

Université 
de Montréal

The University of Montreal
and of the world.



The University of Montreal – and of tomorrow's world

Strategic Plan 2022-2032

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1 MISSION

Why do we do what we do? Why do we want to advance and transmit knowledge? Why do we strive to extend our reach? Our mission is our anchor. It is what will motivate people to commit to the University.

A world-class French-language university

Committed to excellence, the University of Montreal seeks, with the support of the members of its community, to create, disseminate and harness knowledge with a view to promoting the common good.

A passion for searching, for exploration, innovation, discovery. For transmitting knowledge. For building. For testing their limits in the constant striving for excellence, and transforming themselves in the process. As those who went before them, they aim to influence society. They believe that society is more than the sum of individual interests. They all want their actions to benefit the entire community, in the belief that a society rests not only on fellowship among its members but also on taking responsibility, individually and collectively. They share an ambition to make the world a better place and to make an informed, rigorous contribution to the debates about the common good. This ideal permeates the values that unite them, the modes of action that call them, and their vision of the University of Montreal.

2 VISION

The University's vision is a clear and ambitious destination that informs its priorities, the North Star that guides its principal actions.

Université de Montréal in the year 2032

As an engaged and responsible institution, the University of Montreal is the most influential French-speaking university in the world.

The complex nature of many important societal issues calls for concrete, creative and transparent responses from universities as they apply their strengths to help address these challenges. The members of the University of Montreal community – teachers, students, administrative staff and support staff – rise to the challenge by working together, in all aspects of their activities, to exert a positive, informed influence on society, drawing on the University's vital Francophone roots and their leverage in multiple cultural and linguistic areas.

In ten years, the University of Montreal will be the most influential French university in the world if:

- Leaders of organizations that grapple with major social challenges and help make policy include University of Montreal experts in their discussions;
- Members of the University who, by virtue of their expertise or leadership, play a prominent role in framing social debates clearly state their connection with the University of Montreal;
- Our researchers lead growing numbers of large-scale national and international research projects;
- Canadian and international media turn to University of Montreal specialists, as Quebec media do;
- The University provides the members of its student population with an outstandingly rigorous and innovative education that serves as a springboard for action in their community and in society;
- Prospective students can relate to the University of Montreal's values;
- University of Montreal graduates are recognized by employers and decision-makers, public and private, as well-trained, well-equipped influencers and change agents;
- The University's policies and practices inspire other universities and organizations;
- Donors support the University of Montreal's major projects more frequently and generously;
- The University of Montreal has an international network of friends that is present everywhere and geared to support the University's activities.

3 PILLARS

How do we reach our destination? How do we set priorities in order to overcome obstacles and realize our vision?



Dare to change

Ensure that the university community responds responsibly and creatively to the needs of a changing world.

The University of Montreal is a community of people driven by intellectual curiosity who demonstrate a spirit of innovation and work to improve understanding of major societal issues.

Every day, the members of the University of Montreal community pursue innovation, carry out projects that promote the common good, anticipate future challenges and possible solutions, support creativity, and nurture a passion for discovery and learning. They develop the leadership, creativity and ability to act collectively that are needed to bring about change in their fields. They dare to change.



Fully live our pluralism

Foster the full development of our community's members by embracing a multiplicity of backgrounds, experiences and points of view.

The University of Montreal is proud to be part of the French-speaking world in all its diversity. The members of the University of Montreal community value cultural pluralism as much as ideological and pedagogical pluralism. Recognizing that it is enriched by the unique professional paths and accumulated experience of its community's members, the University of Montreal supports them in their personal and professional endeavours. The members of its community also work to promote the inclusion of members of vulnerable groups and take concrete action to achieve this goal, as social justice is part and parcel of the common good.



Unite our efforts

Prioritize collaborative, cross-cutting initiatives that have a measurable positive impact on major social challenges.

Members of the University of Montreal community seek partnerships with actors in various spheres in order to produce knowledge that can support relevant, rigorous solutions to contemporary problems. They work to decompartmentalize disciplines, within and without the University, positioning the University of Montreal to play a key role as a catalyst for projects carried out in partnership with other organizations. Cultivating synergies within the University and with its partners, they are able to initiate and effect significant change through coherent interventions.

4 OBJECTIVES AND STRATEGIES

Measurable objectives that take us towards our vision and strategies that chart a path for progress in multiple, complementary directions will enable us to achieve our shared vision together.

OBJECTIF 1 – Share our expertise locally, nationally and globally to help address major societal challenges.

PILLARS	Dare to change	Fully live our pluralism	Unite our efforts
STRATEGIES	<p>Encourage scientific production and the incubation of large-scale collaborative projects</p> <p>The University of Montreal carries out initiatives that promote collaboration among specialists in all disciplines and encourage them to link and apply their knowledge in order to meet the challenges confronting society.</p> <p>It creates multiple opportunities for discussion internally and with its partners. It supports the incubation and development of innovations in all components of its mission.</p>	<p>Promote expertise and science in French</p> <p>Proud of their institution's roots in a cosmopolitan, French-speaking city, its influence in numerous cultural arenas, and its position at an intersection between worlds, the members of the University of Montreal community actively promote the transmission of knowledge produced in French in Quebec, Canada and the world.</p>	<p>Launch initiatives to increase our visibility and strengthen our presence</p> <p>To help accomplish the University's mission of promoting the common good, the members of the University of Montreal community work to expand their presence in various fields of practice and professional communities, in international research networks, in decision-making circles and in the media when their expertise can be of benefit.</p>

OBJECTIVE 2 – Provide students with experiences that align with their aspirations in order to help them become change agents in their spheres.

PILLARS	Dare to change	Fully live our pluralism	Unite our efforts
	STRATEGIES	<p>Offer an interdisciplinary education</p> <p>Aware of its role in educating well-informed citizens, the University of Montreal encourages the incorporation of practical, interdisciplinary and cross-cutting experiences to help members of its student community develop their critical thinking skills and apply reliable, rigorously produced knowledge.</p> <p>The University creates distinctive interdisciplinary experiences, in various configurations, that allow students to develop their leadership skills, creativity, teamworking skills and innovative spirit.</p> <p>It thereby prepares them to exercise engaged, responsible influence in their spheres.</p>	<p>Offer experiential and international learning opportunities</p> <p>The University of Montreal is an outward-looking institution enriched by the diversity of its students' interests and experiences.</p> <p>Its programs reflect this diversity. The University offers many opportunities for experiential and international learning that enable students to acquire the skills they will need to play an active role in society.</p> <p>It encourages the members of its student community to excel intellectually and to develop as well-balanced individuals.</p>

OBJECTIVE 3 – Enhance the University’s adaptive capacities to accelerate its development.

PILLARS	Dare to change	Fully live our pluralism	Unite our efforts
STRATEGIES	<p>Improve the University’s agility and performance</p> <p>The University of Montreal encourages its members to develop projects that can improve the institution’s functioning and the education it offers.</p> <p>The University uses its community’s capacity for innovation to incorporate cutting-edge technologies and create environments that contribute to a unique and dynamic experience for its student body and its members, optimize its interactions with external partners and increase its influence.</p>	<p>Promote and embody the University’s diversity of identities and range of expertise</p> <p>The members of the University of Montreal community want their institution to reflect the cosmopolitan city in which it is located and to be more representative and inclusive of the range of perspectives arising from the diversity of the Montreal community that is its home.</p> <p>The University of Montreal ensures that the forms of diversity in society are represented in all segments of its community and administration, and that people who embody them are supported, in line with the University’s commitment to inclusive excellence.</p> <p>It promotes the diversity of possible career paths and development trajectories by ensuring that defined criteria are meaningful and adapted to different needs.</p>	<p>Strengthen support for and pride in the University’s vision and values</p> <p>The members of the University of Montreal community want to be in a space where everyone is engaged in supporting the University’s mission and fostering a culture of openness and service, where everyone is proud to contribute in their way to the achievement of common goals.</p> <p>The University of Montreal supports its faculties, units and partners with appropriate resources to achieve its strategic vision, pursue common strategic objectives and carry out collaborative projects. Its initiatives are backed by internal expertise and the knowledge it produces.</p>

Three pillars, three objectives, nine strategies

Share our expertise locally, nationally and globally to help address major societal challenges

Provide students with experiences that align with their aspirations in order to help them become change agents in their spheres.

Enhance the University's adaptive capacities to accelerate its development

Dare to change

1 Encourage scientific production and the incubation of large-scale collaborative projects

4 Offer an interdisciplinary education

7 Improve the University's agility and performance

Fully live our pluralism

2 Promote expertise and science in French

5 Offer experiential and international learning opportunities

8 Promote and embody the University's diversity of

Unite our efforts

3 Launch initiatives to increase our visibility and strengthen our presence

6 Create friendly and responsible physical and digital environments

9 Strengthen support for and pride in the University's vision and values

EXAMPLES

Dare to change

by... encouraging scientific production and the incubation of large-scale collaborative projects

to... share our expertise locally, nationally and globally to help address major societal challenges

Fully live our pluralism

by... offering an interdisciplinary education

to... provide students with experiences that align with their aspirations in order to help them become change agents in their spheres

Unite our efforts

by... improving the University's agility and performance

to... enhance the University's adaptive capacities to accelerate its development

Values engage both the hearts and minds of the University of Montreal's members. Values inform their actions and define the behaviours they adopt – the shared behaviours that help forge their collective identity.



Passion

A passion for learning unites the students who attend the University of Montreal. A passion for transmitting knowledge motivates its faculty members. Passion drives its researchers and spurs them to explore the mysteries of the Universe, to participate in the big social debates and to do creative work. And passion motivates the University's administrative staff and support staff to help accomplish its core missions, day after day.



Courage

The members of the University of Montreal community know that courage is one of the core values that unite them in their quest to expand the frontiers of thought or creation. The University encourages its members to go where no one has gone before and do what has never been done. Demonstrating courage is therefore a commitment that the University makes to itself and to society.



Freedom

The University of Montreal values its members' freedom to be. It guarantees their freedom of conscience, as well as freedom of thought, research and expression, without constraint or censorship, but while respecting others and their freedom. Recognizing that inequality can prevent the full exercise of these freedoms, the University understands that it must play a role in helping the members of its community overcome pre-existing inequalities and it calls on everyone to work together towards this end.



Responsibility

In an era of disinformation, the climate crisis and technological advances on many fronts, the University of Montreal and its community cannot remain indifferent to the impact of their actions on society. The University assumes the responsibility of helping the members of its student community improve their critical thinking skills and supporting reliance on evidence-based knowledge in public discourse. This value of responsibility underpins our interactions with our partners and informs our relationship to the facts and the content of our educational programs.



Openness

The University of Montreal – and of the world. This is a value that is manifest in the respect and civility with which the members of our community treat one another. It is apparent in the way the University cares for its community, in its concern for its members' well-being and for maintaining a spirit of collegiality between them. Finally, it is evidenced in the University of Montreal's commitment to inclusion and its concrete actions to embrace diversity in all aspects of the life of the University.



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