

Brave the way.

Let's focus on
a better world



Philanthropic
campaign

Université 
de Montréal

The University of Montreal
and of the world.

Temperatures are rising

Democracy is crumbling

Energy is dwindling

Antibiotics are failing

Politics are dividing

Diseases are crippling

Inequalities are widening

Cyberattacks are increasing

Clock is ticking...

It's time to *Brave the way*

Not a day goes by without us hearing about the enormous challenges currently facing humanity.

Naturally, it would be easy to get discouraged, but we have chosen a different path: one that requires unwavering resolve and courage.

No one can deny the enormous challenges currently facing humanity: global warming, growing inequalities, unfathomable diseases, rapidly developing AI technology, political polarization, and so much more.

At the Université de Montréal, we will resolutely stand at the forefront of innovative practices. We will serve as a springboard for ideas that promote the common good, encouraging discovery and learning every step of the way. We will cooperate in order to transform and train leaders who know how to work together. Above all, we must anticipate tomorrow's challenges and create the best possible solutions today — and all of this must be done in a hurry.

This is why we are launching the *Brave the way* campaign, the most ambitious philanthropic initiative in our history.

By joining forces with students, researchers, faculty and alumni, and with the support of people like you, we will reach our goals, and continue to have a lasting impact on Québec, Canada and the world.

Daniel Jutras, Rector



In the midst of global crises,

In a sea of apathy,

In a time of uncertainty,

In the grip of major challenges,

Because we know
that real progress

we're seeking world-class solutions.

we're charting a new course.

we're defiantly shaping the future.

we're seizing control.

only comes when you:

Brave
the way.



Ambitious goals

The *Brave the way* campaign is an opportunity to transform UdeM into the university that is best equipped to meet the challenges our world is facing today and tomorrow.

Raise \$1 billion

We believe in big ideas, so we are aiming higher than anyone has ever dared. Our objective is to offer students best-in-class learning experiences that will empower them with the skills and knowledge to succeed.

We'll champion innovation, foster creativity and encourage discovery for the common good. We'll build stronger communities. And do everything possible to ensure our planet, people and animals prosper and thrive.

Engage alumni in 200,000 meaningful interactions

Université de Montréal graduates have always been committed to making a positive impact on the future through their volunteer work, mentoring, and active participation in the community.

Today, we are challenging them to take it further by initiating 200,000 meaningful actions by 2029 that will make their university even more attractive and relevant.

It's time to set our priorities



Enough talk,
let's do this

- 1 Enhance the student experience and develop their full potential
- 2 Create, discover and innovate for the common good
- 3 Ensure the health of the planet, our animals and all humans
- 4 Build stronger communities

The *Brave the way* campaign is built on four pillars, each representing a core strength of UdeM and a promising avenue for progress. These pillars address areas of critical need and leverage our university's unique ability to implement positive change.

Each pillar encompasses various initiatives. Here are a few examples that all share one unifying principle: continuous evolution. This ensures

they remain responsive to local challenges/needs, reflect the progress of our teams, take into account available funding, and align with our major donors' focus on having a significant impact.

As is to be expected, everything around us is in constant motion, but we are nimble and able to adapt to the challenges that face us.

1st Pillar



Hats off
to brilliant minds

Enhance
the student
experience
and develop
their full
potential



Goal: \$400M

1st Pillar



We want everyone studying at Université de Montréal to find what they need to ensure their well-being, flourish and be a force for good in the world - regardless of their interests, goals, status, origin, age or social class.

Today's generations have their pick when it comes to higher education. Competition between universities is fierce, and students' expectations are evolving.

As a result, our main priorities will be focused on excellence in teaching, creating exceptional pedagogical and social experiences, supporting

international mobility, encouraging community action, and increasing the amount of powerful and transformative learning opportunities in classrooms and beyond (i.e.: sports teams).

To counter the consequences of the digital transformation, we will prepare our students to think differently and go beyond what machines can do. Inspired by what it means to learn in the 21st century, our university will continue to provide regular training and continuing education

to our faculty. We will also help students develop their emotional intelligence and ability to question and connect with others. And we will emphasize their responsibility to share their knowledge and tackle societal challenges throughout their lives.

More than ever, our training objectives will include the acquisition of intercultural skills, as well as the development of an entrepreneurial and environmental spirit, which are invaluable assets in all spheres of activity.



Transformative ideas

Improve living and learning spaces

A gem in Quebec and Canadian heritage, the Roger-Gaudry pavilion will be revitalized and expanded to better serve future generations. The J.-A.-DeSève pavilion will feature a student residence designed to foster well-being, collaboration, commitment, and success for all.

To renew teaching approaches, we'll be creating immersive, interactive spaces using virtual reality, augmented reality and gamification. We will continue to restore the CEPSUM, build new wings at the science complex, and better deploy our social and community clinics.

Attract and retain top talent

Increased funding for students will enable us to support diversity, commitment, employability and success throughout their undergraduate and graduate years. The most promising students will

choose UdeM, including those from traditionally under-represented groups. We will be one-step closer to making education accessible and rewarding for everyone.

Launch the RECI Program (*REcherche et création, Communautaire, International*)

The RECI program enables undergraduate students to build a personalized career path and develop cross-disciplinary skills through off-campus activities. This

includes internships in community settings, and participation in international projects or in research and creation projects. We intend to launch the program without delay.



Promote sports and healthy lifestyles

We aim to strengthen the Carabins program to provide comprehensive support for our athletes in their athletic and academic development as community role models. And because we are

serious about the well-being of everyone in our communities, we will actively promote overall health and make our sports facilities and campus recreation areas available to all students and the public.

Support entrepreneurship

Our students are extremely passionate about starting new businesses. That's why we will support future graduates on this path with new cross-disciplinary programs that provide early exposure to entrepreneurship

and the economic, social and environmental implications they need to be aware of. We will give these programs a global perspective to help them compete around the world.

Create *Cercles de l'UdeM*

Full-time undergraduate students will be asked to join a student community drawn from a variety of disciplines for one year. The *Cercles de l'UdeM* will be focused on major challenges facing our

society, or a specific sustainable development goal (SDG). Their collaborative efforts are expected to yield tangible solutions that will address the needs of organizations, businesses and public authorities.

Generate results

By supporting the *Brave the way* campaign, you are providing our student community with enhanced physical and digital environments, as well as living spaces that improve collaboration and life within the University.

Our next generation will have access to an unrivalled variety of learning experiences, fostering their personal development and the acquisition of cross-disciplinary skills needed to

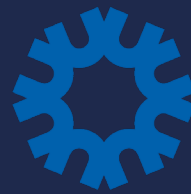
meet today's challenges. A new generation of economic and social leaders, sensitive to sustainable development, will use their cutting-edge knowledge to build the world of tomorrow.

2nd Pillar



We're
aiming
higher

Create,
discover and
innovate for
the common
good



Goal: \$300M



Society is undergoing unprecedented upheaval in every field: political, ethical, digital, scientific, health, social and environmental. The need for fundamental answers is vital. How can we do this? By bringing together specialists from all sectors to innovate as a team.

To help us do this, we will rely on the development of robust, reasoning and responsible artificial intelligence, among other things. We will continue to put artificial intelligence (AI) at the service of science to accelerate innovation, while respecting ethics and human rights. Among our priorities will be the discovery of molecules for energy transition and healthcare, the creation of learning healthcare systems, the search for answers to environmental emergencies, and the development of tools to strengthen food security.

We will continue to encourage the pure pursuit of knowledge, building on our strengths in astronomy, astrophysics and molecular chemistry. We will facilitate access to equipment, tools and research platforms. We will support the networking of researchers and the development of new communities of practice. We will actively promote open access to scholarly publications, the sharing of research data, and the participation of citizens, including researchers from diverse backgrounds. Our teams will make great strides, particularly when researching new materials and techniques to replace those for which extraction is harmful to the planet, or a source of conflict between people.

The University will protect our institutions from the erosion of social trust and the rise of populism and authoritarianism. Our teams are concerned with understanding, shaping and regulating social relationships, and will nurture a culture of responsibility among decision-makers and help communities adopt forms of governance that make them more resilient. We will support civic engagement and act as pillars to preserve the social fabric threatened by individualism and the digital revolution.

Finally, we will continue to develop innovative programs to bring out the full range of our artistic talents, reconnecting us with our imaginations and open us up to other worlds.

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: can't break line
- flvar-visibility=[public|protected|private|package]
- freplace-objc-classes
- fzero-link -gen-decls
- Wassign-Intercept -Wno-protocol
- Wselector
- Wstrict-selector-match
- Wundeclared-selector

Language Independent Options
- fmessage-length=n

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ens33 0 B/s 0 B/s 4 B/s

e: 2017-03-16 11:43:00.633276860 -0700
h: -
e: '/sys/devices/platform/serial8250/tty
S
e: 0 Blocks: 0 IO
k: 4096 directory
e: 12h/18d Inode: 23823 Links: 3
y: (0755/drwxr-xr-x) Uid: ( 0/ ro
Gid: ( 0/ root)
s: 2017-03-16 11:42:40.121117019 -0700
e: 2017-03-16 11:42:39.745114275 -0700
e: 2017-03-16 11:42:39.745114275 -0700
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trigger_fs_error
warning_ratelimit_burst
warning_ratelimit_interval_ms

use
connections
43
abort
congestion_threshold
max_background
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store

directories, 927 files

attat (Derph-att-at) Delta-echo-romeo-pa
tel-alfa-tango-tango-alfa-tango
sgau (web-Bis-gau) whiskey-echo-bravo-Br
ndia-sierra-golf-alfa-uniform
thomby (At-me-ghom-by) Alfa-tango-mike-ec
lf-hotel-oscar-mike-bravo-yankee
loym. (ji-Ud-loym-PERIOD) juliett-india-U
m-delta-lima-oscar-yankee-mike-PERIOD
othic (Nen-Moth-Ic) November-echo-novembe

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Prioritize research on environmental, social and governance (ESG) issues

The business sector and public authorities are becoming increasingly aware of the environmental, social and governance (ESG) issues facing humanity. Deploying multidisciplinary research, increasing knowledge transfer,

developing professional skills and the public's understanding of these issues motivates us. By working with Polytechnique Montréal, we will help businesses, governments and citizens move towards a more sustainable economic future.

Establish the *Maison des affaires publiques et internationales*

We aim to establish the largest French-language community of practice in public and international affairs. This space will be designed for reflection, collaboration, targeted research and training. The *Maison des affaires publiques et internationales* will improve on

approaches to governance and inspire the creation of inclusive public policies around the world. The focus will be on themes such as the integration of immigrants, resilience in the face of climate change and the fight against misinformation.

Make the *Institut multidisciplinaire en cybersécurité et cyberrésilience* a reality

Companies, organizations and individuals must take increasingly sophisticated measures to protect themselves from cyber-attacks. Raising awareness among the public and demonstrating how to

avoid risk is also a major mission. By combining our expertise with our affiliated schools, we can offer solutions at all levels: technological, regulatory and political, as well as training and management.

Innovative ideas

Develop new sustainable materials and processes

The exploitation of rare, heavy, toxic metals and minerals raises significant social, geopolitical and environmental issues. To address these challenges, we will initiate the fundamental research required to develop sustainable alternative materials. We will also accelerate the transition towards clean energy with the support of Artificial Intelligence. Based in *Campus MIL*

(a model of ecological construction now in its 2nd development phase), the *Institut Courtois* will ramp up collaboration in these crucial areas. The *Laboratoire d'innovation de l'UdeM* will also play a key role by establishing collaborative initiatives in research, education and knowledge, and encouraging the development of projects with industrial partners.

Increase the opportunities in research-creation

The creative minds at UdeM thrive on pushing boundaries and experimenting through collaboration. They seamlessly integrate related disciplines – music, film, communications, literature, design, architecture or video games – into their own fields. By immersing themselves in

a multicultural environment where digital technology and artificial intelligence play an increasingly important role, they can express their passion in a variety of spaces. Whether it's classrooms, natural landscapes, or urban settings, we are here to help them reach their full potential.

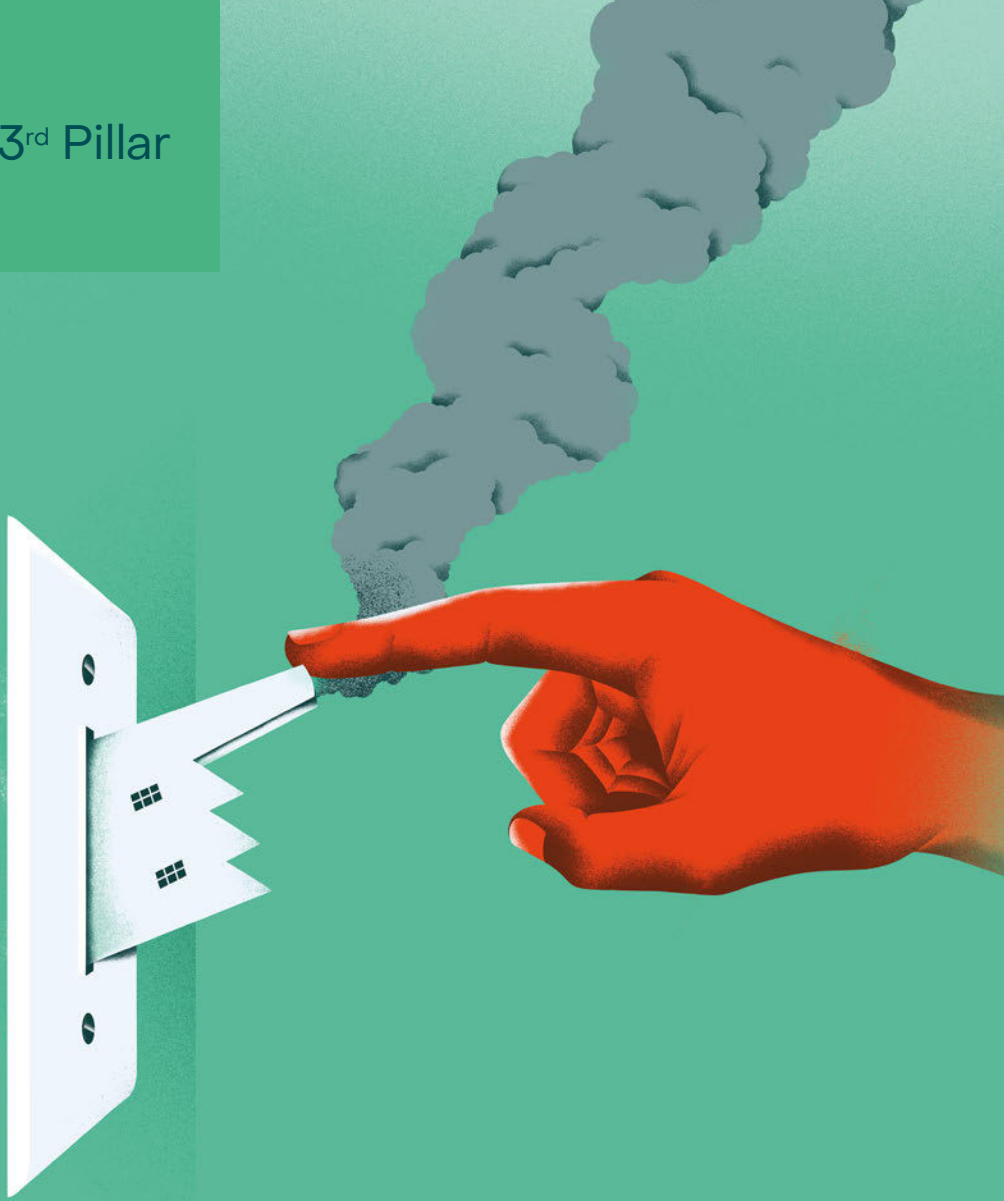
Be part of the next breakthroughs

By supporting the *Brave the way* campaign, you'll be giving our researchers and student community the means to push innovation even further.

Collaborative spaces that bridge disciplines will be created or reimaged. High-tech equipment will be added. The responsible use of artificial intelligence at UdeM will lead to new discoveries that will change lives and improve the state

of the planet. What's more, social debates will be more inclusive, fueled by reliable data and informed by rational opinions. In short, society will aspire to do better thanks to the inspiration of our creators and thinkers.

3rd Pillar



Make the switch
to renewable
energy

Ensure the
health of the
planet, our
animals and
all humans



Goal: \$200M

The health of all living organisms is interdependent. Our holistic approach to health — unique in Canadian academia — is more essential than ever.

As recently demonstrated by the Covid-19 pandemic, many infectious diseases in humans are of animal origin. Climate change compounds these risks, fueling cardio-respiratory problems and threatening the very food supply that sustains us. If that wasn't enough, bacterial resistance to antibiotics is one of the greatest health threats of our time, jeopardizing the health of future generations.

UdeM brings together a unique combination of skills and knowledge across the spectrum of health (human, animal and environmental), and on several levels (population, territorial and global). We are the only Canadian university with faculties of architecture, arts and sciences (natural, human and social), law, medicine, dentistry, veterinary medicine, public health and nursing. We are also one of the only universities to focus on the continuum of life, from conception to old age.

The *Brave the way* campaign will extend the reach of our approach. Multidisciplinary collectives will continue their quest for solutions to antimicrobial resistance. Other scientists are preparing to help Québec produce its own medicines. Teams of environmental experts will develop alternatives to pesticides. Others will help the planet to better manage biodiversity according to carbon flows, using artificial intelligence.

With the support of more than fifteen healthcare facilities within our network, we will also launch our patient-partner approach and multiple public clinics with even greater resolve. Thanks to the efforts of our donors, we will fund collaborative initiatives aimed at finding new ways to prevent or cure diseases, including cancer, cardiovascular disease, and neurological and cognitive disorders. We will mobilize communities to create urban environments that are more conducive to physical and mental health.

3rd Pillar



Vital ideas

Ensure that artificial intelligence works for the planet

Backed by the strong artificial intelligence ecosystem created by Université de Montréal and its affiliated schools, the *IA pour la planète* project will bring together specialists in environmental

sciences and computer science to identify strategies that will curb global warming, protect biodiversity, water and soil, and ensure the transition towards more sustainable energy sources.

Promote discovery and access to tomorrow's medicines

By combining our strengths in health, pharmacology, and medical technology, with artificial intelligence, the new *Carrefour du médicament* will accelerate the

discovery and commercialization of new drugs in Québec. This will also open doors to new external collaborations, which will ultimately benefit the entire population.

Drive biomedical innovation

Unique to Montréal, the Biomedical Innovation Centre will form a world-class scientific hub at the interface of medicine, biology, physics, chemistry and artificial intelligence. Its fundamental research on living organisms will open the door

to cutting-edge diagnostics and therapies to combat a broad spectrum of pathological conditions, including infectious diseases, neurodegenerative diseases and cancer.

Provide leadership for the *Une seule santé* approach

Confronted by complex challenges like epidemics, food insecurity, antibiotic resistance, pollution, and ecosystem contamination, we are strengthening our *Une seule santé* approach. This initiative will launch innovative research and training projects, bridging the disciplines

of arts and sciences, medicine, veterinary medicine, dentistry, public health, nursing, planning, and law.

By cultivating this collaborative spirit, we aim to advance global health, impacting communities here in Canada and around the world.

Partner with hospitals for better patient outcomes

To develop new preventive and curative treatments for adults and children alike, we will maximize our collaboration with the hospitals in our network, including the *Hôpital Sainte-Justine*, *CHUM*, the *Institut du cancer de Montréal*, the

Hôpital Maisonneuve-Rosemont and others. Additionally, we will continue to train the next generation of doctors, who are particularly committed to the physical and mental health of the Québec population.

Heal the world

Your donations help improve the world's health on every level.

With your support, we will make great strides in preventing and treating cognitive and cardio-respiratory diseases, cancer, mental health problems and other complex human illnesses. We will develop our capacity to produce

our own medicines right here in Québec and address the animal ailments that threaten our health and food security. And, of course, we will offer natural solutions to combat global warming for the health of the planet.

4th Pillar

Foster community development



Time
to Change
the Times

Goal: \$100M

Glaring inequalities in education, justice and healthcare demand urgent solutions.

We believe collective action is the best way to effect meaningful change. Therefore, we will continue to encourage our faculty, student community, network of graduates and members of the First Nations' communities, as well as ambassadors from other under-represented groups to work together.

We will pool the strengths of our departments and faculties with our social and community clinics to reach out to isolated or vulnerable communities, both in the Far North and in Parc-Extension, one of Canada's most disadvantaged

neighbourhoods.

Drawing on our multi-disciplinary expertise in training and research, and our commitment with and within communities, we will strengthen our ties with international partners even more. This collaboration will contribute to the mutual enrichment of knowledge and expertise, empowering us to carry out projects consistent with our values of diversity, equity and inclusion. Ultimately, this will ensure a better, more sustainable future for all.

Because knowledge and the best ideas are meant to be shared.



Unifying ideas

Make room for diversity

Fostering reconciliation and opportunity for First Peoples

Promoting academic perseverance, recruiting more students, awarding scholarships, creating bridge programs leading to university studies, decentralizing training, and expanding access to justice—these are our actions in favor of reconciliation and equal opportunity.

A fairer, more inclusive environment

To ensure that everyone thrives in a safe and engaging environment, we will increase accessibility, perseverance, and mobility scholarships, broaden access to our programs, value and engage diverse artists, and support cross-sector research on justice and equity.

Cooperating with the world to make a lasting impact

We will launch projects with partners from resource-limited countries in the French-speaking world. These initiatives will share and exchange knowledge to empower local communities, with a priority on building entrepreneurial skills.

Our students will actively promote gender equality, build resilience to political, economic or environmental crises, ensure the safety of food systems, treat diseases (including zoonotic diseases) and increase access to education and democracy.

Develop our social and community clinics

We believe in extending our reach beyond our walls to support diverse student experiences and offer essential services to various audiences. This includes initiatives like *L'extension*, a social pedagogy and health support center for elementary and high

school students in Parc-Extension and other Montréal neighborhoods. And the *Clinique mauve*, which offers integrated medical, psychosocial, sexual and mental health care to migrant and racialized LGBTQ2S+ populations and helps them navigate the Québec healthcare system.

Facilitating engagement

Civic action can take many different forms. UdeM Engagement will centralize all the information and resources available to members of the university community who wish

to get involved, and will also provide an accessible entry point for external individuals and organizations wishing to collaborate with our experts.

Create positive change

By supporting the *Brave the way* campaign, you'll be helping us fight inequality at home and around the world.

These community projects will positively impact thousands of people on our campuses and in our communities. Furthermore, the student experience will be enhanced by a wide range of opportunities to learn and

cooperate on a global platform. Ultimately, people involved in our projects will see their living conditions improve and be better equipped to face present and future challenges.



UdeM: an unstoppable force

Nearly 150 years of influence

Since 1878, Université de Montréal has helped shape Québec and forge its distinct character.

From Pierre-Elliott Trudeau to Hubert Reeves, countless graduates have left their mark on our history, or are actively shaping the future, including Pauline Marois, Jean Coutu, Kim Thúy, Stanley Vollant and Alexandra Stréliski, to name but a few.

Université de Montréal's achievements include the production of a Canadian tuberculosis vaccine, the

development of psychotherapeutic methods for the rehabilitation of juvenile delinquents, the creation of the first chair in artificial intelligence, a major contribution to the James Webb telescope, a breakthrough in the treatment of AIDS, and the creation of a DNA bank to propel genomics research.

Driven by our commitment to making a difference, we continue to tackle the most pressing challenges of our time through teaching, research, and the dissemination of knowledge.

A francophone voice with a global perspective.

With more than 700 teaching programs offered in 13 faculties and schools, Université de Montréal, along with HEC Montréal and Polytechnique Montréal, is Québec's leading centre for higher education.

We have long-established ties with the best universities in the French-speaking world, and we run the largest French-language university sports program in North America through our partnership with the Carabins.

Although resolutely francophone, our university embraces the cosmopolitan, creative, and progressive spirit of Montréal. In essence, we have created a stimulating learning environment where students with exceptional cultural backgrounds can develop the skills to bridge different worlds.



A network that leads the way

To understand the world in all its complexity, Université de Montréal can count on a vast ecosystem of 13 faculties and schools, 2 affiliated schools, 27 affiliated healthcare

establishments, a teaching staff of 7,000, and 67,000 students — including 10,000 from abroad, and no fewer than 450,000 graduates who are making a difference around the world.

With a global reputation and leadership in research, our Faculty of Medicine offers a wide range of health-related training. We are the only university in North America to offer French training in veterinary medicine and a French doctorate of optometry. Our School of Criminology is the largest criminology department in the French-speaking world, and its programs are internationally recognized.

In the field of artificial intelligence alone, we have created a world-class ecosystem, supported by the *Institut de valorisation des données (IVADO)* and the *Institut québécois d'intelligence artificielle (Mila)*. We are home to the world's largest academic community dedicated to the development of machine learning, with over 250 people working on research or PhDs in artificial intelligence.

Towards a better world

Our planet has major challenges to tackle. The goal is no longer to simply accumulate knowledge, but to find solutions. At Université de Montréal, we are working on it together. And we will succeed together.

Make no mistake: we will generate the most innovative ideas through our interdisciplinary and interconnected approaches.

We will invent new ways of collaborating, teaching and learning. And we will equip our students with the critical thinking, creativity, cutting-edge knowledge and entrepreneurial spirit they need to thrive and drive progress.

Our vision is clear: Université de Montréal will be the most influential French-language university in the world.



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The University of Montreal
and of the world.

Together for a better world

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