

MAKING OUR WORLD A BETTER PLACE:
UPEI STRATEGIC PLAN
2025-2030



UNIVERSITY
of Prince Edward
ISLAND



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MAKING OUR WORLD A BETTER PLACE: UPEI STRATEGIC PLAN (2025–2030)

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Land Acknowledgment

The University of Prince Edward Island stands on traditional and unceded Mi’kmaq territory. Epekwitk (PEI), Mi’kma’ki, is covered by the historic Treaties of Peace and Friendship. We pay our respects to the Indigenous Mi’kmaq People who have occupied this Island for over 12,000 years—past, present, and future.

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President's Message



This is an exciting and pivotal time at UPEI. We are adapting in constructive and innovative ways that will enrich the experiences of our community and amplify our impact—both here at home and across the globe.

The landscape of post-secondary education is shifting. Federal

restrictions on international students and evolving provincial funding models are reshaping how universities operate. Students, too, are changing, approaching their education with a longer view and seeking flexible, multi-institutional pathways to build credentials.

At the same time, the broader context of 2025 is marked by uncertainty: persistent threats to the global and local economy, the urgent and visible impacts of climate change, and the growing influence of socio-political forces at every level.

These changes are not just challenges; they are opportunities for UPEI to lead, adapt, and reimagine how we deliver education that prepares our graduates for a rapidly changing world. In asking ourselves what role universities and especially UPEI must play in such a complex and ever-shifting context, our answer is clear: to make our world a better place.

At UPEI, our greatest contributions lie in our graduates and in the scholarship and research of our faculty.

Our graduates leave our University and disperse across our Island, our country, and our world, equipped to take on complex challenges in human, animal, environmental, technical, biological, health, performing arts, sports, and socio-political fields. They are innovators and problem-solvers, grounded in principles of equity, diversity, and inclusion, and guided by an extraordinary commitment to reconciliation with Indigenous peoples on PEI and across Canada.

Our scholars and scientists push the boundaries of understanding and discovery. Their work creates

pathways to solutions, advancing knowledge that supports people, animals, communities, and ecosystems.

The reach of UPEI is wide and deeply impactful. From the One Health initiative addressing human, animal, and environmental well-being, to the sciences, humanities, and arts, we contribute to every dimension of society.

Our programs produce not only skilled professionals but also empathetic leaders who are ready to make a difference. To sustain this impact, we must continue to offer strong, accessible programs, protect our independence, and ensure sustainability is woven into everything we do.

UPEI is actively and conscientiously pursuing innovative approaches to create a culture of trust, safety, and inclusion on our own campuses, and extending these to our close partners and communities. Through the ambitious and steadfast implementation of the *UPEI Action Plan*, we are calling on every member of UPEI to help us create the kind of institution where people and communities can truly thrive.

This transformation requires discipline and accountability. Each year, we will set clear goals, define the measures that matter, and revisit them to assess our progress. In five years, we will be able to demonstrate, clearly and confidently, the impact of our choices and collective actions.

Every one of us has a role to play. Big changes and small daily actions alike move us closer to a better world. Every act of kindness, every effort to support one another, every commitment to work with our environment and our communities contributes to lasting change. Together, through our teaching, our research, and our shared commitment, we will make UPEI and our world a better place.

A handwritten signature in black ink, appearing to read 'W. Rodgers'.

Wendy Rodgers, BA, MA, PhD
President and Vice-Chancellor

Message from the Board Chair



Facing the future, UPEI is ready for exciting changes. Setting strategy is not easy, as the world is increasingly dynamic and full of surprises. Yet UPEI has captured some important new characteristics of itself in this Strategic Plan, as well as reflections of and recommitment to important traditions.

UPEI will mature in all areas of teaching, learning and research, expanding its reach, and lifting up its people. And all of this is taking place while UPEI is continuing to heal from historic challenges. Much like an athlete recovering from an injury, UPEI is coming out stronger and more talented, while continuing to tend to and care for itself.

UPEI's history of strong community, innovation, and sustainable practices allow it to mature on a strong foundation. In this strategy, we remember who we are, where we have come from, and the opportunity associated with where we are going.

This is a rewarding and exciting time to be at UPEI, and I am so honoured to work with the UPEI community at this time. Thank you to all of the contributors to this important Strategic Plan, for both your time and talents.

Shannon MacDonald, FCA, CPA, ICD.D
Chair, UPEI Board of Governors

Developing our Future Direction

Making our world a better place: UPEI Strategic Plan (2025–2030) is the result of a year-long community discussion on the future of our University and the direction for the coming five years.

Our goal in developing the strategic plan was to ensure a collegial process with a focus on the engagement of our community. In supporting this goal, community members were encouraged to speak candidly, and we listened closely.

We welcomed feedback, provided all input to the steering committee, and continuously and iteratively reflected the emerging themes back to our audiences as we progressed. We sought to identify the community's consensus foundations for a clear strategic direction and ongoing culture change. Input gathered throughout the process and across all members and sectors of the community was remarkably consistent.

The resulting strategic plan outlines three strategic pillars for UPEI—Thriving People and Communities; Innovative and Connected Teaching, Research, and Scholarship; and Sustainability. The commitments and goals for each pillar are

articulated. Together, they inform UPEI's strategic direction for the next five years.

More than 700 people from the University and broader community provided input on our strategic direction through 23 sessions and other methods of contributing. This input included emphasizing our focus on our students and their educational journeys; prioritizing the well-being of all our people within an environment of people-focused systems and support; and committing to stronger policies, processes, connectivity, alignments, and effectiveness across the University.

We also have a focus on our own institutional sustainability. We are accountable to our community to ensure UPEI is able to robustly bolster the success of our students, employees, communities, and province.

The UPEI Strategic Planning Process

Phase 1: Initiation

(September to October 2024)

In advance of initiating the planning process, the timeline and approach was confirmed with the UPEI Board of Governors. A Call for Expression of Interest was shared with our broader community to establish a diverse and engaged University Strategic Plan Steering Committee. A consultation schedule was developed, and outreach was initiated.

Phase 2: Consultation

(October 2024 to February 2025)

Consultations with internal and external community members (students, staff, faculty, alumni, community organizations, and sector and industry representatives) took place in the form of flipped consultations, traditional consultations, and surveys. Strategic planning workshops were held with the UPEI Board of Governors, Senate, and senior leadership to conduct situational analyses and establish priorities. President's town halls were held to raise awareness of plan development and encourage continued participation.

Phase 3: Development of Draft Strategic Plan

(March to April 2025)

Following a review of input received in Phase 2, consultation was continued in this phase by reframing themes and ideas, and to encourage additional input from community segments that had less representation in Phase 2. This aided in validating the

input and themes and ensuring these were accurately captured. Following validation, the vision, values, and strategic priorities for the plan were drafted.

Phase 4: Finalizing the Plan

(May to August 2025)

This phase was extended by three months to enable intensive Steering Committee work and further refinement of the plan. This included discussions about core values, alignment of priorities, and identifying and addressing any critical gaps. This phase also identified key aspects to be shared with those leading the development of operational planning, outcomes, and measures once the plan was approved. A joint session of the UPEI Board of Governors and UPEI Senate was held at the end of August to review the draft plan and to seek input and guidance prior to finalizing the strategic plan for approval.

Phase 5: Governance Reviews

(September to October 2025)

In this phase, the *UPEI Strategic Plan (2025–2030)* was provided to the UPEI Senate for information at its September meeting. The strategic plan was then submitted to the UPEI Board of Governors for approval at its October meeting. The plan was approved by the Board of Governors on October 7, 2025. Beginning in October, UPEI's senior executive team will lead the development of operational planning, measures, and progress reporting.

Consultation and Engagement

At the core of *Making our world a better place: UPEI Strategic Plan (2025–2030)* is the University's commitment to our students and lifelong learners.

Participants in our consultation process provided a strong and consistent message that prioritizing student success must be a primary focus of UPEI's strategic direction.

This priority is reflected throughout the strategic plan. It includes optimizing our students' growth, curiosity, knowledge, and experiences within a well-structured and resourced learning environment that is committed to understanding their evolving needs and lifelong development within a complex world.



2 Surveys

- Campus Priorities and Opportunities
- Looking to the Future

23 Internal Consultation Sessions

- Flipped Consultations
- President's Town Halls
- Campus Discussion Groups

4 External Consultation Sessions

- PEI Community Visits
- Sector Partner Forum (Industry, NFPs, Service, Community, NGO and Government Partners)

4 Strategic Planning Workshops

- UPEI Board of Governors
- UPEI Senior Leadership and UPEI Senate
- University Strategic Plan Steering Committee
- Visiting through leader

14 University Strategic Plan Steering Committee Meetings and Working Sessions

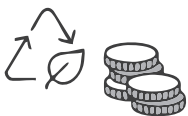
1 Online Sharing of Draft UPEI Strategic Plan for Community Input

more than two dozen consultation and engagement events
700+ participants over 10 months

Consultation Input

Strong consistent themes

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



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.

Vision

UPEI aspires to transform lives and communities through lifelong learning. With teaching and research at the heart of our identity, UPEI connects the Island and the world. UPEI enables learners to explore, grow, and discover their interests and their potential.

Together, we share the purpose of making our world a better place.

UPEI's Commitment To Reconciliation

UPEI is committed to advancing reconciliation through higher education.

As a community, our University commits to the role we must play in achieving and promoting an understanding of Indigenous history and culture and supporting respectful relationships.

UPEI recognizes that discussions in this era of truth and reconciliation have unveiled difficult facts within our country's history. However, we know that education is vital to understanding the history and effects of colonialism and fully engaging with the process of reconciliation.

Working together and in alignment with the *UPEI Indigenous Strategic Framework and Initiatives, Pesk'tek—The Path Ahead: The Journey to Reconciliation and Action Reform*, we must use learning and knowledge as a catalyst for meaningful change here on Prince Edward Island and around our world.



Core 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; publication and collections; and 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.

Pursuit of Excellence

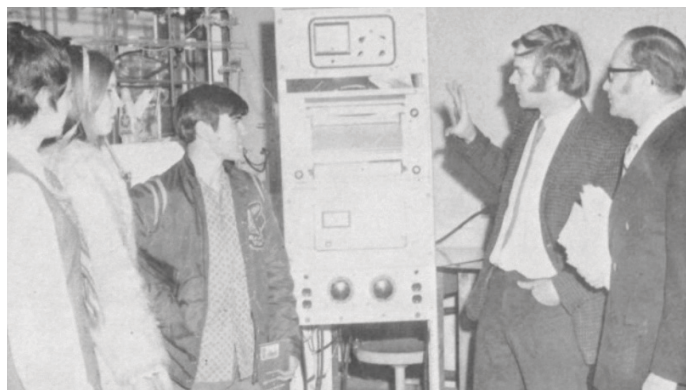
We are committed to continuous improvement of the quality of our policies, processes, and programming, as well as our employee and learner environments. This includes fostering critical thinking, a culture of lifelong learning, and the pursuit of excellence in our teaching, research, and service, and our administration, operations, and technology. It also means innovative recruitment of scholars, employees, and students eager to support the mission of UPEI.

Equity, Diversity, Inclusion, and a Sense of Belonging

We believe in equity, diversity, and inclusivity that supports an environment hallmarked by a sense of belonging. To achieve this, we value, respect, and support each other and build pathways for people to be recognized, appreciated, and connected. We welcome diverse perspectives. In addition, we are committed to providing constructive spaces for employees and students to speak up and be heard and to debate ideas. The well-being, health, and safety of our people underpin our decision-making.

Reconciliation

UPEI acknowledges the traditions and contributions of Indigenous peoples of Canada and the world. 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 a collaborative understanding of how the past and present influence the future.



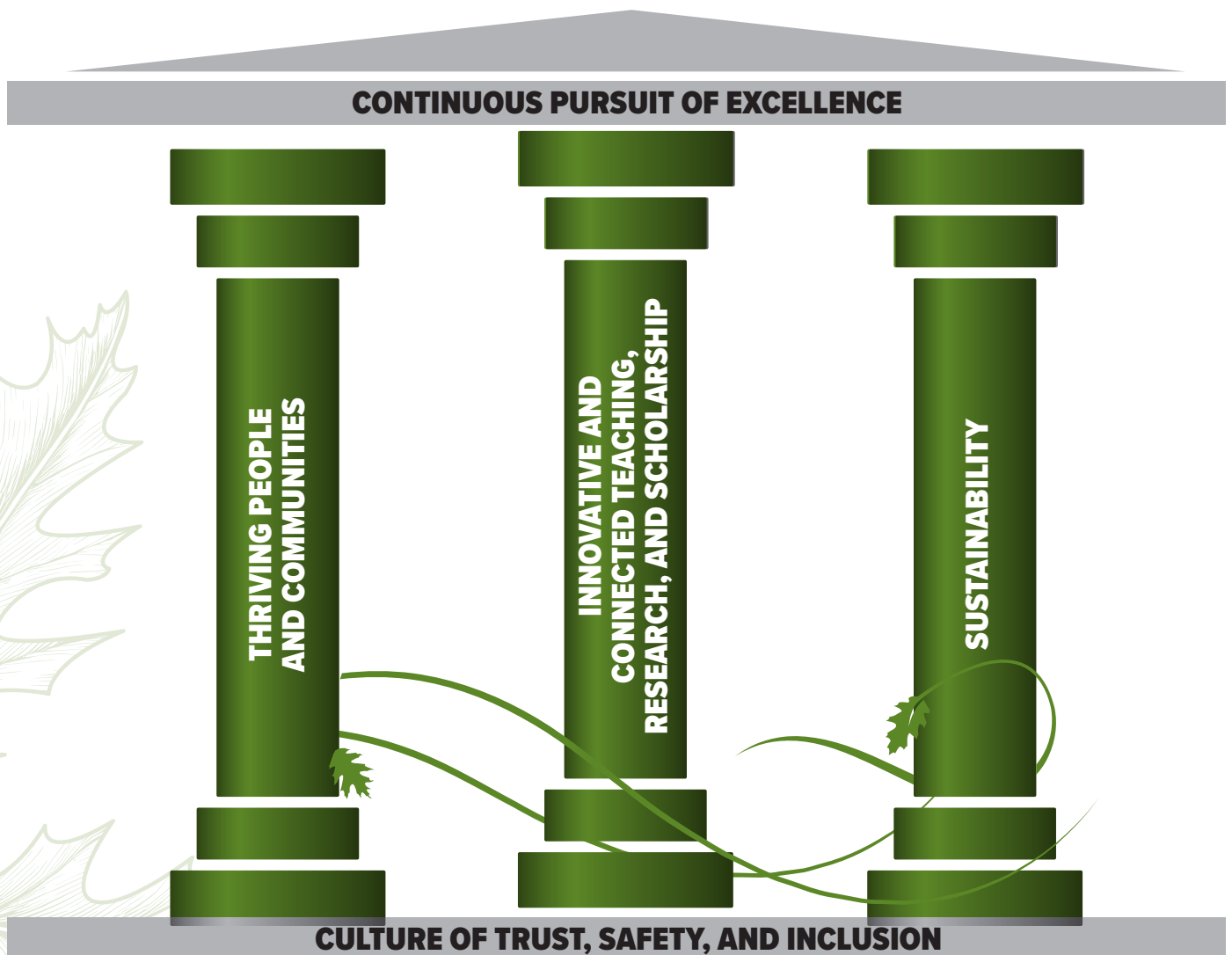
UPEI's Strategic Objective

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, graduates, and research and scholarship will contribute to making our world a better place.

UPEI's Strategic Pillars



Strategic Pillar 1

Thriving People and Communities

Rationale: Our purpose as a university is to contribute to bettering people and society. The development of our people within inclusive and respectful learning and work environments will be the foundation of all University initiatives.

Commitment: UPEI will foster an inclusive, healthy, collaborative, and supportive environment where our students, faculty, and staff can unlock their potential and contribute to their local and global communities.

This includes

- fostering a culture of safety, trust, and inclusion;
- reconciliation with Indigenous peoples;
- supporting and delivering enriched experiences and refined systems and processes for our students, faculty, and staff that enable them to explore and develop their abilities and contributions.

Pillar 1 Goals

1. Continue to implement the UPEI Action Plan: Building a Culture of Trust, Safety, and Inclusion.
2. Ground EDI practices in integrity and consideration of our community members' safety, well-being, and dignity.
3. Ensure effective communications, information sharing, and connection within UPEI and with our communities.
4. Assess and address mental health support and services.
5. Support initiatives to support the overall health and well-being of our campus community.
6. Increase participation and support of Indigenous students, faculty, and staff.





Strategic Pillar 2

Innovative and Connected Teaching, Research, and Scholarship

Rationale: UPEI's size and scale allow us to reach across campus, disciplines, and service units to work together in unique ways. We will leverage our size, scale, and strengths to develop creative ways of connecting people and shared goals.

Commitment: 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.

This includes the following:

- UPEI will be a model for collaboration.
- We will increase connectivity and remove silos to better promote information sharing and team-focused approaches.
- We will develop effective ways of sustainably connecting with provincial, national, and global sectors and communities to carry out our mission.

Pillar 2 Goals

1. Encourage boundary-spanning activities and remove barriers to collaboration to enable multi-disciplinary research and scholarship of mutual benefit to community members.
2. Increase internal entrepreneurship and innovation within institutional initiatives.
3. Build innovative pedagogical and investigative approaches to enhance teacher, researcher, and learner experiences and interactions.
4. Establish UPEI as a regional leader in providing a dynamic and collaborative learning environment where students are actively involved in the learning process through engaged, process-oriented teaching.
5. Encourage multi-disciplinary research and scholarship across the institution and of mutual benefit to community members.
6. Promote the transfer and exchange of knowledge to amplify UPEI's research impact.
7. Develop external partnerships to pursue mutually beneficial community- and industry-engaged education, research, and service initiatives of impact.
8. Develop Indigenous partnerships to better understand and include Indigenous knowledge in teaching and research.



Strategic Pillar 3 Sustainability

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

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

This includes

- optimizing institutional resilience and adaptiveness while sustaining our core mission and values;
- studying and continuously improving our internal processes and fiscal stewardship to ensure the long-term sustainability of UPEI;
- contributing to our greater community through engaged programming that helps solve complex social challenges.

Pillar 3 Goals

1. Become a leader in developing and implementing sustainable practices on campus by leveraging expertise in areas such as climate change, sustainable design, environmental science, and cleantech theory into everyday practices on campus.
2. Pursue opportunities to leverage University-developed initiatives into larger-scale community impacts in areas such as environmental stewardship, climate change, and cultural preservation.
3. Create and support community-engaged research on sustainability threats and outcomes, including a focus on the United Nations' Sustainable Development Goals (SDGs).
4. Enhance data analysis, data governance, and proactive, integrated planning to ensure readiness for challenges.
5. Improve the alignment of policies, processes, institutional planning, and talent development to optimize decision-making and resource allocation.
6. Implement strategic enrolment management (SEM) to improve student recruitment, retention, and overall student experience and success.
7. Institute a multi-year operational plan and revenue strategy.
8. Expand sustainability education across curricula through program innovation, new forms of learning, and digital transformation.

Operational Planning, Progress Measures, and Information Sharing on Outcomes

Implementation of the *UPEI Strategic Plan (2025–2030)* will include annual development and alignment of operational plans and activities, with metrics, to support the implementation of strategic priorities.

This will require collaborative approaches to annual planning, establishing key performance indicators, progress measures, and an evaluation framework.

Progress monitoring of the strategic plan will be ongoing. Adjustments to planning initiatives will be carried out as needed based on as much evidence as is available.

Progress results will be shared with the University and broader community on a regular basis.

Acknowledgements

We are grateful to the more than 700 participants who took part in building the *UPEI Strategic Plan (2025–2030)* by participating in the consultation process and sharing insights and ideas for a flourishing University.

Thank you to UPEI students, faculty, staff, and alumni for providing input in many ways—from personal feedback, responding to surveys, and collective discussion sessions. Thank you as well to our community members from numerous sectors who provided candid feedback on ways UPEI can better engage with our communities and build impacts.

Appreciation is expressed to The Chapman Group for their partnership in facilitating consultation sessions and organizing participant feedback. Thank you, also, to the UPEI Senate and the UPEI Board of Governors for their thoughtful input.

The University Strategic Plan Steering Committee provided considerable time and effort to ensure the input of our community was reflected in accurate and meaningful ways. We are grateful for the time and dedication of this group in brainstorming, listening to our community, synthesizing input and priorities, and being courageous to ask hard questions and challenge the status quo.



University Strategic Plan Steering Committee

CO-CHAIRS

Dr. Wendy Rodgers | President and Vice-Chancellor

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

MEMBERS

(listed alphabetically)

Doug Burton | Director, IT Operations

Dr. Corinne Chappell* | Advisor on Indigenous Affairs, Office of Lnu Relations and Reconciliation

Lewis Creed* | UPEI Alumni

Lucky Fusca | Sexual and Gender Diversity Specialist, EDI and Human Rights

Fairouz Gaballa* | Administrative Assistant, UPEI Cleantech

Rebecca Gill* | Director, Strategic Priorities and Policy Development, Faculty of Medicine

Dr. Kuljeet Grewal | Assistant Professor, Faculty of Sustainable Design Engineering

Dr. Beibei Jia* | Assistant Professor, Faculty of Veterinary Medicine

George Jiang* | Past President, UPEI Student Union

Roshni Kishor | UPEI Graduate Student

Megan MacLean* | Interim Associate Vice-President, Students

Dr. Annerose Mauz | Sessional Instructor, McDougall Faculty of Business

Charlotte McCardle | Director, Strategic Planning

Sonia O'Connor* | Administrative Assistant, Faculty of Medicine

Dr. Christopher Power | Associate Dean, Graduate Studies and Research, Faculty of Science

Dr. Jessica Strong | Assistant Professor, Psychology; Director, Clinical Training, Doctor of Psychology, Faculty of Arts

Dr. Charlene VanLeeuwen* | Manager, Teaching and Learning Centre

Hexi Wang | UPEI Graduate Student

**Steering Committee members who are also UPEI Alumni*

Together, we remain committed to making our world a better place through the transformational power of higher learning.



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