

MATERIAL FOR APRIL 11, 2025 UPEI SENATE MEETING

Related to Draft Strategic Plan Framework agenda item submitted on March 28, 2025.

Material to support agenda item:

- Briefing note on UPEI Strategic Plan (2025-2030) Development Process
- Draft UPEI Strategic Plan Framework components (Vision, Values, Strategic Priorities) for consultation and discussion

Consultation DRAFT: Work in Progress

Briefing Note | UPEI Strategic Plan (2025-2030) Development Process

The process for a [new five-year strategic](#) direction began summer 2024 and was launched Sept 2024.

Process Foundation

- Confirmation of [University Strategic Plan Steering Committee](#)
- Additional capacity (engaged The Chapman Group via procurement process)
- Confirmation of timeline (UPEI Board of Governors)
- Reflection on the UPEI Action Plan and Governance Review
- Review of UPEI's high-level successes

Timeline

- Phase 1: Initiation (September to October 2024)
- Phase 2: Consultation (October to December 2024)
- Phase 3: Continued Consultation and Plan Drafting (January to March 2025)
- Phase 4: Draft Development, Sharing, Revisions, Governance Reviews (April to June 2025)
- Summer 2025 (Launch and start of implementation)

Consultations (to-date)

September 2024

- Survey on University priorities and opportunities
- Flipped consultations:
 - University culture
 - University priorities and opportunities
- University Strategic Plan Steering Committee formed

October 2024

- Traditional consultations:
 - UPEI Faculty
 - UPEI Staff
 - UPEI Undergraduate students
 - Campus discussion group
- UPEI Steering Committee

November 2024

- Traditional consultations:
 - UPEI Graduate students

- UPEI Student Union
- Senior Leadership Team
- Community Consultations
 - Summerside City Council
 - Charlottetown City Council and community
 - West Prince (low attendance)
 - Three Rivers (cancelled due to unforeseen circumstances)
 - Sector and industry partners and community groups
- University Strategic Plan Steering Committee (2 meetings)

December 2024

- University Strategic Plan Steering Committee

January 2025

- President's Town Hall: UPEI Strategic Plan
- Strategic Planning Workshops:
 - University Strategic Plan Steering Committee
 - UPEI Board of Governors
 - UPEI Senate and Senior Leadership Group
- Discussion with Faculty Councils
- University Strategic Plan Steering Committee

February 2025

- Dr. Jessica Riddell: The State of PSE in Canada and Sustainable futures (interactive strategic planning event with emphasis on human flourishing and embedding hope)
- UPEI Health and Wellness Centre
- Discussions with Faculty Councils
- University Strategic Plan Steering Committee

March 2025

- President's Town Hall: Sustainability
- UPEI Rise and Shine (with Deans and Faculty Members)
- Dalton Hall Student Experience Hub
- UPEI Athletics and Recreation (rescheduled)
- Discussions with Faculty Councils
- University Strategic Plan Steering Committee (2 meetings)

Next Steps (as of April 2025)

- Senate consultation on draft strategic plan framework components
- Post draft strategic plan components on website for community reflection/input
- Ongoing consultation with university groups
- Development of full DRAFT strategic plan
- Share DRAFT strategic plan with Senate and Board of Governors for input
- Final Strategic Plan (2025-2030)

Consultation DRAFT: Work in Progress

DRAFT: VISION

At the University of Prince Edward Island, we illuminate potential, nurture lifelong learning, and spark innovation in a vibrant, inclusive and people-centered environment. Connected to the Island and the world, we empower people to explore, grow, and shape the future with bold vision and impact.

DRAFT: VALUES**Integrity**

We believe in acting with honesty, transparency, and responsibility in all that we do. This means taking personal accountability for our actions and striving for a growth mindset in an environment where learning, through both successes and challenges, is embraced. These principles are upheld in teaching, learning, research, scholarship, and working together. Trust is built on integrity, and we hold ourselves to high standards so we may inspire trust in ourselves and others.

People First

Our community is built on relationships. By placing people at the centre of everything we do, we create an environment where we listen with curiosity and seek diverse perspectives, ensuring that students, faculty, and staff are valued and connected. Through relationships rooted in respect and care, we appreciate that our histories and experience shape our contributions and our futures. Through inclusion, we foster a sense of belonging where everyone can thrive.

Equity

We are committed to being inclusive, accessible, and welcoming. Equity is central to grounding our university community in its pursuit of fairness, in access to opportunity, and personal growth, building the skills and confidence needed for vigorous discussion of divergent ideas for all members of the university. By valuing, supporting, and respecting each other, we create space for open expression, discussion and sharing of thoughts, ideas, and experiences.

Innovation

Curiosity, courage, and wisdom drive us forward. We challenge the status quo, embrace change, and create transformative and innovative teaching, learning, scholarship, and research. We focus on scholarship and the creation of new knowledge, and ensure the integration of research with teaching and practice remains at the core of our identity. Our commitment to academic freedom supports the pursuit of critical and unique scholarship, teaching, and research. Our leadership, in all its forms, challenges us to grow as we collectively push boundaries and expand knowledge in all we do.

Sustainability

Our connection to the land, waters, creatures, and people of Prince Edward Island drives us to be tenacious stewards of our shared future. By integrating environmental, financial, and social responsibility, we steward our resources for the long-term vitality of our university, our province, and our nation. We recognize that true sustainability requires contributions from all members of our community – faculty, staff, and students – through scholarship, research, teaching, and community engagement, and the development of resilient and creative graduates.

Reconciliation

We acknowledge the traditions, and contributions of Indigenous peoples and are dedicated to reconciliation. We will continue to work towards meaningful relationships, inclusive education, and actions that support learning, truth and reconciliation. Our commitment is ongoing and informed by consultation, collaboration, and a holistic view of how past and present influences shape the future.

DRAFT: STRATEGIC PRIORITIES**Creating a University Where Everyone Thrives**

Renewal, belonging, and growth. We're committed to fostering a community where everyone is valued, supported, and connected. When our people thrive, UPEI thrives. Through open communication, transparency, and a people-first approach, we promote an engaged, healthy and inclusive campus community that enables everyone to pursue their full potential. Our commitment includes deepening Indigenous engagement and advancing reconciliation to ensure our policies, curricula, and support systems reflect truth, reconciliation, and clear goals while fostering an inclusive academic environment.

Empowering Impact Through Innovation and Collaboration

At UPEI, we empower our students and graduates to make meaningful contributions to our world. We emphasize the importance of curiosity, critical thinking, research, scholarship, engagement, and collaboration. We're committed to providing integrated experiences that challenge and support our growth. Our scholarship, teaching, and research inspire innovation and equip our community to address the world's most pressing challenges. By strengthening community and industry partnerships, we create experiential learning opportunities, cross-disciplinary connections, internships, and collaborative projects that enhance student employability, research impacts, and contributions to our Island and beyond.

Embracing Change, Shaping Tomorrow

We are instigators and navigators of change. By embracing transformation at every level of our university, we challenge ourselves to continually improve, ensuring everything we do aligns with our core values and mission. Through innovation in scholarship, teaching, learning, research, administration and governance, we will shape UPEI's future with intention and purpose. We drive forward with resiliency, empowering our community to adapt, change, and lead with confidence. As

part of this commitment, we embrace, adapt and manage emerging technologies and new ways of learning as thought leaders in an evolving world.

Focal Sustainability

UPEI is committed to being a future-ready institution. This commitment includes fostering research excellence, providing high-quality education, and making informed decisions that guide us in building a sustainable future. We approach the rapidly changing landscapes of post-secondary education, technology, funding, geopolitical, and social issues with care and planning. In collaboration with our partners, we make prudent decisions to address enrollment, process innovation, accessibility, and stable funding through strategic planning, research-driven decisions, and responsible resource management. Our sustainability efforts will include leveraging expertise in environmental studies, clean technology, and engineering to improve our campus by evaluating responsible energy initiatives. With fiscal responsibility and stewardship, we ensure resources support our students and community.

Telling Our Unique Story and Strengthening Community Connections

UPEI's story is shaped by the people who bring it to life—our students, faculty, staff, alumni, and partners. We embrace the unique environment, history, and social fabric that defines us. We are committed to strengthening connections with our community through transparency, accountability, and meaningful collaboration. As part of the larger PEI community, we build relationships based on mutual support, ensuring our contributions through service, research, and partnership create lasting impact. By sharing our distinct story, woven with the Island's spirit and the diverse voices that shape it, we not only strengthen our community but also inspire trust and confidence in the value of the education and experiences we provide.