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

IMPLEMENTATION PLANS–YEAR 0 AND YEAR 1

UNIVERSITY of Prince Edward ISLAND

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.

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

Dear UPEI Community,

The *University of Prince Edward Island Review (UPEI Review)* was released in June 2023, followed by the *UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion*, in March 2024, and now by the **UPEI Implementation Plan: Building a Culture of Trust, Safety, and Inclusion**. The *Action Plan* directed the University to prepare a comprehensive implementation plan for each year of the action plan that includes the specific activities to be undertaken in that year, stated in an auditable manner, meaning that all activities will be measurable and observable.

The *Action Plan* clearly lays out the office(s) of responsibility for the implementation of each action, the vast majority falling to the Board of Governors, the President, and the vice-presidents of People and Culture, and Academic and Research. The development of the *Implementation Plan* was undertaken by identifying key implementation leads (over 20 individuals) from the units primarily responsible for each of the actions.

The year between June 2023 and July 2024 has been packed with planning and completing Year 0 activities laid out in the *Action Plan*. Every key activity is presented in the *Implementation Plan*.

You will notice that the *Implementation Plan* encompasses 2023–2024, Year 0 of the *Action Plan,* and 2024–2025, Year 1 of the *Action Plan*. The audit will occur in the spring of 2025 and will address both Years 0 and 1 of the *Action Plan*. This was necessary to build some basic human and administrative resources to implement the plan, and address some of the earliest goals. In future, the activities and achievements will be audited annually.

Recognizing the need for continued engagement and consultation around the progress of the *Action Plan* and *Implementation Plan*, new opportunities for discussion and consultation will be forthcoming as part of the rollout of the latter. The *Implementation Plan* will include the review and revision of policies, the development and deploying of training on topics ranging from governance effectiveness to inclusion to anti-racism to sexual violence prevention, and more.

Listening and discussion sessions will continue and develop based on interactions with the UPEI community. These have been in the format of town halls for the most part, and we will explore, consistent with the *Action Plan*, other means of engaging with the UPEI community.

The Board of Governors and the senior leadership remain committed to the University's values, to the full implementation and accountability of the *Action Plan*, and to the overall goal of achieving a culture of trust, safety, and inclusion. It is time to walk the talk of equity, diversity, inclusion and Indigenization and decolonization. It is time to walk the talk of creating a supportive and thriving culture at UPEI. The first steps of this long walk have already been taken. We are sobered by the events that led us to the *UPEI Review* and the *Action Plan* and are committed and excited to engage in the many activities that will make UPEI stronger.

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 six-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. Note the first external audit will comprise years 0 and 1 as the selection of an external auditor is a Year 1 activity.

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 0

The Implementation Plans for the Actions completed in Year 0 of the Action Plan can be found in the tables below.

The implementation activities in Year 0 included hiring a Program Manager for this purpose, who worked collaboratively with senior administrators and other leaders across the University to plan the activities for Actions pertinent to their units and their roles. Year 0 comprised a number of key foundational activities to anchor, structure, and appropriately resource the implementation of the *UPEI Action Plan: Building a culture of trust, safety, and inclusion.*

Table 2. Implementation Plan – Year 1

The Implementation Plan for the Actions committed to in Year 1 of the Action Plan can be found in the tables below.

The Year 1 Implementation Plans were defined, through a collaborative process led by the Program Manager, involving over 20 leaders from across the University in determining the activities for their units for Year 1. 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 1 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 0 (MAY 1, 2023-APRIL 30, 2024)

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.*

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.1 Publicly share the UPEI Review President Chair, Board of Governors	Year 0	1.1.1.1	A copy of the *UPEI Review* has been shared. As noted in the Review, redactions were necessary. Redactions were made strictly to comply with privacy and legal requirements, as recommended by external legal experts.	• Legal counsel provided recommendations to the Board of Governors regarding necessary redactions to the UPEI Review Report. • The Board of Governors approved the final public version of the UPEI Review Report, with necessary redactions. • The Board of Governors officially released the *UPEI Review*, with necessary redactions.
		1.1.1.2	Information in the Review covered feedback that was both current and going back decades. To address this constraint, the Interim President conducted 16 listening sessions with all facets of campus to get contemporaneous information.	• The Interim President led multiple listening sessions to hear from the campus community. • Feedback themes were captured during the listening sessions.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.2 Apologize for harms caused. President Chair, Board of Governors	Year 0	1.1.2.1	An apology was made to UPEI campus members through campus communications, media interviews, and in-person by the Interim President and the Board Chair.	• The Chair of the Board of Governors and Interim President apologized to the campus community through campus communiques and media releases. • The Interim President apologized during the listening sessions. • The Chair of the Board of Governors and Interim President participated in media interviews after the apology was communicated.
		1.1.2.2	The Action Plan contains an explicit apology, which acknowledges harms and the bravery of those who have spoken out, as well as a commitment to action that is signed by the Board Chair and Interim President The apology and acknowledgement are meant to signal a commitment to listen and learn, as a step towards reconciliation.	• An explicit apology, acknowledging harms and the bravery of those who have spoken out, as well as a commitment to action was included in the UPEI Action Plan and signed by the Chair of the Board of Governors and the Interim President.
1.1.3 Provide additional supports to the campus community. President	Year 0	1.1.3.1	In the period following the release of the Review, increased information on UPEI's Employee and Family Assistance Program services and supports was provided and additional in-person on campus counselling supports were provided.	• Employee and Family Assistance Program information, employee-student support information, and additional in-person, on-campus counselling supports were included on a dedicated web page within the Response to Independent Review web pages on upei.ca. • Employee and Family Assistance Program services/supports, and additional counselling supports were communicated in emails sent to faculty, staff, and students about UPEI's response to the UPEI Review Report; emails were posted on the upei.ca website as news updates.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.3 Provide additional supports to the campus community. President	Year 0	1.1.3.2	More information on how to make disclosures and reports of harassment or discrimination regarding senior leaders was shared with campus members.	• Information on how to make disclosures/reports of harassment/discrimination re: senior leaders was included on the dedicated Community Supports web page within Response to Independent Review web pages on upei.ca. • The information on how to make disclosures/reports of harassment/discrimination was communicated in a list serv email to faculty, staff, and students; email was posted on the upei.ca website as a news update; and several Campus Notices were issued.
		1.1.3.3	UPEI will increase staff capacity in SVPRO, EDI Office, and Student Affairs to provide increased levels of support in these areas as identified within the *UPEI Review*.	• A hiring competition for a new Administrative Assistant position in the EDI Office and Sexual Violence Prevention and Response Office was posted. • A hiring competition for a new Director of EDI and Human Rights position in the EDI and Human Rights department was posted. • A hiring competition for a new Human Rights Counsel position in the EDI and Human Rights department was posted. • A hiring competition for a new Manager of Student Culture and Community Standards position in Student Affairs was posted

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.4 Consult campus on addressing harms. Chair, Board of Governors Board of Governors President	Year 0	1.1.4.1	The UPEI Action Plan Advisory Group was formed to provide both a campus and broader community lens for consultation on how best to address harms.	• A Call for Expressions of Interest for participation in the UPEI Action Plan Advisory Group was issued. • The Action Plan Advisory Group was formed in September 2023. The Action Plan Advisory Group was composed of internal and external community stakeholders and led by a third-party facilitator to engage in consultation and provide feedback to help inform the development of the Action Plan to address recommendations outlined in the *UPEI Review*.
		1.1.4.2	The Interim President held townhalls and a series of campus listening sessions	• A schedule was developed and the event logistics for two town halls and 16 campus listening sessions were organized. • The times and locations were communicated to faculty, staff, and students in list serv emails; they were also posted as news updates on upei.ca. • Times and locations were posted on upei.ca Events Calendar and in Campus Notices.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.4 Consult campus on addressing harms. Chair, Board of Governors Board of Governors President	Year 0	1.1.4.3	The Chair of the Board, Board and President have met with survivors who have connected with us so that UPEI can learn from their experiences	• The Chair of the Board of Governors met with survivors to hear about their experience, apologize for the harm they incurred, and seek their advice on how to move forward. • The Interim President met with survivors who expressed an interest in meeting, to hear about their experience, apologize for the harm they incurred, and seek their advice on how to move forward. • Two survivors from 2013 shared their experiences with the Board of Governors. • The apology statement in the draft Action Plan was amended based on feedback from three survivors.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.4 Consult campus on addressing harms. Chair, Board of Governors Board of Governors President	Year 0	1.1.4.4	UPEI leadership maintains communication with other groups and organizations including the UPEI Student Union, the UPEI Alumni Association, and the provincial government.	• The Interim President began meeting regularly in September 2023 with the President of the UPEI Student Union to discuss issues of interest to the UPEI Student Union, including progress on the Action Plan. • The Interim President and Interim Vice-President People and Culture began meeting regularly in August 2023 with the Deputy Minister of Workforce, Advanced Learning and Population, as well as the Director for Higher Education, to discuss progress on the Action Plan. • The Action Plan Advisory Group was formed in September of 2023. The Action Plan Advisory Group membership included four students and two members of the UPEI Alumni Association.
1.1.5 Reinforce oversight and monitoring mechanisms for improved accountability of leaders. President Chair, Board of Governors *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	1.1.5.1	Obtain an external review of Board governance, including a review of processes for recruitment of new Board members	• An external consultant was appointed in January 2024 to conduct the review.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.2.1 Publicly state UPEI's commitment to change and accountability. President Chair, Board of Governors	Year 0	1.2.1.1	The Action Plan contains a public statement committing to accountability and the UPEI Review recommendations, as well as additional components developed through feedback provided by the Action Plan Advisory Group and through campus listening sessions.	• A public statement of accountability and commitment was included in the UPEI Action Plan to address the recommendations of the *UPEI Review*. • Feedback and guidance from the Action Plan Advisory Group were shared in their entirety in Appendix 2 of the UPEI Action Plan. This information was used to inform the plan's goals and action items. The Action Plan Advisory Group consisted of 21 members and a third-party facilitator. Members included UPEI faculty representatives, students, faculty, staff, alumni, and members of the broader community. • Feedback from the UPEI town halls and listening sessions was grouped by themes relating to the main aspects of the *UPEI Review* recommendations. Themes were used to inform the plan's goals and actions items.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
1.2.1 **Publicly state UPEI's commitment to change and accountability.** President Chair, Board of Governors	Year 0	1.2.1.2 Through both the Action Plan Advisory Group and the listening sessions, the University has consulted with the community and used the consultation feedback to inform response to the UPEI Review recommendations within the Action Plan	• Feedback and guidance from the Action Plan Advisory Group were shared in their entirety in Appendix 2 of the UPEI Action Plan. This information was used to inform the plan's goals and action items. The Action Plan Advisory Group consisted of 21 members and a third-party facilitator. Members included UPEI faculty representatives, students, faculty, staff, alumni, and members of the broader community. • Feedback from the UPEI town halls and listening sessions was grouped by themes relating to the main aspects of the *UPEI Review* recommendations. Themes were used to inform the plan's goals and actions items.
1.2.2 **Develop an Advisory Group for input on plan development.** President	Year 0	1.2.2.1 UPEI issued a call for expressions of interest for community members to participate on the Action Plan Advisory Group with goal of broad community representation	• An online form was developed to accept expressions of interest in being a member of the Action Plan Advisory Group. • A message was issued to the campus community and stakeholder organizations and a news release sent to media outlets to promote the call for expressions of interest. • A call for expressions of interest was posted on a dedicated Action Plan Advisory Group page within the Response to Independent Review web pages on upei.ca.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.2.2 **Develop an Advisory Group for input on plan development.** President	Year 0	1.2.2.2	The University used an external facilitator to consult with the Advisory Group to gather feedback and provide guidance to help inform actions.	• An agreement was established with an external facilitator to lead the Action Plan Advisory Group consultation process and perform the following services: support the recruitment of the Action Plan Advisory Group, develop the facilitation plan, facilitate collaborative process for the Action Plan Advisory Group, and draft the feedback framework.
	Year 0	1.2.2.3	Throughout the process, information on the process of the Advisory Group was shared with campus.	• Updates from the Action Plan Advisory Group facilitator were posted on a dedicated page within the Response to Independent Review web pages. • Email updates from the Interim President were issued to the campus community on the progress of the Action Plan Advisory Group.
1.2.3 **Engage in ongoing consultation.** President Senior Executive Team *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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 townhalls and campus listening sessions, as well as new employee and student engagement channels.	• The Interim President held town halls (2 each for students, staff, and faculty) in the 2024 winter semester.

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

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

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.3.1 Use community feedback to inform actions. President Chair, Board of Governors Senior Executive Team	Year 0	1.3.1.1	Utilize feedback from town halls, campus listening sessions and Advisory Group, and consultations with internal and external partners to guide the development of the Action Plan	• Feedback from the UPEI town halls and listening sessions were grouped by themes relating to the main aspects of the *UPEI Review* recommendations. Themes were used to inform the plan's goals and actions items. • Feedback and guidance from the Action Plan Advisory Group were shared in their entirety in Appendix 2 of the UPEI Action Plan. This information was used to inform the plan's goals and action items. The Action Plan Advisory Group consisted of 21 members and a third-party facilitator. Members included UPEI faculty representatives, students, faculty, staff, alumni, and members of the broader community. • The Interim President and Interim Vice-President People and Culture began meeting regularly in August 2023 with the Deputy Minister of Workforce, Advanced Learning and Population, as well as the Director for Higher Education, to discuss progress on the Action Plan.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
1.3.1 Use community feedback to inform actions. President Chair, Board of Governors Senior Executive Team	Year 0	1.3.1.2 Share draft Action Plan publicly for feedback and finalize after consideration of community feedback as well as feedback from the UPEI Senate and Board	• The preliminary draft UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3 to 17, 2024. A survey was provided to gather feedback on the draft. • Survey feedback was reviewed and considered by UPEI's senior leadership. Further revisions were made to finalize plan goals and actions based on their recommendations. • The final version of the UPEI Action Plan was posted to UPEI's website on March 27, 2024, following public consultation of the January 3, 2023, draft and reviews by the Board's Campus Culture Oversight Committee; Board of Governors; Action Plan Advisory Group; and Senate.
1.3.2 Draft Action Plan and share with community. President Chair, Board of Governors Senior Executive Team	Year 0	1.3.2.1 Post the draft Action Plan on the UPEI website in early January 2024	• The preliminary draft of the UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3-17, 2024. A survey was provided to gather feedback on the draft.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.3.2 Draft Action Plan and share with community. President Chair, Board of Governors Senior Executive Team	Year 0	1.3.2.2	Finalize the Action Plan after consideration of the community feedback as well as feedback from the UPEI Senate and Board	• The preliminary draft of the UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3-17, 2024. A survey was provided to gather feedback on the draft. • Survey feedback was reviewed and considered by senior leadership. Further revisions were made to plan goals and actions based on their recommendations. • A revised Action Plan reflecting feedback from the public consultation period was shared and discussed at Board of Governors, Campus Culture Oversight Committee, and Senate meetings. Upon approval of revisions, the Action Plan was finalized.
1.3.3 Identify resources needed for implementation. President Senior Executive Team	Year 0	1.3.3.1	Identify initial human resources and budget needs related to the Action Plan and seek funding support	• A memo to the Government of PEI was prepared and issued, outlining initial human resources and budget needs related to the Action Plan and seeking funding support.
1.3.4 Create a Board of Governors Campus Culture Oversight committee. Board of Governors	Year 0	1.3.4.1	Create Campus Culture Oversight Committee to oversee implementation of Action Plan. This will include receiving annual audit reports on the implementation progress of the Action Plan.	• The Board of Governors approved a Terms of Reference for a new Campus Culture Oversight Committee, which included providing oversight to the implementation of the Action Plan and receiving annual audit reports on the progress of the implementation of the Action Plan.

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*

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
2.1.1 Develop and share full job description for President and Vice-Chancellor position. Presidential Search Committee	Year 0	2.1.1.1 Build the need to champion work on culture improvements (as outlined in the UPEI Review) within the job description for the next President.	• Championing the work on culture improvements is included in the University President's job description.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES

2.1.1 Develop and share full job description for President and Vice-Chancellor position.
 	
Presidential Search Committee
	Year 0	2.1.1.2	Build the following components into the selection criteria for the next President:
			• Commitment to equity, diversity, and inclusion
			• Deep understanding of workplace fairness and harassment
			• Track record of success in implementation of projects to advance EDI in meaningful ways.
			• Commitment to reconciliation and Indigenization
			• Organizational change experience and desire to champion change
			• Ethics, transparency, and integrity
				• The following components were built into the selection criteria for the next President:
				  • commitment to equity, diversity, and inclusion
				  • deep understanding of workplace fairness and harassment
				  • track record of success in implementation of projects to advance EDI in meaningful ways
				  • commitment to reconciliation and Indigenization
				  • organizational change experience and desire to champion change
				  • ethics, transparency, and integrity

		2.1.1.3	Post a detailed job description on the UPEI website for full transparency.	• A detailed job description for the position of President was posted on the UPEI website.
2.1.2 Presidential search communications Chair, Presidential Search Committee *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	2.1.2.1	Communicate information and updates regularly about the selection process to the campus community	• A communications approach was developed regarding the presidential search, including web page structure. • Web pages dedicated to the search process were published. • Messages (15) were issued via listserv email systems, posted on news page of upei.ca, and tagged to presidential search website at each of six phases of process: planning, consultation, candidate search, candidate assessment, interview, announcement.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.1.3 Candidate presentations Chair, Presidential Search Committee	Year 0	2.1.3.1	Provide the campus community with feedback opportunities, which will include campus presentations for shortlisted candidates	• Campus community members were invited to fireside chats with the three finalist candidates and the Chair of the Board of Governors. • Campus community members were offered the opportunity to provide anonymous feedback on the three finalist candidates.
		2.1.3.2	Provide campus members the opportunity to give anonymous feedback on shortlisted candidates	• Campus community members were offered the opportunity to provide anonymous feedback on the three finalist candidates.
2.1.4 Candidate response to UPEI Review Presidential Search Committee	Year 0	2.1.4.1	Require shortlisted candidates to provide a response to the UPEI Review recommendations	• Short-listed presidential candidates were required to provide a response to the UPEI Review recommendations as part of the interview process.
		2.1.4.2	Require shortlisted candidates to provide a response to the draft Action Plan	• Short-listed presidential candidates were required to provide a response to the UPEI Draft Action Plan recommendations as part of the interview process.
2.1.5 Vetting candidates Presidential Search Committee	Year 0	2.1.5.1	Ensure that the next President has been adequately vetted	• Background checks were completed on the three finalist candidates. • A UPEI faculty member, who was also a member of the search committee, reviewed the scholarship for the three finalist candidates.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
2.2.1 Fill Board of Governors' vacancies Board of Governors	Year 0	2.2.1.1 Adopt good governance practices to ensure board policies, practices, and recruitment creates conditions aimed at increasing Board diversity.	• A skills matrix and representation survey were developed to assess current skill, background, and representation on the Board of Governors. • Skills and representation on the Board of Governors was assessed using the skills matrix and representation surveys. • Skill and representation gaps among Board of Governors membership were identified • An advertisement for applicants to the Board of Governors was posted, requesting demographics information. • Board of Governors candidates who addressed skill and representation gaps were identified. • All Board of Governors members were offered Equity, Diversity, and Inclusion training.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.2.1 Fill Board of Governors' vacancies Board of Governors	Year 0	2.2.1.2	Inform Board-member-appointing bodies of skill, demographic, and experience gaps	• Informed provincial representatives of skill and representation gaps. • Faculty was informed of representation gaps prior to conducting their election for new Board of Governors representatives. • The Alumni Association was informed of skill and representation gaps, prior to their election of a new Board of Governors representative. *Some implementation activities, relating to this Action, were continued in the Implementation Plan for Year 1
2.2.2 Develop skills matrix for competencies and representation. Board of Governors President	Year 0	2.2.2.1	Use the newly developed skills matrix to ensure a balanced representation of skills, expertise (including EDI), experience, demographics (including race, gender, and age), and other relevant considerations in relation to the composition of the Board of Governors.	• Skills and representation on the Board of Governors were assessed using the skills matrix, which includes a representation survey. • Skill and representation gaps were identified among Board of Governors membership. • Candidates with backgrounds that addressed skill and/or representation gaps were recommended for appointment to the Board of Governors. *Some implementation activities, relating to this Action, were continued in the Implementation Plan for Year 1

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.2.2 Develop skills matrix for competencies and representation. Board of Governors President	Year 0	2.2.2.2	Make the Board recruitment process for UPEI Board appointments more transparent by making it public, and publicizing the opportunity	• An advertisement for applicants to the Board of Governors was publicly posted, detailing the process to apply. • New Board of Governors members were publicly announced.
2.2.3 Review Board Governance Board of Governors *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	2.2.3.1	Obtain an external review on Board governance	• An external consultant was appointed in January 2024 to conduct the review.
		2.2.3.2	Make changes in board procedures resulting from the review recommendations public	• An external review of board governance was initiated.
2.2.4 Increase Board oversight. Board of Governors President *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-2	2.2.4.1	Review Terms of Reference of Board Standing Committees to ensure that Board oversight responsibilities are adequately met	• The Internal Auditor conducted an internal review of the terms of reference for the Board of Governors standing committees. • The Board of Governors reviewed and approved revised terms of reference for Board of Governors committees. • An external consultant was contracted to conduct a Governance Review, which included reviewing the revised terms of reference for standing committees.
		2.2.4.2	Create a Campus Culture Oversight Committee of the Board to oversee implementation of the UPEI Action Plan and EDI Strategy progress monitoring	• A new Campus Culture Oversight Committee of the Board of Governors was established, which includes responsibility for oversight of the UPEI Action Plan.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
2.2.4 Increase Board oversight. Board of Governors President *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-2	2.2.4.3 Enhance Board Training	• In-person orientation was provided for Board members that included the following topics: board governance, university finances, university programs and research, human resources, risk management, policy development, internal audit, information technology, communications, fundraising and development. • EDI training for Board members was offered.

GOAL 3   IMPROVE UPEI'S CAMPUS CULTURE

Action 1   Create a culture of listening at UPEI.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
3.1.3 Foster a culture of listening for the UPEI community. Chair, Board of Governors President *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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.	• The preliminary draft UPEI Action Plan was posted on the UPEI website for a two-week public consultation period from January 3 to 17, 2024. A survey was provided alongside the document to gather feedback on the draft. • The Interim President held 2 campus town halls and 16 listening sessions with individual faculties, staff groups and students in the summer and fall of 2023, as well as 6 additional sessions in the winter and spring of 2024.
		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	• The Interim President held in-person and virtual meetings with the 2013 and 2021 survivors who expressed an interest in meeting, as well as solicited feedback from them on components of the UPEI Action Plan.
		3.1.3.3 Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	• The development and permanent funding of the Faculty of Indigenous Knowledge, Education, Research and Applied Studies was supported.

GOAL 3   IMPROVE UPEI'S CAMPUS CULTURE

Action 2   Foster an environment in which employees feel valued.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.2.1 Employee engagement VP People and Culture Senior Executive Team	Year 0	3.2.1.1	Create and fill a Director of Human Resources position.	• A hiring competition for a new position of Director of Human Resources was posted.
3.2.4 Enhance open dialogue. President Senior Executive Team *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• The Interim President held town halls (2 each for students, staff, and faculty) in the 2024 winter semester.

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 3   *Rebuild trust and safety on campus.*

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.3.1 Improvements to Security Services VP Administration and Finance *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0	3.3.1.1	Reinstate the position of Manager of Security Services, and fill position, to provide a dedicated management resource	• A hiring competition for the position of Manager of Security Services was posted. • A new Manager of Security Services was hired.
	Year 0-2	3.3.1.2	Hire additional security attendants	• A hiring competition for 4 full-time security attendants was posted.
3.3.2 Review campus safety infrastructure. VP Administration and Finance *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	3.3.2.1	UPEI Health, Safety, and Environment to provide and promote information to campus members about reporting under occupational health and safety legislation	• The Health, Safety, and Environment Office intranet site was developed to allow for easy access to information including instructions for workers about incident reporting. • Posters were created and posted around campus promoting the reporting of incidents via the UPEI SAFE app. • Training sessions to promote and educate on health and safety reporting requirements were offered to students and employees. • The Health, Safety and Environment Annual Report (2020 to 2022) which includes information regarding health and safety activities, were published for campus community to access.

GOAL 3   IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.5.2 Provide information on Board and Senate meetings. Chair, Board of Governors President	Year 0	3.5.2.1	Provide communications proactively to the UPEI community regarding Board of Governors and Senate meeting dates, and times, and include methods to attend.	• Meeting dates for Board of Governors' meetings were posted online beginning September 2023, for the academic year. • The Board of Governors web page was updated to include observer guidelines, describing the process for attending meetings. • Meeting dates for Senate meetings were posted online beginning September 2023, for the academic year. • Senate meetings open to the public were announced via campus communiques, including methods to attend. *Some implementation activities, relating to this Action, were continued in the Implementation Plan for Year 1

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.**

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.1.1 Create a new EDI and Human Rights department. President VP People and Culture *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.1.1 Create a new Equity, Diversity, Inclusion (EDI) and Human Rights Department with three major pillars of responsibility: equity, diversity, and inclusion; sexual violence prevention and response; harassment and discrimination complaints.	• The new Department of EDI and Human Rights was announced. The department has three major pillars of responsibility: EDI, sexual violence prevention and response, and administration of harassment and discrimination complaints. • A hiring competition for a new position of Director of EDI and Human Rights in the Department of EDI and Human Rights was posted. • A hiring competition for a new position of Human Rights Counsel in the Department of EDI and Human Rights was posted. • The appointment of critical leadership positions within the Department of EDI and Human Rights were communicated.
		4.1.1.4 Department will report directly to VP People and Culture	• The EDI and Human Rights department reports to the Vice President, People and Culture

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.1.2 Increase staff capacity in EDI, human rights, and sexual violence prevention. President VP People and Culture *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate*	Year 0-1	4.1.2.1	Move the EDI and SVPRO offices to a more visible location.	• Staff for the new Department of EDI and Human Rights and the Sexual Violence Prevention and Response Office were moved to the first floor of Kelley Memorial Building.
		4.1.2.2	Hire additional staff to support the new EDI and Human Rights Department	• A hiring competition for a new position of Director of EDI and Human Rights was posted. • A hiring competition for a new position of Human Rights Counsel was posted.
		4.1.2.3	Create a new leadership position, Director of EDI, and Human Rights to provide oversight and leadership to the Department	• A hiring competition for a new position of Director of EDI and Human Rights in the Department of EDI and Human Rights was posted. • A hiring competition for a new position of Human Rights Counsel position in the Department of EDI and Human Rights was posted.
		4.1.2.4	Create a new administrative assistance position to support the Department	• A hiring competition for a new position of Administrative Assistant for the Department of EDI and Human Rights was posted.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.1.2 Increase staff capacity in EDI, human rights, and sexual violence prevention. President VP People and Culture **Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.2.5 Create a new position for sexual violence prevention and response coordination to supplement response capacity and improve prevention and response activities.	• A hiring competition for a new position of Sexual Violence Prevention and Response Coordinator, with job responsibilities that will supplement response capacity, and involvement with prevention activities, was posted.
4.1.4 Develop and deliver training. President Senior Executive Team **Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.4.1 Review initiatives at other post-secondary educational institutions	• Initiatives at other post-secondary institutions that are relevant to training were reviewed and recorded.
		4.1.4.3 Invest in partnership with a comprehensive EDI training partner (i.e., Canadian Centre for Diversity and Inclusion)	• The Canadian Centre for Diversity and Inclusion was contracted to provide online, on-demand, EDI training opportunities to campus. • Access to the offerings of the EDI training partner was provided to the campus community.
		4.1.4.6 Make the online Preventing Sexualized Violence course available to all faculty, staff, and students	• The online Preventing Sexualized Violence course was made available to all first-year students. • The online Preventing Sexualized Violence course was made available to all faculty, staff, and students.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.1.4 Develop and deliver training. President Senior Executive Team *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.4.7 Make the online Preventing Sexualized Violence course mandatory for all incoming students	• The online Preventing Sexualized Violence non-credit course was made mandatory for all new students in September 2023. For students with a catalog year of 2023 and thereafter, the course was added as a graduation requirement.
4.1.5 Leverage feedback and data to inform decision making. VP People and Culture *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.5.1 Continue to collect information regarding initiatives, best practices, and research in relation to work of the EDI and Human Rights department	• Information on EDI, human rights, and sexual violence prevention was collected from other post- secondary institutions, research databases, and/or community organizations and recorded.
		4.1.5.2 Obtain information regarding experiences of other institutions with collection of workforce diversity information to inform future planning	• Information about initiatives at other post-secondary institutions to collect workforce diversity information was reviewed and recorded.

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

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.4.2 Implement the new Sexual Violence Policy Board of Governors President	Year 0	4.4.2.1 Ensure there is ongoing communication between SVPRO and residence life administration.	• The Sexual Violence Prevention and Response Office and Residence Life had ongoing communications throughout the year.
4.4.4 Implement mandatory sexual violence training for all campus members. President Senior Executive Team *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.4.4.1 Make the online Preventing Sexualized Violence course available to all faculty, staff, and students	• The online Preventing Sexualized Violence course was made available to all first-year students. • The online Preventing Sexualized Violence course was made available to all faculty, staff, and students.
		4.4.4.2 Make the online Preventing Sexualized Violence course mandatory for all incoming students	• The online Preventing Sexualized Violence non-credit course was made mandatory for all new students in September 2023. For students with a catalog year of 2023 and thereafter, the course was added as a graduation requirement.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.4.5 Collect statistical information. VP People and Culture *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.4.5.1 Collect statistical information on sexual violence disclosures from a victim-centered lens	• A Sexual Violence Prevention and Response Office case monitoring document, which tracks case information by multiple data points, and allows searching, and statistical reporting, was created. The design of the Sexual Violence Prevention and Response Office case monitoring document was led by the Sexual Violence Response Navigator to ensure a victim-centered lens was a primary consideration.
		4.4.5.2 Implement process to allow monitoring of trends	• A Sexual Violence Prevention and Response Office case monitoring document, which tracks case information by multiple data points, and allows searching, and statistical reporting, was created. • The Sexual Violence Prevention and Response Office case monitoring document was designed to allow multiple data points to be tracked, sorted, and filtered, and reportable, to allow trends to be monitored.

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.*

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.5.2 Respond respectfully to those who report issues regarding violence, sexual violence, harassment, and discrimination. President Senior Executive Team *Only activities scheduled within Year 0 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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.	• The principles of safety and respect in the review of processes regarding sexual violence were considered. • The existing UPEI Fair Treatment Policy was reviewed to ensure PEI Occupational Health and Safety Workplace Harassment Regulations were met.

IMPLEMENTATION PLAN–YEAR 1 (MAY 1, 2024-APRIL 30, 2025)

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.**

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.1.5 Reinforce oversight and monitoring mechanisms for improved accountability of leaders President Chair, Board of Governors *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	1.1.5.1	Obtain an external review of Board governance, including a review of processes for recruitment of new Board members	• External consultant was appointed in January 2024 to conduct the review.
	Year 1	1.1.5.2	Conduct a review of senior leadership structure including ensuring duties and responsibilities are matched to levels of authority and clear accountability is assigned	• Conduct research and review of current University leadership structure to identify structure gaps and strengths. • Create a new organizational structure to address gaps and build on strengths. • Create new job descriptions for senior positions.
		1.1.5.3	Develop a 360-degree performance review process for President and Senior Executive Team	• Develop a leadership framework with a panel of representatives from across the University. • Develop a 360-degree process for the President and Senior Executive Team.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.2.3 **Engage in ongoing consultation** President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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 townhalls and campus listening sessions, as well as new employee and student engagement channels.	• President will hold community Town Halls early in term to kick off strategic planning exercises. • Develop an approach to consulting with the campus community throughout the year.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.4.1 Select auditor Board of Governors	Year 1	1.4.1.1	Select auditor with EDI competency based on recommendation of the Finance and Audit Committee and in consultation with the Government of PEI	• Confirm support for selected Audit Framework with the Province of PEI. • Create RFP committee with members from the Finance and Audit Committee of the Board of Governors, UPEI management and the Province of PEI • Develop and issue an RFP to obtain an Audit firm with EDI competency. • Obtain approval of the firm selected for the audit from the Finance and Audit Committee of the Board of Governors.
		1.4.1.2	Consider an audit organization that has access to a resource base outside PEI as well as experience within post-secondary education	• RFP requirement to include organizations that have access to a resource base outside PEI as well as experience in post-secondary education.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
1.4.2 Develop audit schedule and process President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-5	1.4.2.1	Develop audit schedule and process to support annual audits.	• Post a hiring competition for a new Program Manager-Action Plan Implementation, whose duties will include supporting departments as they prepare for the annual audits. • Define an audit schedule that aligns with UPEI's fiscal-year audit schedule and is included as part of the RFP for the auditor. • Develop a process for the collection of audit evidence. • Provide an annual progress report to the auditors on the activities outlined in the implementation plan.
		1.4.2.2	Develop annual implementation plans considering the relevant goals of the PEI Advisory Council of the Status of Women Equality Report Car such as reconciliation with Indigenous people, and support for those experiencing sexualized and other gender-based violence	• Define the relevant goals from the PEI Advisory Council of the Status of Women Equality Report Card. • Communicate the relevant goals to implementation leads, who are responsible for creating implementation plans. • Highlight where the relevant goals are considered
		1.4.2.3	Align internal resource needs to support the audit	• Post a hiring competition for a new Program Manager-Action Plan Implementation, whose duties will include supporting departments as they prepare for the annual audits. • Assign implementation leads to support audit activities.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.2.1 Fill Board of Governors' vacancies Board of Governors	Year 0	2.2.1.2	Inform Board-member-appointing bodies of skill, demographic, and experience gaps	• Update the skills matrix, which includes a representation survey, based on feedback from the Governance Review. • Survey the Board of Governors members using the updated skills matrix and representation survey. • Inform appointing bodies of gaps identified from the updated skills matrix and representation survey. *Some implementation activities, relating to this Action, were continued in the Implementation Plan for Year 1.
2.2.2 **Develop skills matrix for competencies and representation.** Board of Governors President	Year 0	2.2.2.1	Use the newly developed skills matrix to ensure a balanced representation of skills, expertise (including EDI), experience, demographics (including race, gender, and age), and other relevant considerations in relation to the composition of the Board of Governors	• Update the skills and representation tools based on the feedback from the Governance Review and include age. *Some implementation activities, relating to this Action, were continued in the Implementation Plan for Year 1
2.2.3 Review Board Governance Board of Governors President *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	2.2.3.1	Obtain an external review on Board governance	• An External consultant was appointed in January 2024 to conduct the review.
		2.2.3.2	Make changes in board procedures resulting from the review recommendations public	• Provide a public response to the Governance Review, identifying actioned and planned changes in Board of Governors procedures.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.2.4 Increase Board oversight Board of Governors President *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-2	2.2.4.1	Review Terms of Reference of Board Standing Committees to ensure that Board oversight responsibilities are adequately met	• Prepare a response to recommendations from external consultant regarding changes to the Terms of Reference for the Board of Governors Standing Committees.
		2.2.4.2	Create a Campus Culture Oversight Committee of the Board to oversee implementation of the UPEI Action Plan and EDI Strategy progress monitoring	• Update the Terms of Reference for the Campus Culture Oversight Committee of the Board of Governors to include EDI Strategy progress monitoring.
		2.2.4.3	Enhance Board Training	• Provide education on board governance to the Board of Governors. • Develop a training plan for Board of Governors members
2.2.5 New reporting mechanisms to inform the Board Board of Governors President VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	2.2.5.1	Report to the Human Resources Committee of the Board on terminations and resignations, and on whether any such terminations or resignations have associated NDAs	• Develop a report for the Human Resources Committee of the Board of Governors, which includes the number of terminations and resignations by union group, and whether any such terminations or resignations have associated NDAs. • Beginning January 2025, provide a report for each meeting of the Human Resources Committee of the Board of Governors, which includes the number of terminations and resignations by union group, and whether any such terminations or resignations have associated NDAs.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.2.6 Develop a Board policy for appointing acting and interim administrators. Chair, Board of Governors President	Year 1	2.2.6.1	Develop and implement a policy on the appointment of acting and interim administrators for the roles of president and senior administrators	• Seek approval from the Board of Governors for a new policy on the appointment of acting and interim administrators for senior administrator roles. • Communicate the new policy on acting and interim administrators for senior administrator roles to the campus community. • Seek approval from the Board of Governors for a new policy on the appointment of acting and interim administrators for the role of president. • Communicate the new policy on acting and interim administrators for the role of president to the campus community.
		2.2.6.2	Make the policy accessible to the campus community	• Post the new policy on the appointment of acting and interim administrators for senior administrator roles on the UPEI website. • Post the new policy on the appointment of acting and interim administrators for the role of president on the UPEI website. • Send a message(s) to the campus community regarding the availability of the new policies).

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
2.3.1 Develop orientation and training materials Board of Governors Senate *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	2.3.1.1 Provide training on governance and other relevant expertise to the Board and Senate 2.3.1.2 Provide EDI training to the Board and Senate	• Offer governance training to the Board of Governors. • Offer EDI training to the Board of Governors and Senate. • Offer EDI training to the Board of Governors and Senate.
2.3.2 Develop training schedule and tracking process Board of Governors Senate *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	2.3.2.1 Identify institutional resources to support the development of training programs and related materials 2.3.2.2 Develop a training plan for Board of Governors and Senate 2.3.2.3 Develop a process to track training participation of those in governance related roles	• Identify internal resources who can deliver on priority areas identified through the Board of Governors and Senate • Training Plan. • Develop a training plan for the Board of Governors. • Track Board of Governors training event attendance.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.4.1 Develop training program for UPEI leaders President VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	2.4.1.1	Assess training needs of campus leadership and leverage internal resources, including UPEI's professional development team, to help address these needs	• Develop a leadership framework through a consultative process to identify the desired competencies and behaviours for UPEI leaders. • Engage an external consultant to assess training needs of campus leadership and provide recommendations. • Request that the external consultant consider how internal resources, including UPEI's professional development team, can be leveraged to help address the training needs of UPEI's leadership. Request that the consultant consider potential training topics such as active listening, EDI, cultural competencies, mitigating unconscious bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training.
		2.4.1.2	Consider potential training topics such as active listening, EDI, cultural competencies, mitigating unconscious bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training	• Request that the external consultant consider how internal resources, including UPEI's professional development team, can be leveraged to help address the training needs of UPEI's leadership. Request that the consultant consider potential training topics such as active listening, EDI, cultural competencies, mitigating unconscious bias, implementing policies and processes effectively, conflict management, emotional intelligence, and bystander training.

GOAL 2   STRENGTHEN UPEI'S GOVERNANCE AND LEADERSHIP STRUCTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.5.1 Develop training program for UPEI academic administrators President VP Academic and Research *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• Create and deliver a Leadership Development Program for academic administrators. • Hold an Annual Workshop for Chairs and Deans including faculty reviews, training on EDI, and sessional hiring.
		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	• Within the Leadership Development Program, develop training on leadership skills for fostering a healthy workplace. • Within the scope of the Annual Workshop, include topics that foster a healthy workplace.
		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	• Within the Leadership Development Program, discuss real-life examples such as discrimination, institutional racism, and microaggressions. • Within the scope of the Annual Workshop, include examples of topics of discrimination, education, and harassment.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
2.5.2 Develop training schedule and tracking process VP Academic and Research *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• Hold a Leadership Development Workshop that includes these topics conflict management, legal hiring practices, change management, and healthy, inclusive workplaces. • Hold a Deans, Chairs, and Coordinators workshop as per Article E1.4.8 of the Collective Agreement. • Post a hiring competition for a Faculty Relations Officer position.
		2.5.2.2	Build, through the ongoing process of tracking, a community of colleagues with shared interests and common goals in effective leadership	• Canvas leadership interest and the goals of academic administrators.

GOAL 3 IMPROVE UPEI'S CAMPUS CULTURE

Action 1 Create a culture of listening at UPEI

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.1.1 Culture of listening for students President VP Academic and Research VP Administration and Finance *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• Invite the Student Union Executives to the September meeting of the Vice-President, People and Culture's direct reports. • Invite the Graduate Student Association Executive to the September meeting of the Vice-President, People and Culture's direct reports. • Invite the Student Union and the Graduate Student Association executive to Deans Council to discuss academic structures. • Invite the Student Union and the Graduate Student Association to the Academic and Research Leadership Council (directors and administrative units) to discuss academic structures. • Invite the Student Union Executives to the September meeting of the Vice- President Administration and Finance's direct reports. • Invite the Graduate Student Association Executives to the September meeting of the Vice-President Administration and Finance's direct reports.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
3.1.1 Culture of listening for students President VP Academic and Research VP Administration and Finance **Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-3	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.	• Post a hiring competition for a new Manager Student Culture and Community Standards position. • Post a hiring competition for a new Student Engagement Officer, within the Student Culture and Community Standards department. • Post a hiring competition for a new EDI-focused position, within the Student Culture and Community Standards department.
		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.	• Post a hiring competition for a new Student Engagement Officer, within the Student Culture and Community Standards department. • Post a hiring competition for a new EDI-focused position, within the Student Culture and Community Standards department.
		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.	• Identify the key qualitative and quantitative data points required. • Identify a data collection and management approach that allows for electronic data storage and analysis.
3.1.2 Culture of listening for employees President VP People and Culture	Year 1	3.1.2.1 Provide training on trauma-informed approaches to individuals who handle disclosures	• Offer in-person training on trauma-informed approaches to those who handle disclosures. • Upload resources to the myUPEI EDI site to complement the in-person training.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.1.2 Culture of listening for employees President VP People and Culture	Year 1	3.1.2.2	Provide active listening training	• Provide training on active listening to those responding to campus community concerns. • Upload resources to the myUPEI EDI site to complement training.
3.1.3 Foster a culture of listening for the UPEI community Chair, Board of Governors President *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• Create pathways for input, consultation, and report back
		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	• Individuals who have suffered harm are invited to share their experience with the President. • Make clear pathways for safe disclosure.
		3.1.3.3	Continue to work with the Indigenous community at UPEI to further our journey of reconciliation	• Continue to work with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI to further our journey of reconciliation. • The Chair, Board of Governors, and President will meet with Lennox Island First Nations, Abegweit First Nations, and the Native Council of PEI leaders. • Support implementation of Indigenous Strategic Plan.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.1.4 Performance reviews and campus feedback Board of Governors President Senior Executive Team	Year 1	3.1.4.1	Develop a process for 360-degree performance review of President	• Develop a leadership framework with a panel of representatives from across the University. • Develop a 360-degree process for the President.
		3.1.4.2	Develop a process for a 360-degree performance review of the Senior Executive Team	• Develop a leadership framework with a panel of representatives from across the University. • Develop a 360-degree process for the Senior Executive Team
3.1.5 Improve feedback processes. VP People and Culture	Year 1	3.1.5.1	Secure the resources to support employee engagement activities	• Post a hiring competition for a new Employee Engagement Officer position in the Human Resources department. • Contract with a vendor to develop and provide an implementation solution for an Employee Engagement Survey.
		3.1.5.2	Plan and develop employee engagement survey	• Develop an Employee Engagement Survey.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.1.6 Exit interviews VP People and Culture	Year 1	3.1.6.1	Develop a process to offer exit interviews for departing employees	• Develop a guidelines and processes document for exit Interviews. • Develop a set of questions for exit interviews. • Acquire a solution to conduct exit interviews and manage associated data. • Develop a training document related to exit interviews, including purpose, process, use of data, and importance of confidentiality.
		3.1.6.2	Develop a process to share aggregate information learned from exit interviews in confidential and appropriate ways	• Develop a guidelines and processes document for exit interviews, which will include how aggregate information will be appropriately shared, while respecting confidentiality. • Develop a training document related to exit interviews, including purpose, process, use of data and importance of confidentiality.
		3.1.6.3	Create a position in Human Resources to support exit interviews activities	• Post a hiring competition for a new Employee Engagement Officer position in the Human Resources department.

GOAL 3   IMPROVE UPEI'S CAMPUS CULTURE

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

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.2.1 Employee Engagement VP People and Culture Senior Executive Team	Year 1	3.2.1.2	Increase staff capacity in the Human Resources department to support employee engagement	• Post a hiring competition for a new Director of Human Resources position. • Post a hiring competition for a new Employee Engagement Officer in the Human Resources Department. • Post a hiring competition for a new Workplace Relations Specialist in the Human Resources Department.
		3.2.1.3	Plan and develop employee engagement survey	• Develop an employee engagement survey.
		3.2.1.4	Plan and develop initiatives to enhance employee engagement	• Develop a document outlining a plan for engagement initiatives.
		3.2.1.5	Encourage all managers to recognize contributions made by employees to the University	• Communicate best practices that encourage managers to recognize contributions made by employees.
3.2.2 Development opportunities for employees VP People and Culture VP Academic and Research **Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-5	3.2.2.1	Provide staff with enhanced opportunities for training and skills building.	• Post a hiring competition for a new Training and Learning Specialist in the Human Resources Department.
		3.2.2.2	Enhance faculty development opportunities in teaching and research through the Teaching learning Centre and Office of Research Services	• Plan a faculty development program that supports researchers with grant proposals, partnerships, and research dissemination. • Plan a graduate supervisors training program. • Develop a schedule for an ongoing series of "Lunch and Learn" sessions focused on teaching and research related professional development.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.2.4 **Enhance open dialogue** President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• President to hold community town halls early in their term. • Develop an approach to consulting with the campus community.
3.2.5 Communicate supports and resources VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-5	3.2.5.1	Promote information about supports for campus members in relation to health and wellbeing	• Circulate a notice, semi-annually, that outlines supports available to employees in relation to health and wellbeing. • Review and update the online benefits portal.
		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	• Share information in a timely manner about implementation of new supports and services through outlets such as: Campus Notices, Campus Connector, department emails, campus wide emails, social media, or myUPEI EDI site and/or the main EDI UPEI webpage.

GOAL 3   IMPROVE UPEI'S CAMPUS CULTURE

Action 3   *Rebuild trust and safety on campus*

ADDRESSING ISSUES AND RESPONSIBILITY	*ACTION PLAN TIMELINE*	*SUPPORTING ACTIONS*	*IMPLEMENTATION ACTIVITIES*
3.3.1 Improvements to Security Services VP Administration and Finance *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-2	3.3.1.2 Hire additional security attendants	• Post a hiring competition for 3 full-time Security Attendants.
	Year 1	3.3.1.3 Create and implement an annual staff training plan for Security Services which includes sexual violence and EDI training	• Create a training plan that includes mandatory EDI and sexual violence training for Security Attendants. • Communicate the annual staff training plan to Security Attendants.
3.3.2 Review campus safety infrastructure. VP Administration and Finance *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	3.3.2.1 UPEI Health, Safety, and Environment to provide and promote information to campus members about reporting under occupational health and safety legislation	• Offer training sessions for students and employees to promote and educate on health and safety reporting requirements.
	Year 1-2	3.3.2.2 Promote the methods that university community members can report safety concerns	• Post new and updated information to the UPEI Health, Safety, and Environment intranet site. • Offer training sessions for students and employees that promote and educate health and safety reporting requirements.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.3.4 Create tracking processes for reporting of sexual violence and harassment and discrimination. VP People and Culture	Year 1	3.3.4.1	Track reporting information (including anonymous and third party) through the Sexual Violence Policy	• Develop mechanism to track information regarding disclosures under the Sexual Violence Policy. • Continue to track sexual violence disclosure information.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.4.1 Communicate behavioural obligations. President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-5	3.4.1.1	Communicate behavioural obligations and limitations through documents, including the Sexual Violence Policy, Harassment and Discrimination Policy, Student Code of Conduct, Athletic Club Guidelines, and International Student Orientation handbook	• Meet with those responsible for policies, codes of conduct and guidelines to establish communications strategies for various audiences.

GOAL 3   IMPROVE UPEI'S CAMPUS CULTURE

Action 5   *Improve campus information sharing and communications processes*

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.5.1 Enhance transparency and information sharing Board of Governors President *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• Conduct a review of websites of other universities to determine the type and level of academic, financial, and governance decision making information that is publicly available and compare to information available through the UPEI website.
		3.5.1.2	Ensure Board of Governors and Senate minutes are posted online after approval	• Minutes for Board of Governors open component of meetings are posted on the UPEI website within 10 business days of approval, beginning September 2024. • Minutes for Senate open component of meetings are posted on the UPEI website within 10 business days of approval, beginning October 2024.
3.5.2 Provide Information on Board and Senate meetings Chair, Board of Governors President	Year 0	3.5.2.1	Provide communication proactively to the UPEI community regarding Board of Governors and Senate meeting dates, and times, and include methods to attend	• Board of Governors' meetings open to the public will be announced via campus communiques, beginning October 2024. • Add the methods to attend Senate meetings to the Senate website as of September 2024. *Some implementation activities, relating to this Action, were continued in the Implementation Plan for Year 1

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
3.5.4 Build opportunities for input and participation. President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-5	3.5.4.1	Enhance information sharing about campus initiatives.	• Identify priority campus initiatives for the 2024–2025 academic year. • Develop a plan to enhance information sharing about campus initiatives.
		3.5.4.2	Provide information to campus on opportunities to take part in planning and idea sharing	• Provide information to campus on opportunities to take part in planning and idea sharing.
3.5.5 Improve campus communications President	Year 1	3.5.5.1	Review structure and objectives of Marketing and Communications department	• Meet with leads of the Marketing and Communications department • Develop/identify communications and marketing priorities. • Review the structure with respect to priorities
		3.5.5.2	Assess adequacy of staffing capacity in Marketing and Communications	• Review the structure with respect to priorities

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

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.1.1 Create new EDI and Human Rights department President VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.1.2 Establish the purpose of the EDI and Human Rights department with the organization chart delineating the roles within the office	• Finalize roles in the department and create organizational chart. • Update the UPEI website description of the department to describe the purpose of the Department of EDI and Human Rights. • Update the myUPEI EDI site to include role descriptions and contact information for all staff in the Department of EDI and Human Rights.
		4.1.1.3 Director of EDI and Human Rights will attend the Board of Governors Campus Culture Oversight Committee to deliver Equity, Diversity, and Inclusion Strategy progress reports, and annual reporting under the Sexual Violence Policy and Harassment and Discrimination Policy	• Director of EDI and Human Rights will attend the Campus Culture Oversight Committee meetings to present and discuss reports.

ADDRESSING ISSUES AND RESPONSIBILITY	*ACTION PLAN TIMELINE*	*SUPPORTING ACTIONS*	*IMPLEMENTATION ACTIVITIES*
4.1.2 Increase staff capacity in EDI, human rights, and sexual violence prevention President VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.2.1 Move the EDI and SVPRO offices to a more visible location	• Provide additional office space to the EDI and Sexual Violence Prevention and Response office staff.
		4.1.2.2 Hire additional staff to support the new EDI and Human Rights Department	• Post hiring competitions for the new positions of SV Prevention and Education Officer and Sexual Violence Prevention and Response Coordinator. • Post hiring competitions for the new positions of EDI Education and Training Officer, Sexual and Gender Diversity Specialist, and Anti-Racism, Cultural Diversity Project Officer. • Post a hiring competition for the new positions of Human Rights and Equity Advisor, and Informal Resolution Specialist. • Convert the EDI in Employment Systems Advisor position from a term to a permanent appointment.
		4.1.2.5 Create a new position for sexual violence prevention and response coordination to supplement response capacity and improve prevention and response activities.	• The Sexual Violence Prevention and Response Coordinator will consider the PEI 2026 Equality Report Card Assessment Model, PEI Equality Report Card 2022, and PEI's Sexual Violence Prevention Strategy to ensure the office is aware of provincial initiatives and directions in relation to gender-based violence.

ADDRESSING ISSUES AND RESPONSIBILITY	*ACTION PLAN TIMELINE*	*SUPPORTING ACTIONS*	*IMPLEMENTATION ACTIVITIES*
4.1.3 Administer Harassment and Discrimination Policy VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	4.1.3.1 The EDI and Human Rights Department will be responsible for intake and administration of the new harassment and Discrimination Policy (once developed)	• Develop a new Harassment and Discrimination Policy which places responsibility for intake and administration of the policy in the new Department of EDI and Human Rights.
		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	• Post a hiring competition for a new position of Human Rights and Equity Advisor with job responsibilities including intake and administration of the new harassment and discrimination policy.
		4.1.3.4 Use a variety of external investigators	• Develop a list of prerequisite requirements for external investigators under the new policy.
		4.1.3.5 Ensure investigations are procedurally fair	• Post a hiring competition for a new position of Human Rights Counsel, with a required qualification of having deep knowledge of, and experience with the application of, principles of administrative and human rights law applicable to harassment, discrimination, and sexual violence complaint processes, including evidentiary standards, procedural fairness, and administration of investigative processes. • Assign responsibility for management of complaint processes for both sexual violence and harassment and discrimination, providing investigative oversight for these formal complaint processes, and providing procedural advice for the related compliant processes to the Human Rights Counsel.
		4.1.3.6 Provide informal resolution services in accordance with the new Harassment and Discrimination Policy	• Post a hiring competition for a new position of Informal Resolution Specialist to provide informal resolution services under the new Harassment and Discrimination policy.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.1.4 Develop and deliver training President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.4.1 Review initiatives at other post-secondary educational institutions	• Review and record initiatives relevant to training at other post-secondary institutions.
		4.1.4.2 Collaborate with areas of campus with their own EDI efforts	• Create a method for campus departments to record their EDI initiatives and request meetings with EDI staff or ask for support. • Share the method for campus departments to record their EDI initiatives and request meetings with EDI staff or ask for support. • Update the myUPEI EDI site to include role descriptions (including how they can assist various University departments) and contact information for all staff in the Department of EDI and Human Rights. • Staff from the Department of EDI and Human Rights will work with UPEI departments that request EDI training. • Staff from the Department of EDI and Human Rights will provide advice and/or support to other departments for their EDI efforts upon request. • Staff from the Department of EDI and Human Rights will meet with managers from across campus to learn about their EDI initiatives and EDI related needs. • Staff from the Department of EDI and Human Rights will Facilitate EDI Steering Committee meetings at least once annually to gather information about EDI initiatives occurring across campus from committee members.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.1.4 Develop and deliver training President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.4.4 Create a new position responsible for equity, diversity, and inclusion training and education	• Post a hiring competition for a new position of Equity, Diversity, and Inclusion Training and Education Officer.
		4.1.4.5 Create a new position responsible for sexual violence prevention and education.	• Post a hiring competition for a new position of Sexual Violence Prevention and Education Officer.
		4.1.4.8 President will consult with unions on an approach for implementation of the mandatory Preventing Sexualized Violence course for union members.	• Consult with CUPE 1870 leadership regarding making the Preventing Sexual Violence course mandatory for their members. • Consult with CUPE 501 regarding making the Preventing Sexual Violence course mandatory for their members. • Consult with IBEW 1928 regarding making the Preventing Sexual Violence course mandatory for their members. • Consult with PSAC 86000 regarding making the Preventing Sexual Violence course mandatory for their members. • Consult with Faculty Association regarding making Preventing Sexual Violence course mandatory for their members.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.1.5 Leverage feedback and data to inform decision making VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.1.5.1	Continue to collect information regarding initiatives, best practices, and research in relation to work of the EDI and Human Rights department	• Collect and record information from other post-secondary institutions, research databases, and/or community organizations on EDI, Human Rights, and Sexual Violence Prevention.
		4.1.5.2	Obtain information regarding experiences of other institutions with collection of workforce diversity information to inform future planning	• Review and record information about initiatives to collect workforce diversity information at other post-secondary institutions.
4.1.6 Cross-departmental communication to improve supports and services VP People and Culture VP Academic and Research VP Administration and Finance *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-3	4.1.6.1	Work collaboratively with campus partners who provide services to underrepresented or marginalized groups including International Students Office, Accessibility Services, and Student Affairs	• Meet with representatives from campus partners who serve underrepresented or marginalized groups on campus, including the International Students Office, Accessibility Services, and Student Affairs.
		4.1.6.2	Work with Human Resources to improve accommodations processes for faculty and staff and make the information easily available	• Work with Human Resources to review and finalize an accommodation procedure for faculty and staff. • Make information about the accommodation procedure accessible to faculty and staff. • Share information about the accommodation procedure on the Human Resources web pages on upei.ca and myUPEI, and on the EDI site on myUPEI.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.1.6 Cross-departmental communication to improve supports and services VP People and Culture VP Academic and Research VP Administration and Finance *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-3	4.1.6.3	Create a permanent EDI in Employment Systems Advisor position to continue to make EDI improvements to employment related processes on an ongoing basis	• Convert the EDI in Employment Systems Advisor from a term position to a permanent appointment.
		4.1.6.4	Coordinate processes of student-related investigations among the offices of SVPRO and supports within Student Affairs	• Have the Sexual Violence Response Team meet to coordinate student-related investigations and the supports related to sexual violence matters. • Have the staff within the Sexual Violence Prevention and Response Office hold regular meetings with Student Culture and Community Standards unit of Student Affairs to ensure staff have opportunity to coordinate activities on sexual violence. • Ensure that the Sexual Violence Prevention and Response Office process that refers clients to counselling in Student Affairs will include scheduling sensitive to both the Complainant and Respondent.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.1.6 Cross-departmental communication to improve supports and services VP People and Culture VP Academic and Research VP Administration and Finance *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan*	Year 1-3	4.1.6.5	Formalize cross-departmental coordination in relation to harassment, discrimination, racism, or sexual violence	• Have the staff within the Sexual Violence Prevention and Response Office hold regular meetings with Student Culture and Community Standards unit of Student Affairs to ensure staff have opportunity to coordinate activities on sexual violence. • Have the Human Rights Counsel hold regular meetings with Accessibility Services to ensure staff have the opportunity to share information to coordinate activities. • Have the Sexual Violence Response Team meet to coordinate the University response to sexual violence matters. • Have the Anti-racism and Cultural Diversity Project Officer hold regular meetings with the Student Culture and Community Standards unit, the International Student Office, and Residence Life to gather and share information, and/or coordinate student-focused anti-racism and cultural diversity efforts. • Have the Anti-racism and Cultural Diversity Project Officer hold regular meetings with faculty- and staff-focused departments to gather and share information, and/or to coordinate staff- and faculty-focused anti-racism and cultural diversity efforts.
		4.1.6.6	Work collaboratively with Deans/Associate Deans to provide advice and guidance on EDI initiatives led by/within Faculties	• Director of EDI and Human Rights to attend a Dean's Council meeting to discuss supports and services offered by Department of EDI and Human Rights.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.1.7 Offer information resolution President Senior Executive Team	Year 1	4.1.7.1	Build capacity for informal resolution methods applicable to matters under the Sexual Violence Policy and a new Harassment and Discrimination Policy	• Post a hiring competition for a new position of Informal Resolution Specialist. • Have Informal Resolution Specialist work with Sexual Violence Prevention and Response Coordinator to consider best practices for informal resolution in sexual violence complaints.

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

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.3.1 Replace the Fair Treatment Policy Board of Governors President Senior Executive Team **Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*		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	• Draft a new Harassment and Discrimination Policy that covers all campus members and reflects new structure of the Department of EDI and Human Rights.
		4.3.1.4	Ensure the new policy incorporates all recommendations of the UPEI Review	• Incorporate recommendations of the UPEI Review into the new Harassment and Discrimination Policy
		4.3.1.5	Ensure the new policy reflects feedback from survivors of harm at the University	• 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. • Request feedback from Fair Treatment Advocate under the Fair Treatment Policy on new Harassment and Discrimination Policy. • Request feedback from Sexual Violence Response Navigator on new Harassment and Discrimination Policy. • Ensure the new policy contemplates a process path for complaints against the President. • Have the Chair of the Board of Governors review draft Harassment and Discrimination Policy to ensure input from former complainants has been appropriately incorporated.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.3.1 Replace the Fair Treatment Policy Board of Governors President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan*	Year 1-2	4.3.1.6	Ensure the policy is trauma-informed and procedurally fair	• Human Rights Counsel, with knowledge of procedural fairness, to ensure the new Harassment and Discrimination Policy is procedurally fair. • 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.
		4.3.1.7	Ensure the new policy aligns with legislative requirements, such as PEI Occupational Health and Safety Act and Employment Standards Act	• Obtain an opinion from external legal counsel to ensure that the new policy aligns with provincial legislative requirements (and if any applicable federal legislative requirements) including but not limited to the Occupational Health and Safety Act, Employment Standards Act, and Human Rights Act.
4.3.2 Communicate policy to campus President VP People and Culture	Year 1	4.3.2.1	Make the policy easily available to the campus community	• Once enacted, post the policy on the University website.

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	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.4.1 Finalize revisions to the UPEI Sexual Violence Policy Board of Governors President	Year 1	4.4.1.1	Finalize revisions to the UPEI Sexual Violence Policy	• Finalize the draft Sexual Violence Policy.
		4.4.1.2	Ensure the new policy is comprehensive and implements all the recommendations of the UPEI Review	• Ensure the final Sexual Violence Policy reflects the recommendations of the UPEI Review.
		4.4.1.3	Ensure the revised policy is trauma-informed, procedurally fair, and conforms to legislative requirements	• Obtain an opinion from external legal counsel that the new policy is procedurally fair and aligns with provincial legislative requirements (and if any applicable federal legislative requirements). • 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.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.4.1 Finalize revisions to the UPEI Sexual Violence Policy Board of Governors President	Year 1	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	• Include the Sexual Violence Response Navigator and Assistant Manager, Residence Life, both of whom have experience working with victims on campus, on the Sexual Violence Review Committee. • 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. • Have the Chair of the Board of Governors review the draft Sexual Violence Policy to ensure input from former complainants have been appropriately incorporated.
4.4.2 Implement the new Sexual Violence Policy Board of Governors President *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	4.4.2.3	Ensure training is provided to the Board, Senate, and Senior Executive Team on the new policy	• Once the new Sexual Violence Policy is enacted, arrange training for the Board of Governors, Senate and Senior Executive Team. Depending upon the date of enactment, this training could take place in Action Plan Year 1 or 2.
		4.4.2.4	Make the piloted Sexual Violence Response Team permanent and finalize terms of reference	• Include the Sexual Violence Response Team in the new Sexual Violence Policy.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS		IMPLEMENTATION ACTIVITIES
4.4.2 Implement the new Sexual Violence Policy Board of Governors President *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 1-2	4.4.2.5	Strengthen and clarify pathway for respondent support	• Post a hiring competition for a new position of Manager of Student Culture and Community Standards within Student Affairs, whose responsibilities will include coordinating respondent support during Sexual Violence Prevention and Response Office investigations. • Have the new Manager of Student Culture and Community Standards begin providing respondent support.
		4.4.2.7	Provide investigation results to the respondent's internal support provider	• Post a position for a new position of Manager of Student Culture and Community Standards within Student Affairs, who will be prepared to provide internal support for student respondents. • Have the Sexual Violence Prevention and Response Office provide investigation reports involving student respondents to the Manager of Student Culture and Community Standards in all cases, except where the respondent objects to the involvement of Student Affairs. • If authorized by the respondent, provide investigation results to the respondent support provider.
4.4.3 Communicate the policy to campus President VP People and Culture	Year 1	4.4.3.1	Make the policy easily available to the campus community	• Once enacted, post the policy on the University website.

ADDRESSING ISSUES AND RESPONSIBILITY	ACTION PLAN TIMELINE	SUPPORTING ACTIONS	IMPLEMENTATION ACTIVITIES
4.4.4 **Implement mandatory sexual violence training for all campus members** President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.4.4.3 President will consult with unions on an approach for implementation of the mandatory Preventing Sexualized Violence course for union members	• Consult with CUPE 1870 leadership regarding making the Preventing Sexual Violence course mandatory to their members. • Consult with CUPE 501 regarding making the Preventing Sexual Violence course mandatory to their members. • Consult with IBEW 1928 regarding making the Preventing Sexual Violence course mandatory to their members. • Consult with PSAC 86000 regarding making the Preventing Sexual Violence course mandatory to their members. • Consult with the Faculty Association regarding making the Preventing Sexual Violence course mandatory to their members.
4.4.5 **Collect statistical information** VP People and Culture *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	Year 0-1	4.4.5.1 Collect statistical information on sexual violence disclosures from a victim-centered lens	• Continue to populate the Sexual Violence Prevention and Response Office case monitoring document (or any system which replaces it).
		4.4.5.2 Implement process to allow monitoring of trends	• Continue to use and maintain Sexual Violence Prevention and Response Office case monitoring document (or any system which replaces it).

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*

ADDRESSING ISSUES AND RESPONSIBILITY	*ACTION PLAN TIMELINE*	*SUPPORTING ACTIONS*		*IMPLEMENTATION ACTIVITIES*
4.5.2 Respond respectfully to those who report issues regarding violence, sexual violence, harassment, and discrimination. President Senior Executive Team *Only activities scheduled within Year 1 will be referenced here. Any additional activities relating to this Action will be outlined in the appropriate annual Implementation Plan.*	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	• Review the UPEI Violence Prevention and Response Policy: Ensuring a Safe Campus Community to ensure PEI Occupational Health and Safety Workplace Violence Prevention Regulations are met.
		4.5.2.2	Create pathways for sexual violence or harassment and discrimination disclosures and complains that are clear	• Draft a new sexual violence policy and harassment and discrimination policy that include pathways for disclosure and complaints.

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