Review and update in-camera guidelines, to ensure completeness of process	<ul style="list-style-type: none"> <li>Review and update in-camera guidelines for the Board of Governors and Senate</li> </ul>
<b>3.5.3 Improve information sharing</b> President Senior Executive Team	Year 2-5	3.5.3.1 Encourage all departments to make more information accessible about common processes	<ul style="list-style-type: none"> <li>Develop guidelines for internal communication of common processes</li> </ul>



<b>3.5.4 Build opportunities for input and participation</b> President Senior Executive Team	Year 1-5	3.5.4.1 Enhance information sharing about campus initiatives	<ul style="list-style-type: none"> <li>Develop a calendar for President hosted engagement events, for the 2025-26 academic year.</li> </ul>
		3.5.4.2 Provide information to campus on opportunities to take part in planning and idea sharing	<ul style="list-style-type: none"> <li>Provide information and invitations to the university community for opportunities to take part in planning and idea sharing</li> </ul>
<b>3.5.5 Improve Campus Communications</b> President	Year 2	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	<ul style="list-style-type: none"> <li>Issue RFP to secure service provider to determine communication needs and a strategy to address needs.</li> </ul>

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

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

<b>ADDRESSING ISSUES AND RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>SUPPORTING ACTIONS</b>	<b>IMPLEMENTATION ACTIVITES</b>
<b>4.1.1 Create a new EDI and Human Rights department</b> President VP People and Culture	Year 2	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 interest and other serious issues	<ul style="list-style-type: none"> <li>Develop a protocol for the Director of EDI &amp; Human Rights to report on concerning trends and patterns with respect to sexual violence and harassment and discrimination.</li> <li>Advise the President, Chair of the Board of Governors, and Director of EDI and Human Rights that the protocol is active, and protocol pathway is available.</li> </ul>

<b>4.12 Increase staff capacity in EDI, human rights, and sexual violence prevention</b> President VP People and Culture	Year 2	4.1.2.7 Work with campus partners to cultivate a focus on prevention and awareness	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>4.1.3 Administer Harassment and Discrimination Policy</b> VP People and Culture	Year 1-2	4.1.3.1 The EDI and Human Rights Department will be responsible for the intake and administration of the new Harassment and Discrimination Policy (once developed)	<ul style="list-style-type: none"> <li>The EDI and Human Rights Department will be responsible for the intake and administration of the new Harassment and Discrimination Policy (once developed)</li> </ul>
		4.1.3.2 Create a new position, Human Rights and Equity Advisor, for the intake and administration of the new Harassment and Discrimination Policy	<ul style="list-style-type: none"> <li>Human Rights and Equity Advisor and Human Rights Early Resolution Specialist to be assigned responsibility for administration of harassment and discrimination disclosures.</li> </ul>
		4.1.3.3 Communicate to the campus community that the EDI and Human Rights Department is the intake location for harassment, discrimination, and sexual violence reports and complaints	<ul style="list-style-type: none"> <li>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.</li> </ul>
		4.1.3.4 Use a variety of external investigators	<ul style="list-style-type: none"> <li>Engage in a process to develop a list of external investigators for future use.</li> </ul>
		4.1.3.5 Ensure investigations are procedurally fair	<ul style="list-style-type: none"> <li>Select investigators who have received training on procedural fairness</li> </ul>
		4.1.3.6 Provide informal resolution services in accordance with the new Harassment and Discrimination Policy	<ul style="list-style-type: none"> <li>Offer appropriate resolution services in accordance with the new Harassment and Discrimination Policy.</li> </ul>

<b>4.1.4 Develop and deliver training</b> President Senior Executive Team	Year 2-3	4.1.4.9	Continue to review established best practices and research to inform the training offered	<ul style="list-style-type: none"> <li>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.</li> </ul>
		4.1.4.10	Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<ul style="list-style-type: none"> <li>Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty and staff.</li> <li>For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email.</li> <li>For new staff, completion of the course will be added as a requirement of the Supervisor's Orientation Checklist</li> </ul>
<b>4.1.5 Leverage feedback and data to inform decision making</b> VP People and Culture	Year 2	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	<ul style="list-style-type: none"> <li>Collect information from underrepresented and marginalized students, staff, and faculty to gather their views on initiatives for the EDI &amp; Human Rights department, including on EDI, sexual violence prevention and response, and harassment and discrimination.</li> </ul>
<b>4.1.6 Cross-departmental communication to improve supports and services</b> VP People and Culture VP Academic and Research	Year 1-3	4.1.6.1	Work collaboratively with campus partners who provide services to underrepresented or marginalized groups including International Student Office, Accessibility Services, and Student Affairs	<ul style="list-style-type: none"> <li>EDI and Human Rights department will continue to meet with representatives from campus partners who serve underrepresented or marginalized groups on campus, including the International Student Office, Accessibility Services, and Student Affairs.</li> </ul>

VP Administration and Finance			<ul style="list-style-type: none"> <li>Develop a plan for a collaborative project between EDI &amp; Human Rights and campus partners addressing the awareness and prevention of discrimination, harm, and gender-based violence.</li> </ul>
	4.1.6.2	Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available	<ul style="list-style-type: none"> <li>Consult with representatives of faculty and staff unions on campus regarding accommodations processes.</li> <li>Review and finalize an accommodation procedure for faculty and staff.</li> <li>Make information about the accommodation procedure accessible to faculty and staff</li> <li>Share information about the accommodation procedure on the HR myUPEI, and EDIHR myUPEI.</li> <li>Provide learning opportunities for campus community members regarding the accommodations procedure.</li> </ul>
	4.1.6.4	Coordinate processes of student-related investigations among the offices of SVPRO and supports within Students Affairs	<ul style="list-style-type: none"> <li>Continue to have the Sexual Violence Response Team meet to coordinate student-related investigations and supports related to sexual violence matters.</li> <li>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.</li> </ul>



		4.1.6.5	Formalize cross-departmental coordination in relation to harassment, discrimination, racism, or sexual violence	<ul style="list-style-type: none"> <li>Following the implementation of a new harassment and discrimination policy, 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.</li> <li>Continue to have the Sexual Violence Response Team meet to coordinate student-related investigations and supports related to sexual violence matters.</li> </ul>
		4.1.6.6	Work collaboratively with Deans/Associate Deans to provide advice and guidance on EDI initiatives led by/within Faculties.	<ul style="list-style-type: none"> <li>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.</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
4.2.1 Create NDA policy Board of Governors President	Year 2	4.2.1.4 Provide training on Non-disclosure Agreements Act and new policy to Board of Governors, Senior Executive Team, and Deans	<ul style="list-style-type: none"> <li>Arrange training for the Board of Governors, Senate and Senior Executive Team.</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>4.3.1 Replace the Fair Treatment Policy</b> Board of Governors President Senior Executive Team	Year 1-2	4.3.1.3 Replace the Fair Treatment Policy with a comprehensive Harassment and Discrimination Policy that covers all campus members and reflects the new structure of the EDI and Human Rights Department	<ul style="list-style-type: none"> <li>Pass the new Harassment and Discrimination Policy through the Board of Governors.</li> </ul>
		4.3.1.4 Ensure the new policy incorporates all recommendations of the UPEI Review	<ul style="list-style-type: none"> <li>Policy will incorporate all recommendations of the UPEI review at time of approval by Board of Governors.</li> </ul>
		4.3.1.5 Ensure the new policy reflects feedback from survivors of harm at the University	<ul style="list-style-type: none"> <li>Survivors of harm are invited to provide feedback through their preferred conduit.</li> </ul>
		4.3.1.6 Ensure the policy is trauma-informed and procedurally fair	<ul style="list-style-type: none"> <li>Policy reviewed by expert in trauma informed procedure.</li> </ul>
		4.3.1.7 Ensure the new policy aligns with legislative requirements, such as PEI Occupational Health and Safety Act and Employment Standards Act	<ul style="list-style-type: none"> <li>Policy reviewed by experts re: legislative requirements; PEI Occupational Health and Safety Act; Employment Standards Act.</li> </ul>

<b>4.3.2 Communicate policy to campus</b> President VP People and Culture	Year 2	4.3.2.2 Create materials to communicate the policy to UPEI community in easy-to-understand language	<ul style="list-style-type: none"> <li>Develop method and materials of ensuring easy-to understand policy and materials</li> </ul>
		4.3.2.3 Develop and deliver training on the new policy	<ul style="list-style-type: none"> <li>Develop training on the new Harassment and Discrimination Policy</li> <li>Begin offering training on the new Harassment and Discrimination Policy</li> <li>Begin relevant partnership development to ensure training on new Harassment and Discrimination Policy.</li> </ul>

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITES
<b>4.4.2 Implement the new Sexual Violence Policy</b> Board of Governors President	Year 1-2	4.4.2.2 Communicate the new policy in a timely manner	<ul style="list-style-type: none"> <li>Send campus wide communication regarding the new Sexual Violence Policy</li> </ul>
		4.4.2.3 Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy	<ul style="list-style-type: none"> <li>Once the revised Sexual Violence Policy is enacted, arrange training for the Board of Governors, Senate and Senior Executive Team</li> </ul>
		4.4.2.4 Make the piloted Sexual Violence Response Team permanent and finalize terms of reference	<ul style="list-style-type: none"> <li>Finalize the terms of reference for the Sexual Violence Response Team.</li> </ul>

		4.4.2.5	Strengthen and clarify pathway for respondent support	<ul style="list-style-type: none"> <li>Develop new communication materials discussing the respondent support available.</li> </ul>
		4.4.2.6	Whenever possible, provide advance notice of delivery of investigation results to the parties	<ul style="list-style-type: none"> <li>Following the implementation of the new Sexual Violence Policy, develop a process which includes providing notice of advance delivery of investigation results to the parties whenever possible.</li> </ul>
		4.4.2.7	Provide investigation results to the respondent's internal support provider	<ul style="list-style-type: none"> <li>Develop a process addressing how a support provider would be provided with investigation results, with Respondent's consent.</li> </ul>
<b>4.4.3</b>	<b>Communicate the policy to campus</b> President VP People and Culture	4.4.3.2	Create materials to communicate the policy to UPEI community in easy-to-understand language	<ul style="list-style-type: none"> <li>Create materials to communicate the policy in easy-to-understand language</li> </ul>
		4.4.3.3	Develop and deliver training on the new policy	<ul style="list-style-type: none"> <li>Develop training on the new Sexual Violence Policy</li> <li>Begin offering training on the new Sexual Violence Policy</li> </ul>
<b>4.4.4</b>	<b>Implement mandatory sexual violence training for all campus members</b> President Senior Executive Team	4.4.4.4	Make the online Preventing Sexualized Violence course mandatory for all faculty and staff	<ul style="list-style-type: none"> <li>Communicate that the online Preventing Sexualized Violence non-credit course is mandatory for all new faculty and staff.</li> <li>For new term faculty or tenure track faculty appointments this requirement will be included in the welcome email.</li> </ul>



			<ul style="list-style-type: none"> <li>For new staff, completion of the course will be added as a requirement of the Supervisor's Orientation Checklist.</li> </ul>
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## **GOAL 4 PUT IN PLACE NEW POLICIES AND PROCESSES THAT FOCUS ON PREVENTING AND ADDRESSING DISCRIMINATION, HARM AND VIOLENCE**

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

<b>ADDRESSING ISSUES AND RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>SUPPORTING ACTIONS</b>	<b>IMPLEMENTATION ACTIVITES</b>
<b>4.5.1 Establish anonymous and confidential feedback channels regarding violence, sexual violence, harassment, and discrimination</b> President Senior Executive Team	Year 2-3	4.5.1.1 Include an explanation of how anonymous and third-party reports will be handled under the new Sexual Violence Policy, Harassment and Discrimination Policy, and updated Violence Prevention Policy	<ul style="list-style-type: none"> <li>Establish and explain pathways and mechanisms for anonymous and third-party reports through Sexual Violence Policy, Discrimination and Harassment Policy.</li> </ul>
		4.5.1.2 Collect information on electronic reporting and tracking tools	<ul style="list-style-type: none"> <li>Collect information on electronic reporting and tracking tools which could be utilized for tracking reports and incidents of violence, sexual violence, harassment, and/or discrimination.</li> </ul>
<b>4.5.2 Respond respectfully to those who report issues regarding violence, sexual violence, harassment, and discrimination</b> President	Year 0-5	4.5.2.1 Review processes regarding violence, sexual violence, harassment, and discrimination to ensure they are designed reflecting principles of safety and respect	<ul style="list-style-type: none"> <li>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.</li> <li>Identify current principles of safety and respect in the development of new processes regarding</li> </ul>

Senior Executive Team			<p>harassment and discrimination following the implementation of the new Harassment and Discrimination Policy.</p> <ul style="list-style-type: none"> <li>• Following the implementation of the new Sexual Violence Policy and the new Harassment and Discrimination Policy, 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 manners.</li> <li>• 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.</li> </ul>
	4.5.2.2	Create pathways for sexual violence or harassment and discrimination disclosures and complaints that are clear	<ul style="list-style-type: none"> <li>• Update website with information about the new disclosure process under new Sexual Violence Policy.</li> <li>• Update website with information about the new disclosure process under the new Harassment and Discrimination Policy.</li> </ul>





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