

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

### 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 in service of the common good.

The members of the University of Montreal community are moved by a passion for learning. A passion for searching. For exploration, innovation, and discovery. For disseminating knowledge. For building. For testing their limits, constantly striving for excellence, and transforming themselves in the process. As those who went before them, they aim to shape their world. 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.

# The University of Montreal in 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 social 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 are clearly identified 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 the Quebec media do;
- The University provides the members of its student community 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 agents of change;
- 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 everywhere present and geared up to support the University's activities.

### 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 our understanding of major social issues. Whether they are teachers, students, administrative staff or support staff, these individuals are agents of change within the University and in society.

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 rely on their ability to adapt as they work proactively to support processes of social transformation. They set an example in the way they operate and make decisions. They are prepared to take risks. They act and influence rather than simply reacting. Above all, they develop the leadership, creativity and ability to act collectively that are needed to bring about change in their fields. They dare to change.

### Live our pluralism fully

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

Montreal is a global city. It has long been a hub where languages and cultures meet. Proud to be part of the French-speaking world, the University of Montreal considers the French language a window on a plurality of cultures and worlds. The many identities that rub shoulders here provide fertile ground for the exercise of freedom for all in an atmosphere of caring and openness to the other. 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. It looks to its faculty's diverse trajectories and expertise to inspire its student population. 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. Montreal bridges many worlds; as a diverse and pluralistic institution, so too does the University of Montreal.

# 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 demonstrate vigorous, collaborative leadership in promoting the pursuit of knowledge and creation. 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. To this end, the University of Montreal provides its faculty and students with the skills and opportunities to imagine sustainable, responsible and creative solutions to important social challenges.

## 4 OBJECTIVES AND STRATEGIES

**OBJECTIVE 1** – Stimulate reflection on the major challenges facing society and support society in the discovery, creation and implementation of solutions, in collaboration with our partners.

PILLARS	Dare to change	Live our pluralism fully	Unite our efforts	
STRATEGY	<p><b>Support the incubation of collaborative projects and make our successes sustainable</b></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>To this end, the University fosters collaboration, diversity, openness and responsibility in research.</p>	<p><b>Develop intercultural and interpersonal skills</b></p> <p>The University of Montreal ensures that its student community, faculty, administrative staff and support staff acquire and apply intercultural and interpersonal skills in order to more effectively intervene in an increasingly complex society and influence its evolution.</p> <p>It incorporates these skills into the education it offers and prepares the next generation to bring a broad social perspective to the pursuit of the common good.</p>	<p><b>Promote French as a springboard for cultural and linguistic diversity</b></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 are committed to welcoming, supporting and including people embodying all forms of diversity.</p> <p>They actively promote the sharing, in all languages, of knowledge produced in French in Quebec, the rest of Canada and the world.</p>	<p><b>Assemble, amplify and share our expertise at the local, national and international levels</b></p> <p>The members of the University of Montreal community – faculty, students, administrative staff and support staff – channel their creative energies to break new ground. The University capitalizes on the resulting innovations to realize their full potential as levers of progress for society as a whole.</p> <p>To help accomplish the University's mission of promoting the common good, the members of its community work to expand their presence in professional realms and fields of practice, in international research networks, in decision-making circles and in the media when their expertise can be of benefit.</p>

**OBJECTIVE 2** – Provide each member of our student community with meaningful academic, educational, practical and life experiences to help them become agents of influence and change in their spheres.

PILLARS	Dare to change	Live our pluralism fully	Unite our efforts
	STRATEGY	<p><b>Develop a pedagogical and research ecosystem grounded in interdisciplinarity, experience and flexibility</b></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 and creativity into all its programs and research projects, including through the use of digital technology, to help members of its student community develop their critical thinking skills and apply reliable, rigorously produced knowledge.</p> <p>It thereby prepares them to exercise engaged, responsible influence in their spheres.</p>	<p><b>Diversify educational pathways and enrich the student experience</b></p> <p>The University of Montreal is enriched by the diversity of its students' interests and experiences. The programs it offers reflect this diversity, which contributes not only to students' intellectual and professional training but also their lifelong personal development.</p> <p>The University creates distinctive programs, in various configurations, focused on collaborative experiences that allow students to develop their leadership skills, creativity, teamworking skills and entrepreneurial spirit.</p> <p>It encourages the members of its student community to excel intellectually and to develop as well-balanced individuals. Their well-being informs every facet of the pursuit of the University's mission.</p>



**OBJECTIVE 3** – Become a true learning organization that adapts and evolves through self-evaluation.

<b>PILLARS</b>	<b>Dare to change</b>	<b>Live our pluralism fully</b>	<b>Unite our efforts</b>
	<p><b>STRATEGY</b></p> <p><b>Develop a culture of experimentation, creation and self-reflection</b></p> <p>The University of Montreal encourages its members to develop projects that can improve the institution’s functioning and the education it offers. It gives them the space to launch relevant initiatives, to measure the outcomes and, where appropriate, to build on them and sustain successes.</p> <p>The University uses its community’s capacity for innovation to incorporate cutting-edge technologies and create digital 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>Finally, insofar as universities are the only social organizations with a threefold mission to create and produce knowledge through research, disseminate knowledge through teaching, and apply knowledge through engagement with the community and scientific organizations, the University of Montreal ensures that its teaching, research and community engagement missions enrich each other and undergird all its activities.</p>	<p><b>Better reflect the diversity of backgrounds and experiences at all levels of the University</b></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 vectors of diversity in society are represented in all segments of its community and administration, and that people who embody these forms of diversity are supported and accompanied, 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><b>Encourage buy-in to the University’s common goals and values</b></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 maintains consistency between its vision, its governance and its actions.</p> <p>It 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 the expertise available and knowledge produced within the University.</p>

## Three pillars, three objectives, ten strategies

Stimulate reflection on the major challenges facing society and support society in the discovery, creation and implementation of solutions, in collaboration with our partners

Provide each member of our student community with meaningful academic, educational, practical and life experiences to help them become agents of influence and change in their spheres

Become a true learning organization that adapts and evolves through self-evaluation

<b>Dare to change</b>	<b>1. Support the incubation of collaborative projects and make our successes sustainable</b>	<b>5. Develop a pedagogical and research ecosystem grounded in interdisciplinarity, experience and flexibility</b>	<b>8. Develop a culture of experimentation, creation and self-reflection</b>
<b>Live our pluralism fully</b>	<b>2. Develop intercultural and interpersonal skills</b> <b>3. Promote French as a springboard for cultural and linguistic diversity</b>	<b>6. Diversify educational pathways and enrich the student experience</b>	<b>9. Better reflect the diversity of backgrounds and experiences at all levels of the University</b>
<b>Unite our efforts</b>	<b>4. Assemble, amplify and share our expertise at the local, national and international levels</b>	<b>7. Create friendly physical and digital environments that foster collaboration and a stimulating university experience</b>	<b>10. Encourage buy-in to the University's common goals and values</b>

### EXAMPLES

<b>Dare to change</b>	<b>by...</b> supporting the incubation of collaborative projects and making our successes sustainable	<b>to...</b> stimulate reflection on the major challenges facing society and support society in the discovery, creation and implementation of solutions, in collaboration with our partners
<b>Live our pluralism fully</b>	<b>by...</b> diversifying educational pathways and enriching the student experience	<b>to...</b> provide each member of our student community with meaningful academic, educational, practical and life experiences to help them become agents of influence and change in their spheres
<b>Unite our efforts</b>	<b>by...</b> encouraging buy-in to the University's common goals and values	<b>to...</b> become a true learning organization that renews itself by building its capacity for self-evaluation and adaptation

### Passion

A passion for learning unites the students who attend the University of Montreal. A passion for sharing 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. It truly takes passion to spend thousands of hours searching without necessarily knowing what you will find. This passion for exploration is at once a passion for excellence. And passion motivates the University's administrative and support staff to help accomplish its core missions, day after day. Though they may be shy about recognizing the passion that inspires them, the members of the University of Montreal community understand their underlying passion to be a precondition for their engagement with their institution and society. Seen in this light, passion is not just a feeling but indeed a value.

### 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 experience provides them with the opportunity to develop the resilience and tenacity to boldly explore the world of ideas. It is by accepting the risks of the process of discovery that innovative solutions to the world's problems are found. The University encourages its members not only to excel but sometimes to go where no one has gone before and do what has never been done. It takes courage to create. 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. At the University of Montreal, freedom is always in symbiosis with reciprocity, tolerance and respect for intellectual integrity. This guarantee of freedom creates the necessary conditions for the expression of intellectual curiosity by the members of the University community. 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. Knowing that the work of achieving freedom must be done on the ground, in an environment of mutual responsibility and reciprocal openness, the University of Montreal pledges to help the members of its community accomplish it.

## Responsibility

In the face 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 undertakes to help the members of its student community improve their critical thinking skills, and to support reliance on evidence-based knowledge in public discourse. Our community aspires not only to an ethic of responsibility, but more broadly to the development of a culture of responsibility. This value of responsibility underpins our interactions with the communities with which we have ties. It also informs our relationship to the facts and the content of our educational programs. We want our researchers' discoveries and intellectual output to be measured by the yardstick of responsible innovation. The University of Montreal wants its development to be sustainable for the environment and for society, and its choices to be consistent with this ideal.

## Openness

The University of Montreal is the university of the world: the world of Montreal to begin with, a city teeming with creativity and dynamism; and also the world of global diversity, for Montreal is a cosmopolitan metropolis and the University of Montreal reflects the city that is its home; and finally, the world of the University community – students, alumni, teachers, administrative staff, support staff, donors and friends of the University, all united in their commitment to the University's mission to further the common good. The diverse world of the University of Montreal is a world with open doors. 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.

