



WORK IN PROGRESS | DRAFT FRAMEWORK

UPEI STRATEGIC PLAN (2025–2030)

In September 2024, UPEI launched a five-phase process to develop our next five-year strategic direction.

Each phase of the process has been anchored in consultation with our campus and community partners. In total, more than 700 participants have provided us with input, ideas, and candid feedback to help shape UPEI's focus for the future.

As we continue to refine our plan, we are eager to share the draft strategic plan for further reflection and input. The draft, which includes the University's mission, vision, core values, strategic pillars, and goals, reflects input gathered through consultations with key partners on and off campus over the past 10 months.

Feedback regarding what matters most to our University members as well as priorities and opportunities for the future has been highly consistent during consultations. This has provided our University with strong direction in drafting the strategic plan framework.

Over the next two weeks, you are invited to reflect on the draft framework and provide us with your thoughts as we look ahead to 2030. Your input is welcome by August 14, 2025, through the Draft Framework for the UPEI Strategic Plan (2025–2030) [Feedback Form](#).

We thank our community members for their ongoing commitment to helping UPEI build a strong future and making our world a better place.

Dr. Wendy Rodgers, President and Vice-Chancellor

Dr. Suzanne Kresta, Dean, UPEI Faculty of Sustainable Design Engineering

University Strategic Plan Steering Committee Co-chairs

Our Mission

The University of Prince Edward Island, founded on the tradition of liberal education, exists to encourage and assist people to acquire the skills, knowledge, and understanding necessary for critical and creative thinking, and thus prepare them to contribute to their own betterment and that of society through the development of their full potential. To accomplish these ends, the University is a community of scholars whose primary tasks are to teach and to learn, to engage in scholarship and research, and to offer service for the benefit of our Island and beyond.

Our Vision

UPEI aspires to be a leader in transforming lives and communities through lifelong learning. With teaching and research at the heart of our identity, UPEI connects the Island and the world, enabling learners to explore, grow, and reach their full potential. Together, we share the purpose of making our world a better place.

Our Values

Academic Freedom	Seeking and examining evidence and the pursuit of truth are guiding principles for universities. UPEI supports the principles of academic freedom in teaching, research, scholarship, and creativity; in publication and collections; and in scholarly discourse. The right to academic freedom carries with it the duty to use this freedom in a responsible way.
Accountability and Integrity	We act ethically, and with honesty, transparency, and integrity. We are committed to decision making that aligns with our values. Individually and collectively, we have a responsibility to each other and the larger community for the impacts of our decisions, actions, and behaviours. Our policies and procedures will encourage respect, empathy, trust, and support.
Continuous Improvement	We are committed to ongoing efforts to improve our policies, processes, and programming, as well as our employee and learner environments. This includes fostering a culture of lifelong learning and the pursuit of excellence in our teaching, research, and service, and our administration, operations, and technology. It also means innovative recruitment of scholars, employees, and students eager to support the mission of UPEI.
EDI and a Sense of Belonging	We believe in equity, diversity, and inclusivity. We are committed to creating a culture of trust, safety, and inclusion that is characterized by a sense of belonging. We listen, support, and respect each other. The well-being, health, and safety of our community underpin our decision making. We commit to building community within UPEI and relationships with communities across the Island and beyond.
Reconciliation	UPEI acknowledges the traditions and contributions of Indigenous peoples. We continue to work towards meaningful relations, inclusive education, and actions that support learning, truth, and reconciliation. Through an ongoing journey based on the recognition of rights, respect, and partnership, we are committed to renewed relationships by building an understanding of how the past and present influence the future.

Our Strategic Objective

UPEI will be the university of choice for Islanders and a top destination in Atlantic Canada for learners from across Canada and the world. We will achieve this by delivering outstanding learning and experiences in a welcoming environment that values integrated and inspiring teaching, learning, and research. Together, our people, our graduates, and our research and scholarship will contribute to making the world a better place.

We will achieve our objective by focusing on three strategic pillars:

1. Thriving people and communities
2. Innovative and connected teaching, learning, research, and scholarship
3. Sustainability

Strategic Pillar 1 | Thriving people and communities

UPEI will foster an inclusive, healthy, collaborative, and supportive environment where our students, faculty, and staff can maximize their full potential, and contribute to their home and global communities.

To achieve this pillar, UPEI is committed to

- fostering a culture of trust, safety, and inclusion;
- reconciliation with Indigenous peoples;
- supporting and delivering enriched experiences and refined systems and processes for our students, faculty, and staff in the pursuit of their full potential.

Our goals include

1. fully implementing the *UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion*;
2. ensuring EDI practices are grounded in integrity and consideration of our community members' safety, well-being, and dignity;
3. increasingly effective communications, information sharing, and connectivity within the University and our communities;
4. assessing and addressing mental health and well-being supports and services on campus;
5. increasing participation and support of Indigenous students, faculty, and staff;

6. demonstrating meaningful growth and connections with Indigenous communities;
7. co-developing courses and programs to further build Indigenous Ways of Knowing within the University;
8. enriching student-centric supports, services, and experiences across our students' entire educational journey;
9. recruiting and retaining talented employees;
10. creating new ways of supporting the development, growth, and engagement of our students, faculty, and staff;
11. connecting with other communities in meaningful and respectful ways.

Strategic Pillar 2 | Innovative and connected teaching, research, and scholarship

Working together, we will make meaningful contributions to our world by fostering innovation and encouraging collaboration to address complex challenges by growing knowledge, ideas, and people.

To achieve our pillar, UPEI is committed to

- being a model of collaboration;
- connectivity and removing silos to better promote information sharing and team-focused approaches;
- developing effective ways of sustainably connecting with Island, national, and international industry sectors and communities to carry out our institutional mission.

Our goals include

1. enhancing boundary-spanning activities and removing barriers to collaboration through process efficiency and accessibility to enable problem solving, better communications and connectivity, and continuous improvements.
2. increasing internal entrepreneurship and innovation by engaging students, staff, faculty, and administrators in institutional initiatives;
3. utilizing innovative pedagogical and investigative approaches to enhance teacher, researcher, and learner experiences and interactions;
4. encouraging multi-disciplinary research and scholarship across the institution that is of mutual benefit to community members;
5. promoting the transfer and exchange of knowledge and communication to amplify UPEI's research impact;
6. further developing partnerships with industry, research institutions, government and non-government organizations, the not-for-profit sector, community groups, and other post-secondary institutions to pursue mutually beneficial education, research, and service initiatives of impact;
7. developing relationships with Indigenous partners to better understand and value Indigenous knowledge in teaching and research;

8. increasing community- and industry-engaged research, teaching, and innovation.

Strategic Pillar 3 | SUSTAINABILITY

UPEI will carry out its activities with a commitment to social, environmental, and financial sustainability.

To achieve our pillar, UPEI is committed to

- continuously evolving institutional resilience and adaptiveness, and sustaining our core mission and values;
- studying and continually improving our internal processes and fiscal stewardship to ensure long-term sustainability of our institution;
- contributing to sustainability in our greater community through engaged programming and helping to solve complex societal challenges.

Our goals include

1. developing a digital transformation strategy to promote better connectivity for employees, and experiences for students;
2. improving data governance;
3. enhancing data analysis and proactive, integrated planning to ensure readiness for external challenges (political, technological, demographic, and economic);
4. improving policies and processes and optimizing alignment of our talented workforce to identify challenges and opportunities so they can act in a timely, data-informed manner;
5. building and aligning institutional plans (operational, financial, talent management, capital management) to ensure data-informed decision making and optimal resource allocation;
6. implementing strategic enrolment management to improve student recruitment, retention, and overall student success;
7. instituting a multi-year operational plan and revenue strategy;
8. expanding sustainability across the curriculum through program innovation, new forms of learning, and digital transformation aligned with student needs and workforce needs;
9. adopting sustainable practices;
10. developing a focus on the United Nations' Sustainable Development Goals (UNSDGs);
11. pursuing opportunities to leverage University-developed initiatives into larger-scale community impacts;
12. demonstrating and modelling resilience by preparing for ongoing challenges in a transparent manner;
13. creating robust internal and external relationships around sustainability goals and community needs;

14. creating and supporting community-engaged research on sustainability threats and outcomes.

SUMMARY OF UPEI STRATEGIC PLAN CONSULTATION AND KEY THEMES

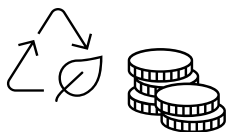
Over 700 participants have been a part of developing the UPEI Strategic Plan through the consultation process, which began in late September 2024 and continued over the next 10 months.

Consultations and engagements have included

- 23 internal consultation sessions;
- 14 University Strategic Plan Steering Committee meetings and working sessions;
- 4 workshops (governance bodies and leadership group);
- 4 external consultation sessions (community, industry, service groups, not-for-profit, government, and non-government partners);
- 2 surveys.

Key themes from consultation input:

**Sustainability
in all Forms**



**EDI and a
Sense of Belonging**



Reconciliation



**Policy and Process
Improvements**



**Student-focused
Supports, Services,
Success**



**Research and
Innovation**



**Recruitment
and Retention**



**Health, Safety
and Well-being**



**Curriculum Renewal
and Innovation**



**Digital
Transformation***



**The term Digital Transformation is used to capture feedback received during consultation that identified opportunities for UPEI to evaluate and improve technology-based processes and integration for the benefit of students, faculty, and staff across various areas. Some areas identified included learner and employee accessibility; enhanced learner experiences (including building students' digital skills and knowledge, and ways to improve student engagement); institutional flexibility to adapt; improved administrative efficiencies of benefit to students (such as registration and communications); optimizing existing technology on campus; helping to build a culture able to adapt to rapidly changing technologies; and the ability to provide better services and more efficient processes.*

UPEI Strategic Plan (2025–2030)

Next steps in our plan development process:

- Reflections from our community will be reviewed.
- The draft plan will be further revised.
- A final draft of the strategic plan will be shared with both the UPEI Board of Governors and the UPEI Senate.
- The final strategic plan will be submitted to the UPEI Board of Governors for approval.
- Once approved, operational planning to support implementation of the strategic plan will be developed.
- An evaluation framework with metrics will provide monitoring of the strategic plan, and progress will be shared with our community.
- Planning will be adjusted as needed based on ongoing evaluation.