



**2020–2023
Strategic Plan**

Inspire
Innovate
Make our mark

Our mission

Building on our excellence in teaching and research, HEC Montréal is a French-language institution open to the world and solidly rooted in Quebec society, that trains management leaders who make a responsible contribution to the success of organizations and to sustainable social development.

Our vision

To be a hub of management knowledge that **inspires, innovates and makes our mark** worldwide, thanks to:

- the quality and relevance of our teaching and research
- our influence and engagement in the local, national and international communities
- our human-centred, responsible and collaborative approach

Our values

Relevance

We answer the needs of our various stakeholders, both at home and abroad, taking account of advances in knowledge and technologies and evolving sustainable development issues.

Rigour

We apply integrity and rigour in all our teaching, research and knowledge transfer activities and in managing our School.

Boldness

We rely on our innovative mindset and agility to cope with change and meet challenges. Our proactive approach and strong entrepreneurial culture let us come up with new solutions and carry out visionary, ambitious plans.

Engagement

We promote concrete individual and collective engagement in the business community, academia and society. This active contribution demonstrates the HEC Montréal community's energy, ethics and social responsibility.

Respect

We endeavour to create a healthy and inclusive environment that respects others and is open to differences, one that fosters collegiality and pride in belonging.

Collaboration

We encourage interaction among the members of our community, to promote the sharing of ideas, interdisciplinarity and the development of collective intelligence.



Message from the Director

Inspire, innovate and make our mark

HEC Montréal launched a strategic planning exercise to plot its course for the coming years.

The School already enjoys an enviable position in terms of teaching and research. Thanks to its exceptional faculty and quality programs, it is recognized as one of the world's foremost business schools. It attracts students from around the globe and boasts a vast international network of partners. It can also rely on highly competent and committed staff.

HEC Montréal is recognized for its credibility, excellence, entrepreneurial spirit and ability to innovate. The School has constantly reinvented itself to keep pace with broad trends in Quebec, meet the changing needs of its students and advance management knowledge. As we enter a new decade, we have much to ponder. What should we focus on in the learning experience we offer? Are our research activities having the greatest possible impact? What type of campus and work environment do we want to create? How can we further emphasize our social responsibility, sustainable development and ethics?

The 2020–2023 Strategic Plan that I am pleased to present here answers these questions and boldly paves the way to the future. It focuses on renewal, evolution and enrichment, and is driven by a very clear vision: the goal of making HEC Montréal a true hub of management knowledge, one that **inspires, innovates** and **makes our mark** worldwide. This is an ambitious vision, certainly, but I am convinced that it is within our grasp. The priorities laid out in this plan, just like the initiatives that we intend to carry out over this period, are concrete responses to a world undergoing far-reaching, rapid change. One has only to think of our new building in downtown Montréal, which will allow us to foster even greater collaboration and exchanges with the business community.

Rigour, boldness and relevance are values that have defined HEC Montréal from the outset. These valuable pillars will continue to guide us, along with the engagement of our entire community. The Strategic Plan also revolves around collaboration, sharing ideas and interdisciplinarity –



essential ingredients for translating our ambitions into achievements.

As I look back on everything we have accomplished in recent months, I am very proud and I want to offer my sincere thanks to everyone who took part in the consultations and this collective process. HEC Montréal has a rich history. Now it is up to us to build our School's future together, showing the same passion and energy, and to write the next chapters in its inspiring story.

Federico Pasin
Director

Inspire

Our priorities and strategic objectives



Enrich and highlight the **learning experience** we offer, to properly meet the current and future needs of our students, the business community and society.

- Offer training, programs and courses tailored to the needs of our students throughout their careers, allowing them to excel both here at home and on the international stage.
- Innovate in teaching, especially by drawing on new technologies, adopting new means of delivery and promoting multidisciplinary approaches.
- Structure and increase the range of experiential activities.
- Support student entrepreneurs in their learning and initiatives.



Boost the impact and influence of our **research** activities, especially in fields relating to social issues and where HEC Montréal has the potential to stand out.

- Increase the scientific impact of our research.
- Enhance our faculty's renown and reputation.
- Facilitate the transfer of research findings to students, the business community and society.
- Expand the pool of our faculty members who receive external funding.



Rely on committed **faculty members** who excel in teaching and research.

- Maintain a high-level faculty and retain talented members by supporting them in their career development.
- Take steps to optimize the contribution by faculty members to achieving the School's mission.



Offer a convivial campus and **studying, working and living environments** for the student community and all employees.

- Create conditions that further promote equity, diversity and inclusion.
- Offer our community a healthy and stimulating environment.
- Do more to foster and recognize the involvement and achievements of our community members.

Innovate



Bolster our internal and external **collaboration** and our alumni relations.

- Break down silos between administrative, research and teaching units, and encourage collaborative work.
- Increase our involvement and long-term collaboration with top universities, firms and other organizations.
- Cultivate a sense of belonging among our student community and our alumni to their alma mater.



Look to the **international scene** as a vector of development, cultural wealth and renown.

- Enhance the School's visibility and reputation across Canada and worldwide.
- Enrich our community through cultural diversity and encourage members of our international student community wishing to settle in Quebec to adapt and acquire the French-language skills they need.
- Serve as a springboard to our students' international success.



Promote and emphasize **corporate social responsibility, sustainable development and ethics** in everything we do.

- Ensure that our students develop the knowledge and skills they need to become responsible leaders.
- Expand knowledge and transfer activities in the areas of corporate social responsibility, sustainable development and ethics.
- Develop exemplary practices in the realms of corporate social responsibility, sustainable development and ethics throughout our organization.

Key success factors

The School's talents and resources will be harnessed to implement this ambitious plan, based on these key success factors:

Human resources

Attract, develop, hire and retain talented faculty and staff to support the School's mission.

Communications

Develop consistent communication initiatives appealing to internal and external communities and reflecting our strategic priorities.

IT resources

Invest in the School's information technology resources, in line with its strategic priorities, to support our innovation in the fields of digital technology and data.

Spaces and infrastructure

Manage the development of the School's spaces, its infrastructure and the campus environment, in keeping with the Strategic Plan.

Finance

Explore new revenue sources, optimize resource allocation and enhance analysis and oversight, to ensure the optimal achievement of our initiatives.

From strategy to action

This Strategic Plan will guide HEC Montréal in the coming years, allowing us to support actions already underway and take advantage of new opportunities. All these initiatives will give the School the means to achieve its vision and stand out from the crowd. They will be regularly updated, depending on their duration, and will be closely monitored through to completion. Others will be added over time.

Priority initiatives include:

- **Focus on downtown**
Successfully complete our building project in the downtown business district.
- **Accentuate experiential learning**
Establish a structured program of experiential activities, including company internships, flipped classrooms, simulations, university competitions and social innovation activities.
- **Stand out as a research hub in sustainable development and business ethics**
Create a world-class research and knowledge transfer hub.
- **Communicate to motivate others and make our mark**
Develop communication strategies and means to encourage involvement and highlight the School's assets and achievements, along with the HEC Montréal brand.
- **Support and retain our talents**
Implement a range of value-added organizational development practices to enhance staff members' experience and boost retention.
- **Exploit digital technology**
Identify possible applications of digital technology to support teaching, research, administrative processes and both internal and external collaboration.

Specific indicators will let us closely monitor our progress in implementing the Plan and report back to our community annually.

Make our mark



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