



# DARE

## to experience

2022-2025  
Strategic plan

# VALUES

## A great HUMAN-SCALE UNIVERSITY

Ours is a great community on a human scale. Here, individuals draw strength from their relationships with each other. Proximity, accessibility and openness to others contribute to making UdeS an ideal place to study, work and live.

## COMMITMENT: Our bond, our strength

The UdeS community shares a sense of belonging. We take pride in our individual and collective achievements. We strive to address the changing issues of the present and endeavour to meet the needs of the future. Commitment shapes our individual and social responsibilities.

## INNOVATION: Venture off the beaten path

Innovation is an integral part of our DNA, placing us at the cutting edge. We think outside the box, embrace creative risk and originality. Ours is a journey that transforms the present.

## EXCELLENCE: UdeS's hallmark

UdeS is a benchmark for the highest standards of teaching and research. Here, we believe that efficient collaboration, agile adaptability and thoroughness are key to implementing creative solutions that shape society and build a better future.

# STRATEGIC ORIENTATIONS

1

## Mobilize the university community around student success and the student experience

The overall student experience and a personalized approach are at the heart of our actions

2

## Pursue the development of research in all sectors to address society's major challenges

A fast-growing research and innovation hub finding tomorrow's solutions

3


## Strive for a more equitable, greener, and more inclusive society

A community inspired by its diversity in a place of work and study that is open, green and proud to be so

4

## Sustainably transform our institution by focusing on people and leveraging digital technology

A university that brings together committed people who change the world

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- 1.1. Promote the value of teaching and increase the number of promising and innovative pedagogical initiatives
  - 1.2. Enrich training through sustainable development initiatives in all programs
  - 1.3. Support people in lifelong skills development
  - 1.4. Promote the integration of students and increase the use of inclusive teaching approaches
  - 1.5. Facilitate and stimulate student participation in the process of continuous program improvement and teaching assessment
  - 1.6. Increase interdisciplinary activities and hands-on learning to foster the development of transversal skills
  - 1.7. Improve mentoring practices and reduce the duration of graduate studies

- 2.1. Strengthen UdeS's position as a key player in research
- 2.2. Stimulate collaborative research by supporting interdisciplinarity and developing the "basic research—applied research—knowledge transfer" continuum
- 2.3. Ensure the influence and leadership of research clusters and innovation zones
- 2.4. Implement a recruitment and retention strategy specific to graduate research studies
- 2.5. Stimulate international research collaborations and bilateral student mobility

- 3.1. Value diversity through an inclusive learning and working environment that allows everyone to flourish and contribute to its development
- 3.2. Integrate the arts and culture as an asset in the development and outreach of our university community
- 3.3. Ensure better integration of the international community at UdeS and increase intercultural experiences
- 3.4. Respond to the social and technological challenges of climate change with concrete solutions that enrich the university mission
- 3.5. Engage the entire university community in the fight against climate change and in the protection of ecosystems
- 3.6. Become an internationally renowned example for the reduction of greenhouse-gas (GHG) emissions and attainment of carbon neutrality

- 4.1. Foster staff engagement and commitment through institutional strategies that support employees in their career development
- 4.2. Continue to work towards improved organizational health
- 4.3. Take advantage of the vitality of the Longueuil Campus to enhance UdeS's development and impact
- 4.4. Empower and equip members of the university community in developing their digital competence
- 4.5. Mobilize and support people in improving the way we work
- 4.6. Protect our information technology assets by complying with established standards and raising awareness of information technology security issues and best practices within the university community



## VISION

AS A MAJOR RESEARCH  
UNIVERSITY RECOGNIZED FOR THE  
**ORIGINALITY**  
OF ITS PROGRAMS, SHERBROOKE  
**ENGAGES**  
WITH ITS COMMUNITIES TO SHAPE  
**RESPONSIBLE**  
CITIZENS WHO CHANGE THE WORLD.