

2024-2027
Strategic Plan

Where
opportunities
are created.

Message from the Director



It is in a spirit of continuity that we have developed the new 2024-2027 Strategic Plan. These past years have demonstrated to what extent our mission—to train management leaders who make a responsible contribution to the success of organizations and to the sustainable transition of society by drawing on our excellence in teaching and research—is firmly rooted and our community is agile, resilient, and engaged.

With a clear vision and values that define us, our 2020-2023 Strategic Plan proved to be an invaluable guide through the many challenges we faced in these atypical years. Our many significant achievements over these four years convinced us to stay the course and further refine our areas of action.

The 2024-2027 Strategic Plan continues to steer us toward our true north, the common objective we all share—to draw on our entrepreneurial culture to provide an enriching experience throughout each student's academic journey and contribute to the advancement of management knowledge.

Three themes guide our actions:

- Enhance our impact on society
- Enrich the student experience
- Cultivate an open and stimulating environment

We have reorganized the previous strategic priorities with greater precision and direct alignment with the School's mission or vision.

The concept of priority projects used to implement the 2020-2023 Strategic Plan was not carried over to the 2024-2027 plan. Going forward, implementation will be supported by the action plans of each office and its progress will be monitored through a management system.

I am fully confident that the 2024-2027 Strategic Plan will contribute to making HEC Montréal a business school that is ever more attuned to the needs of society, continues to strive for excellence, centres the interests of learners in its actions, and enhances its impact on society.

I am proud of our School and our accomplishments, and I fully believe we can go even further, aided by your great competence, unwavering commitment, and sustained collaboration.

The Director,

A handwritten signature in black ink that reads "Fed Pasin". The signature is fluid and cursive.

Federico Pasin

Our mission

Building on our excellence in teaching and research, HEC Montréal is a French-language institution that is 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 the sustainable transition of society.

HEC Montréal's mission is achieved through:

- Constantly evolving pedagogy that is adapted to different types of learners
- Training that responds to current societal issues
- High-level research that has an impact on the community
- Committed and bold work teams and faculty
- Efficient and rigorous resource management

Our vision

Be a hub of management knowledge that inspires, innovates, and is known worldwide for:

- the quality and relevance of its teaching and research
- influence and involvement in local, national, and international communities
- its humane, responsible, and collaborative approach.

HEC Montréal's vision is reflected in:

- A world where teaching and research contribute to the responsible conduct of business
- A campus environment that is caring, respectful, and increasingly inclusive
- An environment that encourages collaboration and creation
- Influence unconstrained by borders

Our values

Relevance

We meet the needs of our various stakeholders, both at home and abroad, taking into account advancements in knowledge and technology 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 help us devise 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.

Our true north

Provide an enriching experience throughout each student's academic journey and contribute to the advancement of management knowledge, drawing on our entrepreneurial culture.

Our strategic themes and objectives

3 strategic themes

Enhance our impact on society

Enrich the student experience

**Cultivate an open and
stimulating environment**

Our strategic themes and objectives

12 strategic objectives

Strategic objectives that are specific, measurable, appropriate, realistic, and time-bound (SMART) were defined.



Enhance the value, quality, and relevance of learning and training as perceived by learners and other key stakeholders



Increase the impact of our research on society



Enhance our students' knowledge and skills so that they become responsible leaders



Raise HEC Montréal's profile, particularly in priority target markets



Increase our ability to attract and retain faculty and the talent needed to fulfill the School's mission



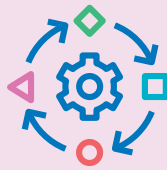
Ensure the School's financial stability

Our strategic themes and objectives

12 strategic objectives (continued)



Maintain the accreditation renewal success rate



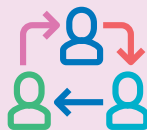
Review key administrative processes to achieve productivity gains



Enhance the student experience



Continue to enhance employee experience



Establish exemplary governance



Strengthen the School's roots in the downtown core

Key success factors

The School's talents and resources will be harnessed to carry out 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 that are appealing to internal and external communities and that reflect 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, enhance analysis and oversight, in order to optimize resource allocation and sound management of operations and projects.

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Where opportunities are created.

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Our values

- Relevance
- Rigour
- Boldness
- Engagement
- Respect
- Collaboration

Our vision

Be a hub of management knowledge that inspires, innovates, and is known worldwide for:

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Our 3 strategic themes

Enhance our impact on society

Enrich the student experience

Cultivate an open and stimulating environment

Our strategic objectives

- Enhance the value, quality, and relevance of learning and training as perceived by learners and other key stakeholders
- Increase the impact of our research on society
- Enhance our students’ knowledge and skills so that they become responsible leaders
- Raise HEC Montréal’s profile, particularly in priority target markets
- Increase our ability to attract and retain faculty and the talent needed to fulfill the School’s mission

- Ensure the School’s financial stability
- Maintain the accreditation renewal success rate
- Review key administrative processes to achieve productivity gains
- Enhance the student experience
- Continue to enhance employee experience
- Establish exemplary governance
- Strengthen the School’s roots in the downtown core

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