



Transforming
the world
through music

Strategic
Planning
2023–2028

Faculté
de musique

Université 
de Montréal
et du monde.

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Message from the dean



Founded in 1950 by pioneers who wished to create a musical environment that would foster exploration and experimentation, the Université de Montréal Faculty of Music ranks with the greatest musical institutions in Canada. It stands out in the French-speaking world through an ecosystem based on diversity and on collaboration among musical disciplines, through its openness to other areas of knowledge, and through its synergy with the professional world.

The students who pass through our institution are seeking to build careers in a wide range of music-related occupations. We are committed to offering them top-level training in a stimulating and welcoming environment that values diversity, that positions itself as a hub for research and research-creation, and that above all believes deeply in the place and role of musicians in our society. Connected to other great institutions elsewhere in the world, our Faculty allows its students to enjoy experiences outside our walls and to take the measure of themselves on the international stage. Whatever the programs, students must find essential professional tools there that are conducive to the development of their careers. Our in-residence organizations can enrich their academic careers and contribute to anchoring what they have learned in the professional environment.

On the basis of our convictions and our assets, the great ambition of the strategic plan that has been conceived and drafted after several consultations within the faculty community is to transform the world through music.

Finally, the community-oriented projects of our École LUMI, which has been training children and adolescents in music for more than 30 years, constitute exceptional opportunities for our students to develop their teaching abilities and to cultivate a spirit of commitment that corresponds to our values.

It is therefore not surprising that, on the basis of our convictions and our assets, the great ambition of the strategic plan that has been conceived and drafted after several consultations within the faculty community is to **transform the world through music**.

Music is present in all the societies of the world. Considering that it irrigates our lives in different ways, that our consumption habits evolve over time, that dialogue among cultures will create the future, the Faculty of Music is preparing, thanks to this strategic plan, to enhance its influence and to become a major player in the music industry, training young people who are ever more passionate, competent, creative and conscious of their power to make the world a better place.

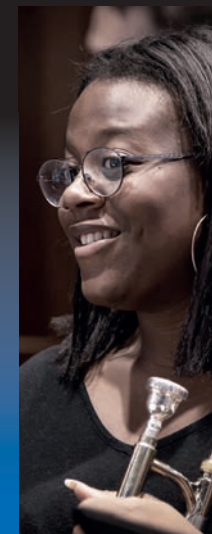
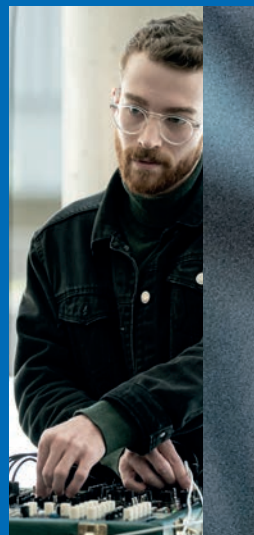
Nathalie Fernando

Our mission and our vision

Reason for being and ambition.

Mission

Anchored in the realities of the cultural environment of today, the Université de Montréal Faculty of Music trains students to think, to create and to pursue careers in the musical world of tomorrow.



Vision

The Université de Montréal Faculty of Music is an essential gathering place for those seeking to grow, to explore, and to reshape the world through music.

Our values

Behaviors prioritized by the organization in the construction of its identity.



Openness

- To the world, to others, to oneself and to the Faculty. This value also comes to life in the respect that each member of our community shows to the others.
- Being open to others, trusting in the value of others' work, no matter that it differs from mine, to foster the creation of common projects.

Engagement

- Finding areas in which I can deepen both my theoretical knowledge and my skills.
- Finding instances where I can work across disciplines.

Integrity

- Demonstrating honesty, transparency and ethics in all our activities and our actions.
- Acting in a responsible manner, recognizing the impact of what is said and what is done.

Collaboration

- Promoting an understanding of the multiple training and research approaches present at the Faculty with the aim of creating bridges among sectors.
- Collaborating with my colleagues, creating interdisciplinary projects, engaging in unifying projects that develop a sense of community based on respect for others.



UdeM cornerstones

How do we overcome our common obstacles? The cornerstones ensure the solidity and coherence of the actions and projects to be selected.

The Faculty of Music builds on the cornerstones defined by the Université de Montréal:

Daring to change

Ensuring that the university community responds in a responsible and creative way to the needs of a changing world.

Living our diversity

Fostering the development of the members of our community by focusing on the diversity of backgrounds, experiences and points of view.

Pooling energies

Prioritizing collaborative and cross-functional initiatives that have a positive and measurable impact on society.

A man with a beard and short dark hair is shown in profile, playing a trumpet. He is wearing a dark, long-sleeved button-down shirt and a watch on his left wrist. The background is dark and out of focus, suggesting a stage or concert hall setting. On the left side of the image, there are vertical bars of varying shades of blue and grey.

Our 4 major goals

The results that will lead to the achievement of our vision.

1. Learning experiences

Offering all members of our student community learning experiences that will help them, thanks to music, become influential players in the world of tomorrow.

2. Research and creation

Stimulating advances in artistic and scientific research aimed at developing knowledge and skills in music.

3. Profile raising

Mobilizing the Faculty community with a view to promoting the identity, expertise and achievements of the Faculty.

4. Living environment

Creating and maintaining a welcoming and inspiring living environment that kindles commitment, a sense of belonging, and pride.

14 strategies

To achieve each of the Faculty's four main objectives, strategies have been identified. Each of these strategies has its own tactics, presented in the tables on the following pages.

Objective 1: Learning experiences Offering all members of our student community learning experiences that will help them, thanks to music, become influential players in the world of tomorrow	Objective 2: Research and creation Stimulating advances in artistic and scientific research aimed at developing knowledge and skills in music
1. Focus on individualized supervision and guidance for students, and support them in different ways.	5. Provide tools and support for the development of research and research-creation.
2. Rethink our educational ecosystem in such a way as to facilitate content evolution with the goal of remaining in the forefront and of improving the employability of our graduates.	6. Develop interdisciplinarity and the role of the Faculty in research-creation within the university.
3. Aim for a high level of professionalization of our students.	7. Better position research and research-creation with external organizations and decision makers.
4. Increase the fluidity among the Faculty's different sectors to offer students a cross-sectional portrait of the world of music.	

Objective 3: Profile raising

Mobilizing the Faculty community with a view to promoting the identity, expertise and achievements of the Faculty

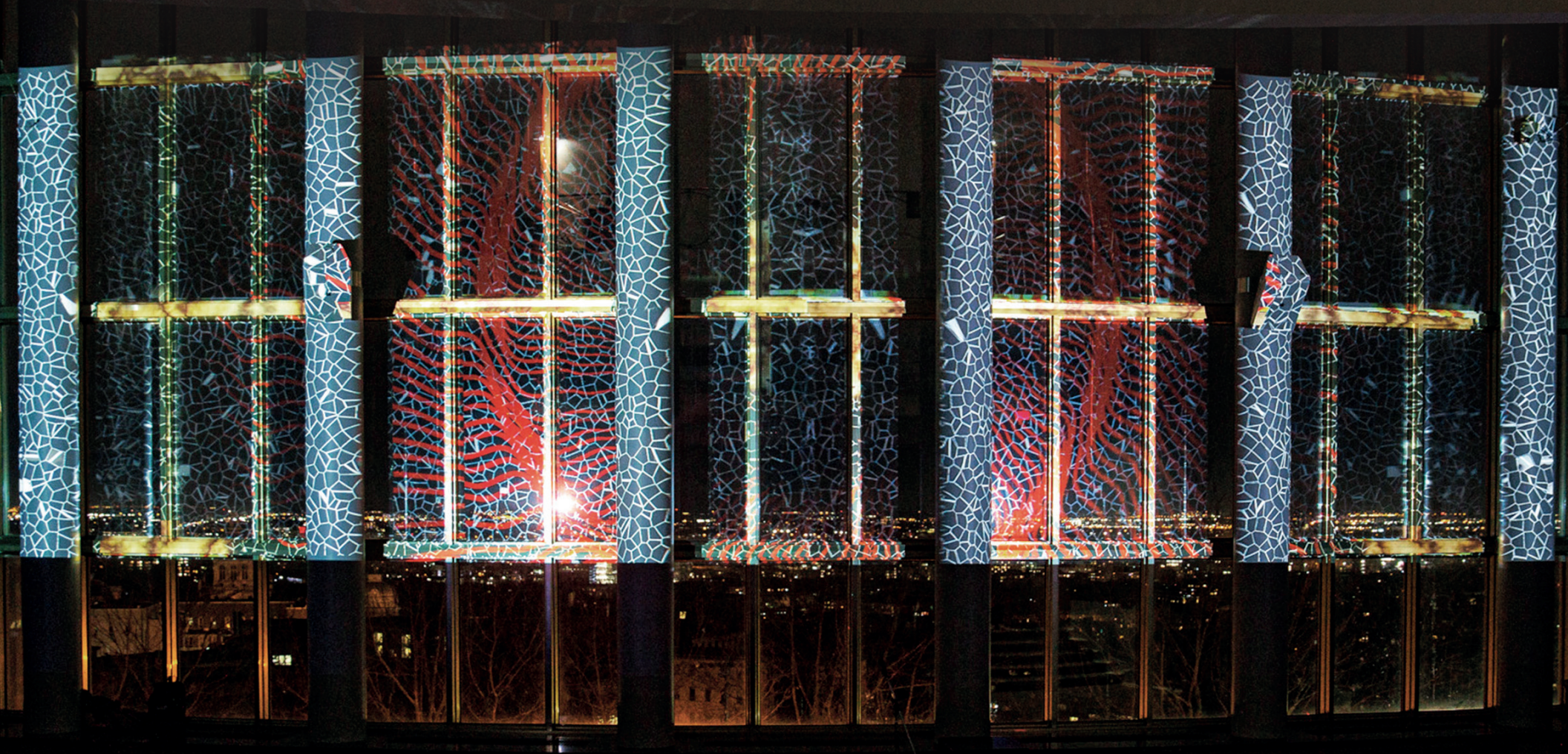
8. Define and develop the special characteristics of the Faculty of Music.
9. Raise the profile of the Faculty in our community.
10. Develop the contribution of the Faculty of Music and its members to society.
11. Continue and consolidate our strategy for visibility nationally and internationally.

Objective 4: Living environment

Creating and maintaining a welcoming and inspiring living environment that kindles commitment, a sense of belonging, and pride

12. Foster communications and discussions within the Faculty.
13. Offer environments that inspire and that reflect the excellence of what happens at the Faculty of Music.
14. Foster a long-term sense of belonging in the different members of our community.





Strategies and tactics

Objective 1: Learning experiences

Offering all members of our student community learning experiences that will help them, thanks to music, become influential players in the world of tomorrow.

1. Focus on individualized supervision and guidance for students, and support them in different ways	2. Rethink our educational ecosystem in such a way as to facilitate content evolution with the goal of remaining in the forefront and of improving the employability of our graduates	3. Aim for a high level of professionalization of our students	4. Increase the fluidity among the Faculty's different sectors to offer students a cross-sectional portrait of the world of music
<ul style="list-style-type: none"> • Foster students' autonomy and leadership by involving them more fully • Provide them with the tools to showcase their academic career and their work • Encourage them to develop in community settings, internationally and in research and research-creation through the identification of personalized academic careers • Better support program heads and research directors in the guidance provided to students • Better welcome and integrate international students • Continue the development of integrated funding in order to systematize it, making the most of philanthropic efforts 	<ul style="list-style-type: none"> • Stimulate educational innovation • Ensure that a wide range of profiles are welcomed, trained and guided towards success • Structure programs so that objectives, pathways and expectations are clear • Develop the role of the Office of Student Success and integrate it more fully in our training activities • Ensure that the physical and psychological well-being of our students lies at the heart of their training 	<ul style="list-style-type: none"> • Multiply and integrate experiential learning opportunities • Develop a professional deployment agency for students and recent graduates to venture beyond the walls of the Faculty and to promote entrepreneurship, making the most of philanthropic efforts • Build connections and partnerships with businesses and cultural organizations • Better align production with academics to foster experiential learning • Invite players from the community to different events • Structure the participation of organizations in residence 	<ul style="list-style-type: none"> • Offer cross-sectional seminars • Increase the number of collaborative research and research-creation projects • Facilitate co-teaching • Increase the number of intersectoral collaborations across productions • Organize collaborative events that include a variety of participants connected to research, to research-creation, to academics and production

Strategies and tactics

Objective 2: Research and creation

Stimulating advances in artistic and scientific research aimed at developing knowledge and skills in music.

5. Provide tools and support for the development of research and research-creation	6. Develop interdisciplinarity and the role of the Faculty in research-creation within the university	7. Better position research and research-creation with external organizations and decision makers
<ul style="list-style-type: none">• Provide guidance to Faculty teachers when they first apply for grants• Train students in writing and in research coordination• Provide guidance and administrative support for the effective management of equipment as well as research and research-creation projects• Support funding applications with granting agencies, particularly in performance	<ul style="list-style-type: none">• Accentuate collaborations inside the Faculty of Music and with the other UdeM units• Promote intersectoral co-teaching• Integrate intersectorality in students' curricula and experiential learning	<ul style="list-style-type: none">• Encourage Faculty members to expand their circles of influence (committees, organizations, associations, etc.)• Increase the Faculty's representations with granting agencies• Integrate philanthropy into the development of research and research-creation

Strategies and tactics

Objective 3: Profile raising

Mobilizing the Faculty community with a view to promoting the identity, expertise and achievements of the Faculty.

8. Define and develop the special characteristics of the Faculty of Music	9. Raise the profile of the Faculty in our community	10. Develop the contribution of the Faculty of Music and its members to society	11. Continue and consolidate our strategy for visibility nationally and internationally
<ul style="list-style-type: none">• Better define our Faculty color and put it front and center• Ensure dissemination of what it means to do research and research-creation in music• Ensure better representation of all our disciplines in our external communications	<ul style="list-style-type: none">• Publicize our partnerships• Promote activities beyond the walls of the Faculty• Organize information get-togethers to promote the Faculty in different educational institutions• Target the other faculties as audiences for our activities• Have the community benefit from the achievements of our teachers• Improve the experience of the audience that attends our events	<ul style="list-style-type: none">• Develop a practice and culture of music mediation• Spotlight the varied careers of professionals in the community to inspire the younger generation• Support and develop École LUMI and its community-oriented initiatives, building on philanthropic efforts	<ul style="list-style-type: none">• Design projects that involve our students in activities at the national and international level• Deploy communications that will enhance our profile• Diversify the Faculty's visibility

Strategies and tactics

Objective 4: Living environment

Creating and maintaining a welcoming and inspiring living environment that kindles commitment, a sense of belonging, and pride.

12. Foster communications and discussions within the Faculty	13. Offer environments that inspire and that reflect the excellence of what happens at the Faculty of Music	14. Foster a long-term sense of belonging in the different members of our community
<ul style="list-style-type: none">• Create meeting spaces and opportunities for all members of the Faculty community• Foster communication and collaboration between professors and lecturers• Develop a culture of constructive and compassionate communication• Streamline internal communication mechanisms among the various stakeholders• Work towards implementation of the Faculty EDI plan	<ul style="list-style-type: none">• Undertake the renovation and expansion of the pavilion, building on philanthropic efforts• Showcase our history and our achievements on the walls of the Faculty• Improve the physical appearance of the cafeteria• Create and fit out a Faculty lounge	<ul style="list-style-type: none">• Continue working on the recognition of the diversity of approaches• Highlight the important milestones in the Faculty's history• Organize events that allow us to reach our graduates• Have graduates contribute to Faculty life• Set up team-building activities



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