

**POLYTECHNIQUE
MONTREAL**

TECHNOLOGICAL
UNIVERSITY



POLY2023:

LET'S CREATE THE FUTURE!

STRATEGIC
PLAN
2018-2023

MISSION

Respectful of the principles of sustainable development and attuned to the needs of society, Polytechnique Montréal, in accordance with its values:

- educates engineers and top-level scientists to meet the challenges of an evolving world and make them key agents of change;
- conducts research that addresses major societal issues; and
- influences its environment intellectually, economically and socially.

VISION

In 2023, for its 150th anniversary, Polytechnique Montréal will be a technological university recognized internationally for its leadership, boldness and entrepreneurship. It will be a source of inspiration and a reference in its field. In keeping with its historical role in the economic development of our society, it will meet the major challenges of the future through interdisciplinary training and research, in synergy with its environment and relying on its community as a driving force for development.

VALUES

Collaboration	Promote a spirit of exchange and collaboration among all members of the community and support teamwork.
Creativity	Build an environment that stimulates creativity, original thinking and the desire to innovate.
Excellence	Promote excellence and rigour in activities.
Integrity	Adopt rightful behaviour in activities according to best practices in sustainable development, ethics and governance.
Openness	Recognize diversity and encourage openness to the world.
Respect	Treat people with respect, dignity and fairness.



1 STRATEGIC PLAN
3 MAJOR DIRECTIONS
12 DEVELOPMENT DRIVERS

POLYTECHNIQUE ATTUNED TO THE CHALLENGES OF THE FUTURE

1 Develop and expand the education offering by anticipating the needs of society.

The engineering profession is changing. Faced with a constant onslaught of new societal challenges, needs have to be anticipated and programs adapted based on the principle of responsible use of technology.

We want to attract the best students and practising professionals, offer them attractive programs and provide them with the tools they need to become key agents of change.

2 Promote multidisciplinary and multisectoral learning involving an international dimension.

Our goal is to enrich the engineering culture. We want to decompartmentalize programs and introduce interdisciplinary and global-minded training courses to help student populations excel and be exposed to other areas of societal importance besides their own.

Experiential learning will be at the heart of training. We have to encourage and recognize the various types of internships, projects, student involvement in technical societies and student committees, entrepreneurship and exchange programs.

Lastly, we have to promote the internationalization of programs and international exchanges.

3 Make skills development and success a key part of the educational journey.

Teaching methods have to evolve towards a more diverse approach to knowledge transfer and be adapted to the context of the next generations.

We want to create new training activities with strategic academic partners, for example in management, entrepreneurship and public administration, that will complement engineering education.

Lastly, we have to take into account the limitations affecting the student population and respond to their needs accordingly. We will provide services adapted to an increasingly diversified and international clientele (recruitment, welcoming, etc.).

4 Promote the emergence of innovation ecosystems, boost existing ecosystems and strengthen research partnerships.

The main research hubs have to be brought up to date. We have to align research activities with major societal challenges, make adjustments as these evolve, and pay specific attention to the science-policy-society interface.

We must intensify the establishment of partnerships with the socio-economic world and governments, strengthen exchanges and broaden the scope of collaborations (internships, jobs, continuing education, research, philanthropy, mentoring, advising, etc.).

POLYTECHNIQUE IN THE WORLD

5 **Commit to ensuring equal opportunity for all and increasing the proportion of women at Polytechnique and in engineering.**

We want to strengthen initiatives to attract girls to the engineering profession starting at the elementary and high school levels. We want to recruit, retain and graduate a larger number of female students across all programs.

We will invest in increasing the proportion of women in the faculty. We also want to ensure that women are respected and included in all our activities. We will showcase and promote the role of women engineers in society, and invite them to share their experiences with our community.

In addition, we will intensify our encouragement, recruitment and inclusion efforts among other under-represented groups.

6 **Create an entrepreneurial culture driven by the student community and staff.**

To create opportunities for innovation, we have to encourage and support both intrapreneurship and entrepreneurship among all members of our community. In our training programs, we will encourage creativity and ingenuity through stimulating course offerings and support for targeted entrepreneurial initiatives. We will promote technology-based start-ups by providing assistance and quality infrastructure, in synergy with our environment.

Innovation will be part of Polytechnique's DNA. We will make our establishment a place of creative and productive exchange, a bold testing ground for promising projects. We will focus on collaborations with our partners, as well as on our alumni network, where each person's resources and expertise will be put to use.

7 **Increase the visibility and impact of Polytechnique on the local, national and international stages.**

We want to be a model, a source of inspiration and a reference in engineering. We will take every opportunity to promote ourselves to the general public by communicating the successes of our community and addressing topics that are relevant to societal issues.

We will participate in key societal debates by taking targeted and constructive stances and relying on scientific and technological foundations, in accordance with our values.

We want to maintain a strong brand image around the name *Polytechnique Montréal*. We need to increase our presence and visibility in social and traditional media, both locally and internationally.

8 **Actively participate in major international programs and join recognized networks of influence.**

Our ambition is to play an active role in the major international training and research networks, and we want to be accepted in these as a very high-level partner.

We have to participate in major international research framework projects (for example, those of the European Commission), as well as promote and support outgoing student mobility by focusing on our most active and promising partnerships.

We have to continue to internationalize our programs, for example by offering courses in English and promoting dual degrees while maintaining French as Polytechnique's institutional language.

Lastly, we will acquire a strategic portfolio of international projects.

POLYTECHNIQUE AT THE HEART OF THE ACTION

9

Support individual and collective staff development and promote diversity and inclusion. Prepare the next generation and create the teams of tomorrow.

We want to plan the succession and develop our human resources. We will support the transformation of our staff and the broadening of skills to become more responsive to the challenges that arise.

We want to encourage a culture of change, a spirit of collaboration, creativity and agility. Mechanisms supporting diversity and inclusion need to be strengthened.

Lastly, we want to encourage our community members to be committed, listen to their needs and recognize the contribution of each person to collective projects.

10

Rethink and modernize administrative processes.

We will review our processes, streamline our operating methods and make the digital shift, in an effort to be efficient and reduce bureaucracy. We will work in participative fashion (bottom-up approach) by engaging those who are central to the functioning of administrative units and departments.

We want to maximize the use of modern technology. We will seek to speed up administrative processing and offer more personalized services, taking into account the specific needs of each of our clientele. We will ensure everyone's satisfaction by focusing on quality.

11

Ensure the well-being of the community by providing a pleasant environment as well as accessible and adapted programs and services.

The well-being, health and safety of individuals must be top priorities. We will ensure that services are accessible and meet needs effectively.

We will work collectively to make our living environment more enjoyable for studying and working. We will have a bold, sustainable and environmentally friendly master real-estate plan to strengthen our activities on Mount Royal.

12

Strengthen the sense of belonging by engaging the community around Polytechnique's values.

A strong relationship must be established with students as soon as they arrive and must be maintained throughout their studies and professional life. To achieve this, closer collaboration will be established with, among others, our alumni network to build this sense of pride and belonging toward their *alma mater* and to stimulate philanthropy.

Lastly, we want every member of the Polytechnique community to serve as our ambassador, both locally and abroad.



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