The images in this report, evoking the Université de Montréal’s bold march forward and vocation for openness, are drawn from international projects undertaken by the UNESCO Chair in Landscape and Environmental Design (CUPEUM) at UDEM since 2004. Every year, CUPEUM runs a field project overseas. To date, this multicultural, interdisciplinary activity entitled “Workshop Atelier Terrain” (WaT) has been held in China, South Korea, Lebanon, Morocco and Tunisia, drawing together professors and students from a far-ranging international scientific cooperation network. Focusing on site-specific issues identified by chair experts, the students work intensively to carry out planning projects that meld preservation, enhancement and development.

In Québec

The Université de Montréal, together with its affiliated schools HEC Montréal and École Polytechnique, is Québec’s foremost teaching and research hub in terms of student enrollment, teaching staff, and research income. 2nd in Canada The Université de Montréal serves the second largest student body in the country and ranks third for research among Canadian universities according to Research Infosource. 91st in the world In 2008, the Times Higher Education Supplement included the Université de Montréal in the select group of the world’s top 100 universities, putting it in 91st place.
The prime strength of our university lies in the people who are part of it and in the ideas and values we share.

Every time I visit an academic unit on our campus, I am reminded of the exciting projects under way, the hard work and ambition of our students and the commitment and excellence of our faculty. Each new edition of Alumni Month brings me the satisfaction of seeing our former students advance in every sector and at every level, infusing all they undertake with the spirit of our institution. Each and every day, I see our university shine.

Two international rating benchmarks have once again ranked UdeM – with its affiliated schools – as among the best universities in the world. The Times Higher Education Supplement included the Université de Montréal in the select group of the world’s top 100 universities, ranking it at 91st place, up from 93rd spot last year. Meanwhile, Shanghai Jiao Tong University has ranked UdeM as among the world’s best 100 to 150 universities.

On the strength of many generations' support and hard work, Université de Montréal has joined the ranks of the world’s great research universities. What a privilege it is to be associated with the future of this outstanding institution as Chancellor and President of its Board of Governors.

Université de Montréal is a unique institution and a remarkably valuable instrument for development. It is essential that this university become better known. Society as a whole must have a better grasp of UdeM’s role and its needs, as we are facing a period of huge challenges.

Building an even stronger institution will require the support and solidarity of our university community. It will also mean enlisting the aid of those off campus who believe in our mission.

Our future will depend upon support for higher education and on our ability to attract and retain researchers, professors and students. Financing for universities is an issue that the University Board has been called upon to address – an issue both essential and impossible to ignore. Our very excellence depends on it.

With such a wealth of people and vision, UdeM is looking forward. For a society concerned about its future, UdeM will always seek to shed accurate light on issues and provide well thought-out solutions. A recent OECD report has once again made it clear: higher education, writes the authors, benefits society as a whole through economic growth, social cohesion and civic values.

To illustrate our institution’s core ability to shape societal development, we have sought in this annual report not only to provide administrative data and review the year’s activities but also to offer a candid outlook on the future. The members of our community have a definite taste and talent for such exercises in forecasting. These men and women – students, professors, employees, alumni and donors – look to the future on a daily basis and they have come back to us with a fascinating and multifaceted road map.

If the UdeM of tomorrow offers an appealing vision, if the path it has set out points to enviable success, this means it is well grounded in the present. For it could hardly look forward to the distant future without having first ensured it has a smoothly functioning organization for its 57,000 students, 7,000 professors and instructors and 700 teaching programs.

Université de Montréal is now better placed to embody and fulfil its mission. With knowledge and excellence, it has set its sails, and continues its odyssey.
LeBrun is a graduate of the Faculty of Environmental Design. A landscape architecture intern at a Montréal firm, he took part in the design of urban beach facilities on the shores of Lake Ontario. "Urban planning has had its share of utopian visions. Plato himself devoted entire passages to his notion of the ideal city and the 20th century produced no shortage of reflective thinking or forecasts. In the tangible reality of today, we see cities vying with one another when it comes to excessive growth and speed. Everywhere on the planet, the 21st century will be the century of cities. In 2007, humanity crossed a historic milestone: the world’s population became mainly urban. Unfortunately, in many cities, the idea of space on a human scale has been neglected. This fundamental gap will have to be bridged. I see the city as an immense playground; citizens must be able to lead their lives in spaces where it is possible to play, breathe and communicate. I sincerely hope that we will see a major increase in the number of parks, squares, concourses and rest facilities. Citizens will increasingly feel the need to stop, pause and enter a space that eases and calms their day-to-day existence, one that opens a window to provide them with an ability to look beyond their immediate surroundings. These spaces won’t necessarily be vast; they will be of modest size but they will appear in great number. Alongside these common spaces, whose creation will be driven by both the public and private sectors, I believe that the citizens themselves will assume a much more assertive role in the development of urban space. Many of the urban environment’s remaining sites will be developed by residents, who will turn them into places of greenery and gathering. People will realize that these miniature spaces are in fact very precious."
Sleep is not a waste of time. Sleep is not some whim to which we succumb. We always suspected there was a link between sleep and health, and that link has now been established beyond any doubt. We are at the beginning of a period of discoveries. From now on, we know that chronic sleep deprivation – a condition that especially affects young people – has a negative impact on hormone regulation as well as on the immune and cardiovascular systems.

It is often said that it is possible to learn to sleep less without incurring real physiological or psychological consequences. Many people believe that it is possible for them to improve their productivity by cutting out a few hours of sleep. Recent studies show that these beliefs are erroneous; our quality of sleep has a direct influence on our productivity and our learning ability. The study of sleep is a very young science. It was only fifty years ago that the five stages of sleep were discovered. Over the last few years, important developments have added to our knowledge. I want to believe that by 2050, sleep hygiene will be as important as personal hygiene. What we have before us, for the next twenty-five years, is a colossal job of sensitization. At the same time, research will intensify. At the next conference on this subject, there will be more than 20,000 specialists, showing that there has been phenomenal growth in this field. In the future, much of this work will be carried out using an interdisciplinary approach. Science is waking up to the reality of sleep!

Julie Carrier is a professor in the Department of Psychology. She studies the effects of aging on sleep, alertness and biorhythms. She has also examined the relation between menopause and sleep disorders, the effects of caffeine, and the circadian rhythmicity of performance.

Medications of tomorrow

Michel Bouvier is a full professor in the Department of Biochemistry of the Faculty of Medicine, director of the University Drug Research Group, and principal investigator at the Institute for Research in Immunology and Cancer (IRIC).

“We are at the beginning of a revolution. Tomorrow, drugs will quite accurately target the pathophysiology mechanisms we wish to treat. In the case of cancer, for example, the drugs we currently use destroy cells in a non-specific way; they attack the cancerous cells, of course, but also the healthy cells, resulting in very painful side effects. In the future, I believe this problem will be largely solved. New scientific developments now enable us to directly target the malfunctioning of certain proteins by means of mutated genes. The number of drugs available will increase since each one will be made for a very specific illness. For example, given that there are several forms of breast cancer, there will be several drugs to fight it.

The very first drugs in this new wave are starting to reach us. Because of the highly targeted way in which they act, costs associated with them are still high; this has to be corrected. Universities are very well placed to help. In a quarter century, institutions of higher learning will no longer be simply suppliers of knowledge but rather full partners in their own right in the development of medications, from the identification of the therapeutic target right through to clinical trials. At the Université de Montréal, the University Drug Research Group and the Institute for Research in Immunology and Cancer embody this new model. Within five to ten years, we will probably experience our first great successes in the creation of new drugs.”

Pluralism of tomorrow

Rachida Azdouz is Vice Dean of Studies and Development in the Faculty of Continuing Education. A psychologist and specialist in intercultural relations, she has contributed for nearly twenty years to current thinking on how different groups live together.

“Today, the university community still refers all too often to diversity as a problem to manage. Until recently, the university was a relatively homogeneous entity; now we find ourselves engaged in an accelerated process of diversification. What I hope is that tomorrow, we will have a university community that celebrates the wealth of its diversity instead of merely confronting diversity. To get there, we will need a vision that goes beyond good feelings and piecemeal measures. The period of familiarization has run its course; we must move on to the inclusion stage.

In 2030, we will be able to take pride in a genuine pluralism if diversity is reflected in all dimensions of the university community’s life. We will have a student population whose makeup reflects that of society, with personnel and faculty drawn from various walks of life, programs in which intercultural and international dimensions are fully integrated, not simply “taken into account,” along with flexible and varied teaching methods. The very concept of diversity will also have evolved. It will have been broadened; we will have stopped reducing it to its ethnic dimension. Diversity is also embodied in the arrival of young men in nursing or in full access to the campus for the handicapped. Even if Quebec had no immigrants, we would be a pluralist society. It’s better to experience diversity without talking about it than to talk about diversity without experiencing it. In 2030, I dare to believe that we will have progressed from talking to doing, and from doing to being. From respecting differences to building a new ethics of living together.”
Jonathan Durand-Folco is an undergraduate student of philosophy. He coordinates the activities of the Philosophy Students’ Association and works as a tutor in the Philosophy Assistance and Training Centre at Collège Jean-de-Brébeuf.

“...The world of knowledge is characterized by increasing multidisciplinarity. Philosophy will have a role to play in this transformation. Philosophy is being called upon to decompartmentalize and begin playing a role in many aspects of society. This is in sharp contrast with 19th century philosophy, which confined itself to the study of pure ethics. We have seen a rapid growth of initiatives in ethics through which new fields of application are being explored: businesses ethics, environmental ethics and ethics in international relations.

This new state of affairs will thrust many philosophers into a role as intermediaries between different discourses. Indeed, one of philosophy’s strengths is to look at the cornerstones of a discipline and then determine what links it to another field of study. Such links can be explored between psychology, anthropology and sociology, for example.

Philosophy does not seek solely to explain how things work or how they are presented. More than any other discipline, it has the ambition to answer the question, why? In a world where science, which is rather reluctant to examine itself, occupies such great space and exerts such power, new philosophers will help the philosophy of sciences to develop. Philosophy can advance an interpretation that takes ethical considerations into account; I am not among those who believe it is likely to break down upon contact with other fields of study. Quite the contrary. Over the past two centuries, philosophy has often been silenced or set aside. It is now overcoming this inferiority complex.”
**Religion of Tomorrow**

Olivier Bauer has served as a church minister in Europe and the United States. A professor in the Faculty of Theology and Religious Studies, he created a course that draws fascinating ties between the Catholic religion and Montréal’s venerated hockey team, the Montréal Canadiens.

“We can imagine that the progressive abandonment of established religions will continue in the years to come, often to the benefit of religions that are more responsive, more flexible, freer, and perhaps even wiler. In 2500, if one were to ask people in the street about their feelings concerning religion, it is quite conceivable that many more than today would admit to having no religion. Across the country, the proportion of those declaring no religious affiliation shot up by 70% between 1991 and 2001, rising to 5.4% of the population.

If I had to bet on the future, I would say that religions will show much more openness. Instead of seeking to gather a small core of very committed followers, as is the case of the Confessing Movement, they will try to reach more people in varying degrees through what is known as a multitudinist approach. This will allow them to remain faithful to what inspires them while cultivating dialogue. In my opinion, Christian churches in the West have to accept that they are no longer a common gathering point for all believers, that they no longer form a monopoly and that they are but one source of inspiration among many. I cannot absolutely guarantee that the world of religions is heading in this direction but in any case, I consider that it is my responsibility as a professor of theology to promote people’s ability to accommodate differences in others, including those that are doctrinal in nature. What’s essential, I believe, is the relationship that an individual maintains with God.”

**Cooperation of Tomorrow**

Francis Livernoche will soon complete his first clerkship year in medicine. He already has a wealth of experience as an international development worker assisting children in Haiti, a medical trainee fighting malaria and HIV-AIDS in Gabon and a participant in the Grands Amis Program.

“The recognition our society gives to international development work has passed an important milestone. Young people are increasingly aware of international cooperation projects, and that can only help advance human development, here and around the world. In the future, more development workers will have had tangible experiences in the field from their teenage years on, thanks to high-school and CEGEP initiatives. It used to be that anyone seeking experience in international cooperation had to initiate the process themselves. Today, the number of high-school teachers and college instructors who run cooperation projects of their own has grown considerably. At the Université de Montréal, many medical students participate in the activities of the Social and International Action Committee, which awards grants to twenty-five students every year.

One initial effect of this marked trend among young people will be to make tomorrow’s international cooperation workers more at ease and better integrated in the communities they serve. In 25 or 30 years, deeper ties will have developed and cultural exchange will be more of a two-way affair. In my opinion, too many foreign-aid workers – while highly qualified for the work they do – live in ivory towers, protected by an unnecessary security service, far from the people themselves. My dream would be to see the approach of the international cooperation community gain even greater importance in our society and become a matter of obligatory national service in some manner for people aged 16 to 24. Opening oneself to the world at that age can change the course of your life. It’s so important to know there’s something else out there.”

**News of Tomorrow**

Marie Lambert-Chan is a writer and videographer for Forum, the Université de Montréal’s weekly news magazine. She is in charge of the Forum video clip section, which has been a huge success since it was introduced in the spring of 2008.

“In 20 years, the mission of the news media will still be the same: to dig up news, check it out and present it as honestly as possible. It’s the way this news is transmitted that will change. I believe many large newspapers will have given up on paper, altogether or in part, and instead move to online publishing, as the Christian Science Monitor did recently. This choice will not be dictated by the cost of paper but rather by an explosion in information technology as well as a progressive migration of advertising revenues to the Internet. Paper will not disappear, contrary to what many claim, but its reach will be limited from now on to specific market segments.

Media diversification, whether via the Internet, cell phones, podcasts or e-papers, is already forcing journalists to reconsider the ways they disseminate news. More and more newspapers are teaching their journalists how to use a camera and make video reports; that’s the case of the Washington Post, which has been training nearly 200 members of its staff for some time now. Last year, the Thomson Reuters Group eliminated 140 writing jobs for journalists while creating 20 positions dedicated to video production. Some believe this shift is essential, pointing to estimates by ABI Research, for example, that a billion people will view videos on the Web by 2013. These developments provide us with a glimmer of promise. However, care must be taken to ensure that the quality of news is upheld – and even improves!”
China: “Urban Reflection for Connection,” a project designed during the WAT landscape architecture project in Jinze (2008).

Stéfanie von Hlatky is a doctoral student in political science and Deputy Director of the Research Group in International Security. She is interested in alliance theory, Canada-U.S. relations in security matters, American foreign policy and Arctic security.

“The Arctic has just been added to the list of issues that are increasingly a concern for the entire global community. Because of climate change now under way, the scientific community agrees that within a quarter century it will be possible to navigate the Arctic seas. This navigability will be great enough for commercially viable sea routes to operate. There is no doubt that a solution to the Arctic question will have to be formulated within an international framework. The Northwest Passage, along Canadian coasts, is the shortest route linking the economies of Asia and Oceania with the American Northeast and Europe; the savings in time and energy will be considerable. Glacial melting will also open the way to increased exploitation of mining and gas resources.

All polar circle nations have claims on the Arctic. A U.N. commission on the boundaries of the continental shelf is examining the problem in light of the United Nations Convention on the Law of the Sea. An intensification of conflicts can be expected. There are grounds to believe that disagreements could end up before an international tribunal. The Arctic is an issue of sovereignty for Canada. It is also a human issue, because development in this region will cause great upheaval for many aboriginal groups. Canada’s response will be an eloquent eye-opener on the role it wishes to play in international affairs and on the relative power it has at its disposal.”
The Faculty of Veterinary Medicine, will help advance give more to our alma mater by using the simple, Also, when we found out it was possible for us to is what contributes most to a society's progress. Development and Alumni Relations. Personal gifts, particularly legacy gifts, offer promising considerations. Our contribution, which will be paid to UdeM, the immediate tax credits, and the hope that one day we’ll be able to slow down the development of degenerative illnesses that affect the vision of many old people. It will be easier and easier to prevent certain problems thanks to genetic science and an ability to identify which molecules are involved. We will be able to reduce the incidence of disease by cross-checking certain information and informing parents who are at risk. Also, certain recent developments lead us to hope that one day we’ll be able to give sight to the blind at birth. We are already experimenting with implanting chips in the retina that act like photo sensors and are connected to the visual cortex. The subjects are able to perceive lines or even shapes for the first time. Such operations will be most successful with young patients. And let’s not forget aesthetics; human beings have always sought to enhance the attractiveness of the eye. In a quarter century, work on lenses will have made considerable progress; it will be possible to display images on our eyes very clearly – drawings, symbols, initials. Ocular tattooing on the whites of the eye could also become popular.”

Jean-Marie Hanssens is a dispensing optician. He is currently a graduate student in optometry while completing a Ph.D. in neuroscience. He is conducting research with Professor Jocelyn Faubert on the impact of lens distortion in glasses on posture and subjective discomfort. “Laser surgery technology is continually evolving. Currently, more than 80% of people with some form of ametropia – myopia, hypermetropia and astigmatism – can be operated on thanks to Lasik (LAser in-Situ Keratomileusis) surgery. It’s quite conceivable that it will be possible in about twenty years to operate on nearly all ametropias. Similarly, it’s reasonable to believe that we’ll be able to slow down the development of degenerative illnesses which molecules are involved. We will be able to reduce the incidence of disease by cross-checking certain information and informing parents who are at risk. Also, certain recent developments lead us to hope that one day we’ll be able to give sight to the blind at birth. We are already experimenting with implanting chips in the retina that act like photo sensors and are connected to the visual cortex. The subjects are able to perceive lines or even shapes for the first time. Such operations will be most successful with young patients. And let’s not forget aesthetics; human beings have always sought to enhance the attractiveness of the eye. In a quarter century, work on lenses will have made considerable progress; it will be possible to display images on our eyes very clearly – drawings, symbols, initials. Ocular tattooing on the whites of the eye could also become popular.”

Josée and I believe that the quality of education is what contributes most to a society's progress. Also, when we found out it was possible for us to give more to our alma mater by using the simple, transparent tax tools provided by the governments, we didn’t hesitate. We decided to proceed by means of a life insurance gift. There are all kinds of benefits: the modest cost compared to the amount that will be given to UdeM, the immediate tax credits, and the life insurance benefits paid directly to UdeM without probate fees, among others.

For a member of our university community, the decision to make a planned gift goes beyond tax considerations. Our contribution, which will be paid to the Faculty of Veterinary Medicine, will help advance innovative ideas and modernize research and teaching methods. It will make it possible to train successors who will help our profession and alma mater alike to exert their influence. Even in our personal life, we have noticed the positive effect our donation has had; our children greeted this news with enthusiasm and pride and have even spoken about it with their friends.

Convinced that this type of donation is the way of the future for our Faculty, I readily accepted our Dean’s offer to become Director of the Office of Development and Alumni Relations. Personal gifts, and particularly legacy gifts, offer promising perspectives for the generations that will follow us.”

Josée Daigneault and Émile Bouchard are both graduates of the Université de Montréal and UC Davis. Dr. Bouchard is a full professor in the Department of Clinical Sciences of the Faculty of Veterinary Medicine. Dr. Daigneault heads Technical Services at Pfizer Animal Health. After giving great thought to the contribution they wanted to make to society, they chose to make a planned gift to the Université de Montréal.

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**EYE OF TOMORROW**

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Mélanie Paré holds a B.A. in Early Childhood and Elementary Education. Now in post-graduate studies, she will submit a doctoral thesis this year on the ways in which elementary school teachers adapt to teaching students who are handicapped or facing other difficulties.

“Over the course of the next few years, our community will need a major influx of skills. The growing number of retired people and a sluggish birth rate compel us to pass on skill sets that will allow as many students as possible to adapt to these societal changes. In a knowledge-based society, it is no longer enough to guarantee access to education; every student must also be given the keys to success by 2030, I dare hope that we will have seen the end of rote learning once and for all. Debate continues over a skill-based approach to transmitting knowledge, but I believe that it will continue – and evolve. We cannot return to a system restricted to quantitative assimilation. Students also have to learn how to socialize, and we have to convey knowledge that will enable them to assume active roles.

In a quarter century, schools will be smaller and closer to home. The huge impersonal structures designed to hold 3,000 students will probably be gone. The teacher/student ratio will be more reasonable. In addition, schools will have more power in their relationship with school boards. If I indulge my optimism, I would say that we will have successfully attacked the school drop-out phenomenon among young people. Above all, what has to be reduced is the length of time it takes for so many young people to earn their diploma. With more personalized relationships, a more inviting environment and better organization of the workforce, we’ll get there.”
The Faculty of Veterinary Medicine inaugurated its University Veterinary Hospital Centre. The most modern in Canada, this unique medical complex provides care on a continuous basis, 24 hours a day and 365 days a year. Its two-pronged mission is to meet the clinical training needs of students in the Faculty of Veterinary Medicine while delivering professional services to animal owners, breeders and veterinarians.

**ANIMAL HOSPITAL**

Everyone at the Faculty of Medicine had cause to celebrate last June when Maisonneuve-Rosemont Hospital received the highest certification in stem cell transplantation of the Foundation for the Accreditation of Cellular Therapy. This important development will allow the foundations to be laid for a future centre of excellence.

**KEY CERTIFICATION**

Construction of new university campus facilities on the site of the Outremont rail yard took a big step forward with the release of a municipal analysis of the project’s technical and financial feasibility. The City of Montréal, through its Major Projects Management Office, conducted a series of studies and analyses, taking into account the recommendations of the Office de Consultation Publique de Montréal (OCPM), among other considerations. The Office’s report noted the value of the project, and its compliance with the broad goals of Montréal’s economic development, urban and transportation plans.

**OUTREMONT CAMPUS**

Last June, Chilean President Michelle Bachelet attended the signing at UdeM of a cooperation agreement between the Centre of Excellence for Early Childhood Development (CEECED), based at the UdeM, and the Junta nacional de jardines infantiles (JUNI) of Chile. The agreement between these two organizations dedicated to improving the quality of life of young children pertains primarily to the production of a Spanish version of the *Encyclopédia on Early Childhood* development, created by Richard E. Tremblay’s CEECD team.

**MICHÉLLE BACHELET AT UdeM**

Seven UdeM students donned Canada’s colours at the Olympic Games in Beijing. The determination and authenticity required to reach such levels of athletic achievement have inspired our entire community and embody the excellence of UdeM.

**UdeM AT THE OLYMPICS**

In October 2008, our university opened a new chapter in its history by naming the first woman ever to the post of chancellor, Louise Roy. Right from the start of her career, Ms. Roy has approached traditionally male professional fields with poise and confidence, blazing the way for a new generation of women leaders. Not content to be the first to break down these barriers, an admirable accomplishment in itself, she has raised governance and management to new levels.

**LOUISE ROY, OUR FIRST WOMAN CHANCELLOR**

The Institute for Research in Immunology and Cancer (IRIC) at the Université de Montréal announced that it was awarded $14.95 million for the creation of IRICoR, a Centre for Excellence in Commercialization and Research bringing together IRIC, the University Research Group on Medication and Maisonneuve-Rosemont Hospital. IRICoR’s objective is to develop and commercialize new cancer fighting drug therapies. Strategic financing for IRICoR was granted by the Canadian Foundation for the Accreditation of Cellular Therapy. This important development will allow the foundations to be laid for a future centre of excellence.

**IRICoR, A CENTER OF EXCELLENCE**

The Department of Political Science chose to make the most of its fiftieth anniversary by publishing a book examining the practice of political science in the 21st century. Twenty-seven authors boasting more than 500 years of collective experience teaching and researching in the field of political science joined forces to write *La politique en questions*. Published by Les Presses de l’Université de Montréal, it offers an overview of the major questions that define political science today.

**POLSCI AT FIFTY**

The Faculty of Environmental Design celebrated its 40th anniversary last December. Since its founding in 1968, the Faculty has trained more than 5,000 graduates. “We give our students the tools and knowledge that enable them to imagine the future and transform their environment to make it better,” said Dean Giovanni De Paoli at the anniversary ceremony. “All facets of human life are affected by land development, which is why we attach such particular importance to the civic duties of our professions.”

**ENVIRONMENTAL DESIGN**

The Faculty of Engineering joined forces to write *La politique en questions*. Published by Les Presses de l’Université de Montréal, it offers an overview of the major questions that define political science today.
Some brilliant young engineers recently made the École Polytechnique a hot spot of interest by taking part in Australia’s World Solar Challenge, the most prestigious solar car race in the world. The team intends to enter the race next October with an even more powerful racing car.

EPSUM MOVES FORWARD

The University Board named Dr. Richard Massé to the post of Director of the School of Public Health of the Université de Montréal (EPSUM). Formerly President and Chief Executive Officer of the Québec National Institute of Public Health, Dr. Massé begins a five-year mandate with EPSUM. The only institution of its kind in Québec, EPSUM seeks to improve public health at home and abroad while reducing social and health inequalities around the world.

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The University Board named Dr. Richard Massé to the post of Director of the School of Public Health of the Université de Montréal (ESPUM). Formerly President and Chief Executive Officer of the Quebec National Institute of Public Health, Dr. Massé begins a five-year mandate with ESPUM. The only institution of its kind in Quebec, ESPUM seeks to improve public health at home and abroad while reducing social and health inequalities around the world.

THE BEST, BY LAW

Maclean’s magazine once again ranked UdeM’s Faculty of Law first among faculties of civil law. In awarding this top rank to the law school, the publication took particular note of the following criteria: elite firm hiring, Supreme Court clerkships and the number of grads hired as associates in top civil law firms. Ernest Cormier, our campus’s first architect and the great builder of the Quiet Revolution Québec, would surely be delighted to learn that the world’s most prestigious solar car race has named his son, Richard, as Director of the School of Public Health of the Université de Montréal (ESPUM). The only Institute of Public Health of the Université de Montréal (ESPUM). Formerly President and Chief Executive Officer of the Quebec National Institute of Public Health, Dr. Massé begins a five-year mandate with ESPUM. The only institution of its kind in Quebec, ESPUM seeks to improve public health at home and abroad while reducing social and health inequalities around the world.

PRESTIGIOUS TENANTS

The top of the tower of the Roger-Gauthry Building, UdeM’s beacon, recently became home to Roger and Polly, a young couple of peregrine falcons. Ernest Cormier, our campus’s first architect and the great builder of pre-Quiet Revolution Québec, would surely be delighted to learn that the world’s fastest living being (with dives clocked at 300 km/h) chose to reside atop one of his most beautiful achievements.

STUDENT SERVICES

The ability of Canada’s top universities to attract and retain the best students is the key to their success. UdeM is recognized as the country’s top university for the number of students hired by Elite firms, Supreme Court clerkships and the number of grads hired as associates in top civil law firms. Ernest Cormier, our campus’s first architect and the great builder of pre-Quiet Revolution Québec, would surely be delighted to learn that the world’s fastest living being (with dives clocked at 300 km/h) chose to reside atop one of his most beautiful achievements.

GRADUATE STUDIES

The Faculty of Graduate and Postgraduate Studies (FESP) inaugurated its Overview of Graduate Studies in Health, an activity for prospective graduate and postgraduate students in health-related fields. The initiative highlighted the range of interdisciplinary programs on offer as well as the strong reputations of the researchers and facilities that make UdeM such a cutting-edge research environment. Not only did this event bring together recognized specialists in a single location; this first edition offered a unique opportunity for students to become familiar with the resources available to them.

IN HEALTH SCIENCES

Last year, our Archives Division became the Archives and Document Management Department (SGDA). The SGDA’s mandate includes managing active and semi-active documents as well as the historical files of all of the university’s administrative and academic units. The new department also acquires archives from private sources that are deemed necessary for teaching, research and safeguarding the institution’s history.

OUR ARCHIVES

Activities offered by UdeM’s well-being program Ma santé au sommet have stirred great interest within the university community. Physical training courses offered in cooperation with the Human Resources Department have become highly popular. The “Pilates at Noon” workshops are also well attended. As the program got under way, it quickly became apparent that demand outpaced supply. There has also been mounting interest in the cooking workshops that take place in the Department of Nutrition building. According to sociologist Suzanne Laberge, a professor in the Department of Kinesiology, Ma santé au sommet is “the top health-promotion program at any Quebec university.”

OVERALL WELL-BEING

UdeM played host to the 28th Medical Games. For the first time, all 17 of the country’s medical faculties were represented. More than 2,444 students took part in 30 sports and para-sport events. And for the second year, UdeM scored the most points, ranking first in the cheerleading category. The organizers did their utmost to minimize the environmental impact of the Games, providing reusable squat bottles and composting, printing the Games program on recycled paper, and planting trees in an effort to make the event completely carbon-neutral!

HONOURS AT THE 28TH MEDICAL GAMES

The Montréal Heart Institute and Genome Québec announced the creation of the Centre of Excellence in Personalized Medicine (CEPMed). The goal of this project led by Dr. Jean-Claude Tardif, a professor in the Faculty of Medicine, is to develop approaches and methods that will optimize treatment and ensure a rapid and productive transition from the research stage to use in clinical practice. From its home base in UdeM’s Beaulieu-Saucier Pharmacogenomics Centre, CEPMed will position Québec and Canada as world leaders in the optimization of personalized treatment.

OPTIMIZATION OF PERSONALIZED TREATMENTS
## DISTRIBUTION OF EXPENSES

### OPERATING FUNDS

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching and research</td>
<td>19,700</td>
<td>19,700</td>
</tr>
<tr>
<td>Academic and research support</td>
<td>136,197</td>
<td>136,197</td>
</tr>
<tr>
<td>support services</td>
<td>764,546</td>
<td>764,546</td>
</tr>
<tr>
<td>Facilities management</td>
<td>13,549</td>
<td>13,549</td>
</tr>
<tr>
<td>Self-funded services</td>
<td>13,024</td>
<td>13,024</td>
</tr>
<tr>
<td>Administration</td>
<td>17,054</td>
<td>17,054</td>
</tr>
<tr>
<td>Scholarships</td>
<td>3,971</td>
<td>3,971</td>
</tr>
<tr>
<td>Debt service</td>
<td>1,880</td>
<td>1,880</td>
</tr>
<tr>
<td>Other</td>
<td>770</td>
<td>770</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,117,784</td>
<td>$1,117,784</td>
</tr>
</tbody>
</table>

## INCOME STATEMENT AND STATEMENT OF CHANGES IN FUND BALANCES

### AS AT MAY 31, 2008 (in thousands of dollars)

#### GENERAL OPERATING FUNDS

<table>
<thead>
<tr>
<th>Source</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant from Quebec Ministry of Education, Recreation and Sports</td>
<td>$388,459</td>
<td>$380,439</td>
</tr>
<tr>
<td>Tuition fees</td>
<td>19,700</td>
<td>19,700</td>
</tr>
<tr>
<td>Student services</td>
<td>764,546</td>
<td>764,546</td>
</tr>
<tr>
<td>Physical education and sports centre</td>
<td>13,024</td>
<td>13,024</td>
</tr>
<tr>
<td>Ancillary services</td>
<td>17,054</td>
<td>17,054</td>
</tr>
<tr>
<td>Investment income</td>
<td>3,971</td>
<td>3,971</td>
</tr>
<tr>
<td>Debt service</td>
<td>1,880</td>
<td>1,880</td>
</tr>
<tr>
<td>Other</td>
<td>770</td>
<td>770</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,117,784</td>
<td>$1,117,784</td>
</tr>
</tbody>
</table>

#### DESIGNATED FUNDS

<table>
<thead>
<tr>
<th>Source</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other income</td>
<td>46,900</td>
<td>46,900</td>
</tr>
<tr>
<td>Operating grant</td>
<td>137,225</td>
<td>137,225</td>
</tr>
<tr>
<td>Scholarships</td>
<td>16,480</td>
<td>16,480</td>
</tr>
<tr>
<td>Debt service</td>
<td>18,080</td>
<td>18,080</td>
</tr>
<tr>
<td>Other</td>
<td>770</td>
<td>770</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$168,665</td>
<td>$168,665</td>
</tr>
</tbody>
</table>

#### TOTAL FUNDS

<table>
<thead>
<tr>
<th>Source</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>General operating funds</td>
<td>$1,286,449</td>
<td>$1,286,449</td>
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<tr>
<td>Designated funds</td>
<td>$168,665</td>
<td>$168,665</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,455,114</td>
<td>$1,455,114</td>
</tr>
</tbody>
</table>

### SURPLUS (SHORTFALL) OF REVENUE OVER EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before the following items</td>
<td>$10,421</td>
<td>(7,891)</td>
</tr>
<tr>
<td>Complaint settlement – Wage equity</td>
<td>51,037</td>
<td>(28,383)</td>
</tr>
<tr>
<td>Unrealized gain (loss) in market value of investments</td>
<td>3,311</td>
<td>(16,008)</td>
</tr>
<tr>
<td>Gain (loss) in fair value of derivative financial instruments</td>
<td>(8,414)</td>
<td>(8,788)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10,421</td>
<td>(7,891)</td>
</tr>
</tbody>
</table>

### SURPLUS (SHORTFALL) OF REVENUE OVER EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balances, Beginning of Year</td>
<td>$159,858</td>
<td>$159,858</td>
</tr>
<tr>
<td>Inter-fund transfers</td>
<td>2,178</td>
<td>1,626</td>
</tr>
<tr>
<td>Capital expenditures financed by other funds</td>
<td>63,016</td>
<td>63,016</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$184,652</td>
<td>$184,652</td>
</tr>
</tbody>
</table>

### FUND BALANCES, END OF YEAR

<table>
<thead>
<tr>
<th>Source</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>General operating funds</td>
<td>$218,926</td>
<td>$195,983</td>
</tr>
<tr>
<td>Designated funds</td>
<td>$266,257</td>
<td>$263,550</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$485,183</td>
<td>$459,533</td>
</tr>
</tbody>
</table>
In 2008, there were 5,868 international students from more than a hundred countries at UdeM and its affiliated schools.

### DISTRIBUTION OF INTERNATIONAL STUDENTS BY CONTINENT

- **Europe**: 58%
- **Africa**: 26%
- **Asia**: 9%
- **North and Central America**: 5%
- **South America**: 2%

### GROWTH OF THE STUDENT POPULATION

<table>
<thead>
<tr>
<th>Year</th>
<th>UdeM</th>
<th>UdeM+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>37,705</td>
<td>54,465</td>
</tr>
<tr>
<td>2004</td>
<td>38,959</td>
<td>55,150</td>
</tr>
<tr>
<td>2005</td>
<td>39,258</td>
<td>55,539</td>
</tr>
<tr>
<td>2006</td>
<td>39,178</td>
<td>55,791</td>
</tr>
<tr>
<td>2007</td>
<td>39,421</td>
<td>56,530</td>
</tr>
<tr>
<td>2008</td>
<td>39,720</td>
<td>56,927</td>
</tr>
</tbody>
</table>

*UdeM+ includes École Polytechnique and HEC Montréal*

### GROWTH IN NUMBER OF GRADUATIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>UdeM</th>
<th>UdeM+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-03</td>
<td>6,943</td>
<td>8,828</td>
</tr>
<tr>
<td>2003-04</td>
<td>7,336</td>
<td>9,693</td>
</tr>
<tr>
<td>2004-05</td>
<td>6,943</td>
<td>10,142</td>
</tr>
<tr>
<td>2005-06</td>
<td>7,336</td>
<td>10,630</td>
</tr>
<tr>
<td>2006-07</td>
<td>7,574</td>
<td>10,632</td>
</tr>
<tr>
<td>2007-08</td>
<td>7,686</td>
<td>10,860</td>
</tr>
</tbody>
</table>

*UdeM+ includes École Polytechnique and HEC Montréal*

### REGULAR STUDENTS

**FALL 2008 SEMESTER**

**UNIVERSITY FACULTIES AND SCHOOLS**

- Arts and Science: 16,284
- Continuing Education: 6,320
- Dentistry: 446
- Education: 3,333
- Environmental Design: 1,465
- Kinesiology (Department of): 416
- Law: 1,657
- Medicine: 5,619
- Multi-faculty Programs: 1,084
- Music: 744
- Nursing: 1,154
- Optometry (School of): 260
- Pharmacy: 1,054
- Theology and Religious Studies: 260
- Veterinary Medicine: 606

**UNIVERSITÉ DE MONTRÉAL**

- 39,720

**POLYTECHNIQUE**

- 5,206

**HEC MONTRÉAL**

- 12,001

**TOTAL**

- 56,927

**GRADUATE STUDIES**

- 13,603

Since 1998, more than 85,000 students have earned a degree from UdeM in disciplines covering all major fields of contemporary knowledge. Ten per cent of these students come from outside Canada.

### GRADUATES

**JUNE 1, 2007 TO MAY 31, 2008**

**DEGREES AWARDED**

**FACULTIES**

- Arts and Science: 2,117 Bachelors, 779 Master’s, 162 Doctorates
- Continuing Education: 219 Bachelors, – Master’s, – Doctorates
- Dentistry: 82 Bachelors, 12 Master’s, – Doctorates
- Education: 424 Bachelors, 267 Master’s, 15 Doctorates
- Environmental Design: 247 Bachelors, 126 Master’s, 5 Doctorates
- Graduate and Postdoctoral Studies: – Bachelors, 20 Master’s, – Doctorates
- Kinesiology (Department of): 101 Bachelors, 9 Master’s, 5 Doctorates
- Law: 348 Bachelors, 178 Master’s, 9 Doctorates
- Medicine: 547 Bachelors, 544 Master’s, 77 Doctorates
- Multi-faculty Programs: 346 Bachelors, – Master’s, – Doctorates
- Music: 88 Bachelors, 71 Master’s, 21 Doctorates
- Nursing: 315 Bachelors, 57 Master’s, 5 Doctorates
- Optometry (School of): 41 Bachelors, 16 Master’s, – Doctorates
- Pharmacy: 139 Bachelors, 119 Master’s, 8 Doctorates
- Theology and Religious Studies: 12 Bachelors, 11 Master’s, 6 Doctorates
- Veterinary Medicine: 87 Bachelors, 48 Master’s, 3 Doctorates

**UNIVERSITÉ DE MONTRÉAL**

- 5,113 Bachelors, 2,257 Master’s, 316 Doctorates

**POLYTECHNIQUE**

- 666 Bachelors, 250 Master’s, 55 Doctorates

**HEC MONTRÉAL**

- 1,186 Bachelors, 1,001 Master’s, 16 Doctorates

**TOTAL**

- 6,965 Bachelors, 3,508 Master’s, 387 Doctorates

**GRAND TOTAL**

- 10,860

This total does not include students who earned academic recognition for a module, an undergraduate or master’s level microprogram or an undergraduate certificate or major.

*Includes students counted in the “Multi-faculty Programs” column who are administered by the Faculty of Continuing Education. In the Fall 2008 semester, the total number of these students was 982. However, they are included only once in the total.*
26.8% of our students are enrolled in graduate studies, the highest proportion in Canada.

**Distribution of Students by Program Level**

- **73.3%** Undergraduate
- **19.9%** Master's
- **6.9%** Doctoral

**Exchange Students**

<table>
<thead>
<tr>
<th>Year</th>
<th>UdeM exchange students</th>
<th>International exchange students at UdeM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>458</td>
<td>735</td>
</tr>
<tr>
<td>2006-2007</td>
<td>508</td>
<td>782</td>
</tr>
<tr>
<td>2005-2006</td>
<td>480</td>
<td>770</td>
</tr>
<tr>
<td>2004-2005</td>
<td>489</td>
<td>709</td>
</tr>
<tr>
<td>2003-2004</td>
<td>511</td>
<td>636</td>
</tr>
<tr>
<td>2002-2003</td>
<td>429</td>
<td>621</td>
</tr>
</tbody>
</table>

**New Programs, New Knowledge**

**Undergraduate**
- Bachelor's in Biomedical Engineering
- Certificate in Ecosystem Approaches to Human Health
- Certificate of Teaching Qualification
- Certificate in Relational Sales
- Certification in Internal Security
- Microprogram in Industrial Safety Engineering
- Microprogram in Professional Practice – CGA
- Minor in Digital Music
- Minor in Music, Art and Society
- Minor in Nursing
- Module in Catalan Language and Culture
- Module in Teaching Qualification
- Module in Contemporary World Religions

**Graduate**
- Master's Microprogram – Veterinary Medicine for Companion Animals
- Ph.D. – Vision Sciences
- SGSD in Clinical Immunology and Allergy in Adults
- SGSD in Clinical Immunology and Allergy in Children
- SGSD in Developmental Pediatrics

**Killam Research Fellowships by University**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td></td>
<td></td>
<td>44</td>
</tr>
<tr>
<td>British Columbia</td>
<td></td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>UdeM</td>
<td>43</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>Queen's</td>
<td>37</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>McGill</td>
<td>37</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>York</td>
<td>37</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Laval</td>
<td>37</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Waterloo</td>
<td>37</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Ottawa</td>
<td>37</td>
<td>21</td>
<td>19</td>
</tr>
</tbody>
</table>

**Teaching Personnel**

<table>
<thead>
<tr>
<th>Category</th>
<th>UdeM</th>
<th>Polytechnique</th>
<th>HEC Montréal</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors and Researchers</td>
<td>2,013</td>
<td>238</td>
<td>266</td>
<td>2,517</td>
</tr>
<tr>
<td>Clinical Professors, Clinical Lecturers</td>
<td>1,873</td>
<td>—</td>
<td>1,873</td>
<td>—</td>
</tr>
<tr>
<td>Lecturers, Clinical Instructors</td>
<td>1,466</td>
<td>444</td>
<td>556</td>
<td>2,466</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5,352</td>
<td>682</td>
<td>872</td>
<td>6,856</td>
</tr>
</tbody>
</table>

**Canada Research Funds**

<table>
<thead>
<tr>
<th>University</th>
<th>2007-2008</th>
<th>2008-2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$308.0</td>
<td>$226.5</td>
</tr>
<tr>
<td>Toronto</td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UdeM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>McGill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alberta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laval</td>
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<tr>
<td>McMaster</td>
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</tr>
<tr>
<td>Ottawa</td>
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</tr>
<tr>
<td>Western Ontario</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calgary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$168.3</td>
<td>$96.4</td>
</tr>
</tbody>
</table>

**Note:**
- Canadian Institutes of Health Research (CIHR)
- Social Sciences and Humanities Research Council of Canada (SSHRC)
- Natural Sciences and Engineering Research Council of Canada (NSERC)
- UdeM+ Includes École Polytechnique and HEC Montréal
- Source: CIHR, SSHRC, NSERC
**DISTRIBUTION OF ADMINISTRATIVE AND SUPPORT STAFF**

- 44% Teaching
- 26% Administration
- 21% Support for teaching and research
- 9% Self-funded services

**ADMINISTRATIVE AND SUPPORT STAFF**

<table>
<thead>
<tr>
<th>Category</th>
<th>UdeM</th>
<th>Polytechnique</th>
<th>HEC Montréal</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>371</td>
<td>77</td>
<td>55</td>
<td>503</td>
</tr>
<tr>
<td>Professionals</td>
<td>973</td>
<td>99</td>
<td>137</td>
<td>1,209</td>
</tr>
<tr>
<td>Technicians</td>
<td>1,149</td>
<td>140</td>
<td>107</td>
<td>1,396</td>
</tr>
<tr>
<td>Clerical Personnel</td>
<td>439</td>
<td>200</td>
<td>173</td>
<td>812</td>
</tr>
<tr>
<td>Trade and Service Personnel</td>
<td>333</td>
<td>124</td>
<td>58</td>
<td>515</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3,265</td>
<td>640</td>
<td>530</td>
<td>4,435</td>
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**LIBRARIES**

<table>
<thead>
<tr>
<th>Category</th>
<th>UdeM</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOLDINGS</td>
<td></td>
</tr>
<tr>
<td>Volumes</td>
<td>2,529,449</td>
</tr>
<tr>
<td>Microforms and audiovisual documents</td>
<td>1,741,695</td>
</tr>
<tr>
<td><strong>TOTAL HOLDINGS</strong></td>
<td>4,271,144</td>
</tr>
<tr>
<td>SUBSCRIPTIONS</td>
<td></td>
</tr>
<tr>
<td>Periodicals</td>
<td>30,727</td>
</tr>
<tr>
<td>Electronic periodicals only</td>
<td>21,506</td>
</tr>
<tr>
<td>Libraries</td>
<td>18</td>
</tr>
<tr>
<td>Computer workstations, laptops and digitization workstations</td>
<td>651</td>
</tr>
<tr>
<td>Seating capacity</td>
<td>3,808</td>
</tr>
<tr>
<td>Number of work areas</td>
<td>112</td>
</tr>
<tr>
<td><strong>ACQUISITIONS</strong></td>
<td></td>
</tr>
<tr>
<td>Expenditures for acquisitions</td>
<td>$ 9,061,056</td>
</tr>
</tbody>
</table>

**CANADA FOUNDATION FOR INNOVATION**

<table>
<thead>
<tr>
<th>University</th>
<th>Projects</th>
<th>(in millions of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>McGill</td>
<td>402</td>
<td>$ 303.6</td>
</tr>
<tr>
<td>British Columbia</td>
<td>402</td>
<td>267.3</td>
</tr>
<tr>
<td>UdeM+</td>
<td>368</td>
<td>$ 252.3</td>
</tr>
<tr>
<td>Toronto</td>
<td>502</td>
<td>$ 226.1</td>
</tr>
<tr>
<td>Alberta</td>
<td>284</td>
<td>$ 183.4</td>
</tr>
<tr>
<td>Laval</td>
<td>234</td>
<td>$ 164.5</td>
</tr>
<tr>
<td>Western Ontario</td>
<td>212</td>
<td>124.9</td>
</tr>
<tr>
<td>Calgary</td>
<td>190</td>
<td>$ 110.7</td>
</tr>
<tr>
<td>Ottawa</td>
<td>206</td>
<td>$ 104.3</td>
</tr>
<tr>
<td>Waterloo</td>
<td>177</td>
<td>$ 100.0</td>
</tr>
</tbody>
</table>

UdeM+ includes École Polytechnique and HEC Montréal.

**RESEARCH INCOME BY UNIVERSITY**

<table>
<thead>
<tr>
<th>University</th>
<th>2006-2007</th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td>$ 854.8</td>
<td>$ 229.2</td>
</tr>
<tr>
<td>Alberta</td>
<td>461.4</td>
<td></td>
</tr>
<tr>
<td>UdeM+</td>
<td>415.1</td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td>401.3</td>
<td>375.7</td>
</tr>
<tr>
<td>McGill</td>
<td>346.3</td>
<td></td>
</tr>
<tr>
<td>McMaster</td>
<td>268.3</td>
<td></td>
</tr>
<tr>
<td>Laval</td>
<td>254.2</td>
<td></td>
</tr>
<tr>
<td>Calgary</td>
<td>238.1</td>
<td></td>
</tr>
<tr>
<td>Western Ontario</td>
<td>238.1</td>
<td>229.2</td>
</tr>
</tbody>
</table>

UdeM+ includes École Polytechnique and HEC Montréal.

Since 2000, UdeM has ranked among the top three Canadian universities in research volume.

**RESEARCH INCOME BY UNIVERSITY**

<table>
<thead>
<tr>
<th>University</th>
<th>2006-2007</th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alberta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UdeM+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>McGill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>McMaster</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Western Ontario</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ottawa</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

UdeM+ includes École Polytechnique and HEC Montréal.

| Source: Research Infosource 2008 |

**CANADIAN INSTITUTES OF HEALTH RESEARCH**

- $ 403.1 million

**HEC Montréal:** $14.9 million

Since 2000, UdeM has ranked among the top three Canadian universities in research volume.

**RESOURCES**

Thanks to the CF and the Quebec government, UdeM is home to a great many scientific infrastructure projects, such as the Institute for Research in Immunology and Cancer, the Quebec Network for High-Performance Computing, the Canadian University Biodiversity Consortium and the Beaulieu-Saucier Pharmacogenomics Centre.
The following list provides an overview of the awards and honours conferred on the professors, researchers and students of the Université de Montréal and its affiliated schools in 2007-2008.

**HONORARY DOCTORATES**

- Alain Ménissier, President and Chief Executive Officer, BioMérieux
- Donald Mitchell, Professor in the Department of Psychology at Dalhousie University
- James Bruce Overmier, Professor in the Department of Psychology at the University of Minnesota
- Anna-Sophie Pie, head chef, La Maison Pic, Valencia

**SECRETARY GENERAL EMERITUS**

- Michel Lepage, General Secretariat

**PROFESSORS EMERITUS**

- Alain Bélisle, Faculty of Pharmacy
- Andrés Dussau, Faculty of Medicine
- Jean-Marie Dufour, Department of Economics, Faculty of Arts and Science
- Jean-Pierre Mortis, Department of English Studies, Faculty of Arts and Science
- Anthony F.J. Moffat, Department of Economics, Faculty of Arts and Science
- Alain Mérieux, President and Chief Executive Officer, BioMérieux
- Paul Dussau, Jr., Chairman of the Board and Co-Chief Executive Officer of Power Corporation of Canada
- Brian Montmarquette, Director of the Executive Committee of Power Financial Corporation
- Pierre Dufour, Engineer and Executive Vice-President of Air Liquide Group
- Alain Roy, Editor-in-Chief, Le Robert Publications
- John W. Stamm, Professor emeritus in the Faculty of Dentistry at the University of North Carolina
- Alain Storek, Chemist and Director of the Institut National des Sciences Appliquées de Lyon
- Lawrence M. Wright, Professor emeritus in the Faculty of Nursing at the University of Calgary

**AWARDS AND HONOURS**

- **Communication Games**
  - The University of Montalban delegation placed second in the 2008 Communications Games, a first for UdeM Communications students.
  - **National Order of Quebec**
    - Office: Pascal Moreau, full professor, Department of Medicine (Endocrinology and Genetics), Faculty of Medicine
    - Office: Glorie Jolin, full clinical professor, Department of Pediatrics, Faculty of Medicine
    - Office: Michelle Stouk, visiting scholar, Public Law Research Centre

  - **Order of Canada**
    - Office: Jean-Marie Dufour, professor emeritus, Department of Economics, Faculty of Arts and Science
    - Office: Pierre Moreau, professor, Department of Pathology and Cell Biology

- **Marie Victoire Award**
  - André Charette, full professor, Department of Chemistry, Faculty of Arts and Science, Chairholder, Canada Research Chair in Stereospecific Synthesis of Bioactive Molecules, and chairholder, NSERC Industrial Research Chair in Stereospecific Drug Synthesis

- **2008 Prix Du Quebec**
  - The 25 UdeM students who participated in the National Model United Nations simulation held at United Nations headquarters in New York, March 18 to 22, brought home five major distinctions.

  - **Category:** Outstanding Delegation Award
  - **Category:** Outstanding Position Paper Awards

- **Royal Society of Canada**
  - Humanities
  - Isabelle Péron, professor, Department of Psychology, Faculty of Arts and Science
  - Mathematics and Physical Sciences
  - Robert Emerson Pouliot, professor, Department of Chemistry, Faculty of Arts and Science

- **Duke Chair in Cell Biology**
  - Where he holds the James B. Duke Chair in Cell Biology

- **Emeritus**
  - Alain Bélisle, Faculty of Pharmacy
  - Andrés Dussau, Faculty of Medicine
  - Jean-Marie Dufour, Department of Economics, Faculty of Arts and Science
  - Robert Kessler Martin, Department of Economics, Faculty of Arts and Science
  - Alain Mérieux, President and Chief Executive Officer, BioMérieux
  - Paul Dussau, Jr., Chairman of the Board and Co-Chief Executive Officer of Power Corporation of Canada
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  - Lawrence M. Wright, Professor emeritus in the Faculty of Nursing at the University of Calgary

- **Molecular Genetics Laboratory for Bone**
  - Marie Deschamps, Justice of the Supreme Court of Canada

- **Prix Marcel-Vincent**
  - Pierre Emery Prud’homme, Professor emeritus at the École Polytechnique de Paris

- **Research Chair in Stereoselective Drug**
  - Marie Deschamps, Justice of the Supreme Court of Canada

- **Public Law Research Centre**
  - Pierre Moreau, professor, Department of Pathology and Cell Biology

- **JACQUES ROUSSEAU AWARD**
  - James D. Wuest, full professor, Department of Psychology, Faculty of Arts and Science

- **URGEL ARCHAMBAULT AWARD**
  - André De Léan

- **2008 ANNUAL REPORT**
  - Photographic and textual content related to the annual report of Université de Montréal for 2008.
Quebec’s only lung transplant program got a major boost from Mr. Alfonso Minicozzi and his family in 2008. In turn, the Thoracic Surgery Research Foundation of Montreal set up a research chair in their name. The Minicozzis have been deeply involved in the development of thoracic surgery at the CHUM, not only through their contributions to the Foundation’s philanthropic activities but also thanks to the leading role they have played in publicizing this cause. The Alfonso Minicozzi and Family Chair of Thoracic Surgery and Lung Transplantation will help preserve and expand CHUM’s lung transplant program through the training of new students, with a special focus on young surgeons. It will also support critical research on graft preservation and post-transplantation pulmonary edema. Among its activities, the Chair will set up an immuno-suppression program to reduce risks of acute chronic post-transplant rejection and a lung transplant program for living and family donors.

friends of udeM expanding

Friends of the University of Montreal, which seeks to raise UdeM’s profile in the United States and strengthen ties with alumni there, is busy working from its New York offices to build upon groundwork laid in 2006. Generous donations allowed Friends of UdeM to raise more than $41,000 over the past two years — money that allowed it to offer its first grants to American students at UdeM. On behalf of those students and all volunteers in the ‘Friends’ network, André Bolduc offers its heartfelt thanks.

planned gift of $1.1 million

Economist Jean-Marie Dufour, a professor emeritus in UdeM’s Department of Economics from 1979 through 2007, made a planned gift of $1 million to UdeM. A ceremony was held in his honour to acknowledge his generosity. Best known for his contributions to the field of applied and theoretical econometrics, Mr. Dufour is a leading authority in the field. He is the author of 100 books and scholarly articles, the first recipient of the Canadian Economics Association’s John Rae Prize, the first Québécois to be awarded the Killam Prize in Social Sciences and a two-time recipient of the Prix Marcel-Dagenais of the Société canadienne de science économique. His generosity will help support and develop the exceptional teaching and research staff at UdeM’s Department of Economics. Already well known for the quality of its research and teaching programs, the Department has trained leaders who have had a major national and global impact.

Students’ support udem

The fund for the improvement of student life got off to an impressive start in the fall of 2008, raising $654,000. Financed through voluntary contributions when students pay their tuition fees, the fund seeks to improve student life by creating common areas, equipping accessible grants and spearheading other projects dear to the community.

Breathing better

Foundation for the Faculty of Nursing, allowing for the launch of new activities at the Centre for Innovation in Nursing Education (CIIE), whose mission is to develop, evaluate and disseminate innovative methods for teaching best practices in the field.

Breathe equipped by design

A donation of almost $115,000 to the Faculty of Environmental Design from Groupe Cardinal Handy architects, real estate developer Prevel and design firms Conceptions Rachel-Julien will support academic activities and finance a scholarship of excellence in housing. The gift boosts total contributions from the three firms to a total of more than $150,000.

SteadiFast Loyalty

André Bolduc is the perfect example of a graduate who believes in his alma mater. A graduate from the School of Pharmacy graduate, he has been a regular donor for more than 35 years, providing key support for the faculty and its numerous initiatives and traveling frequently from his home in Mont-Laurier to take part in a variety of UdeM activities. Most of his gifts — which have now reached about $27,000 — have gone to the Dean’s Circle Fund. Mr. Bolduc sees the gifts as a way to express his gratitude for the excellent circle Fund. Mr. Bolduc sees the gifts as a way to express his gratitude for the excellent
<table>
<thead>
<tr>
<th>2006-2007</th>
<th>GIFTS RECEIVED</th>
<th>NEW PLEDGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,152,879</td>
<td>$30,596,566</td>
<td></td>
</tr>
</tbody>
</table>

### 2007-2008

<table>
<thead>
<tr>
<th>DONORS BY ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairs, research projects</td>
</tr>
<tr>
<td>Awards and student aid</td>
</tr>
<tr>
<td>Buildings, land and equipment</td>
</tr>
<tr>
<td>Books, libraries</td>
</tr>
<tr>
<td>16% Other</td>
</tr>
</tbody>
</table>

### MARKET VALUE OF ENDowment FUND

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$1,142,505</td>
</tr>
<tr>
<td>2006</td>
<td>148.4</td>
</tr>
<tr>
<td>2007</td>
<td>119.7</td>
</tr>
<tr>
<td>2004</td>
<td>107.2</td>
</tr>
<tr>
<td>2003</td>
<td>94.2</td>
</tr>
</tbody>
</table>

In 2007-2008, our students benefited from a total of $3.8 million in charitable donations.
The Board is the foremost body in charge of the University’s general management. It is led by the chancellor and more than 50 per cent of its members are external. The Board exercises all the rights of the University and all powers necessary for its management and development. The Executive Committee implements Board decisions and exercises all Board powers except those reserved exclusively for the Board by statute or those that the Board has chosen to retain for itself.

In a report published in 2007 on the governance of Québec universities, the Institute for Governance of Private and Public Organizations (IGPPO) recommended that the boards of establishments of higher education create three committees – on auditing, governance and human resources. The Université de Montréal did not wait for these recommendations to be issued before putting principles of good governance into practice. The three committees that the IGPPO suggested were already in place at UdeM; some, such as the audit committee, had been operating for more than 30 years. In 2008, the Board created a fourth such body, the real-estate committee, which keeps track of the University’s major real-estate projects. These committees report directly to the Board and constitute the links of a governance structure that covers all major issues concerning the development and operation of the University. Over the past year, they have dealt with numerous issues of importance to the University.

### GOVERNANCE Committee

**Mandate**
Management of the Board and its committees, dissemination of relevant information and documentation to Board members, optimization of Board activities, promotion and review of code of professional ethics.

**Members**
- Pierre Paul Côté (chair)
- Louise Roy (ex officio member)
- Luc Vinet (ex officio member)

**Issues in 2007-2008**
- Review of remuneration norms for general and faculty officers, review of remuneration parameters for directors general.

### REAL ESTATE Committee

**Mandate**
Real-estate management and development strategies.

**Members**
- Pierre Paul Côté (chair)
- Louise Roy (ex officio member)
- Luc Vinet (ex officio member)
- Executive vice-rector (appointed member)
- Normand Moir
- Michel Messier-Bélair

**Issues in 2007-2008**
- Planning of Outremont site, sale of 1420 Mont-Royal Building, location of School of Public Health.

### BOARD OF DIRECTORS

#### UNIVERSITÉ DE MONTRÉAL

**Board Members**

- **President and Chancellor**
  - Louise Roy

- **Executive Committee**
  - Pierre Paul Côté
  - Louise Roy (chair)
  - Thérèse Cabana

- **Mandate**
  - Examination of human-resource policies and programs, evaluation of accomplishments of the rector and of general and faculty officers, study of pension plan financial statements.

- **Members**
  - Gisèle Desrochers
  - Sylvain Dubé
  - André Fournier
  - Lionel Fournier
  - Louis Gagnon
  - Claude Bennet
  - Paul Ouellet
  - Claude Desmarais
  - Louise Roy

- **Issues in 2007-2008**
  - Appointments of the chancellor, review of Board members’ code of professional ethics, study of the report of the Québec Working Group on University Governance, operation of Board committees.

### UNIVERSITY BOARD

**Chairman**
Louis Verdon

**Board Members**
- Michel Potry
- Louis Roy
- Luc Vinet

**Mandate**
Auditing of financial information, approval of financial statements, examination of accounting conventions, internal inspection, risk management, recommendation of mandates for external auditors.

**Members**
- Robert Panet-Raymond (chair)
- Luc Vinet (ex officio member)
- Pierre Paul Côté
- Jacques Gaumond

**Issues in 2007-2008**
- Risk management mapping, follow-up on computer disaster recovery plan, review of internal inspection evaluation of the activities of numerous units.

### HUMAN RESOURCES

**Mandate**
Examination of human-resource policies and programs, evaluation of accomplishments of the rector and of general and faculty officers, study of pension plan financial statements.

**Members**
- Gisèle Desrochers (chair)
- Diane Labrèche
- Jacques Gaumond

**Issues in 2007-2008**
- Review of remuneration norms for general and faculty officers, review of remuneration parameters for directors general.

### MANAGERIAL OFFICES

**Chairman**
Luc Vinet

**Board Members**
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- Louis Roy
- Luc Vinet

**Mandate**
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### GOVERNANCE

**Mandate**
Management of the Board and its committees, dissemination of relevant information and documentation to Board members, optimization of Board activities, promotion and review of code of professional ethics.

**Members**
- Louise Roy (chair)
- Jacques Gaumond
- Diane Labrèche

**Issues in 2007-2008**
- Review of remuneration norms for general and faculty officers, review of remuneration parameters for directors general.

### REAL ESTATE

**Mandate**
Real-estate management and development strategies.

**Members**
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- Louise Roy (ex officio member)
- Luc Vinet (ex officio member)
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ÉCOLE POLYTECHNIQUE

Founded in 1873, École Polytechnique is one of the largest engineering schools in Canada. It offers its 5,000 students a choice of more than a hundred engineering programs at all levels of study and provides a unique research environment.

HEC MONTRÉAL

HEC Montréal is Canada's oldest business school. Founded in 1907, it is the first business school in North America to have earned all three prestigious international accreditations: AACSB International (United States), AMBA (Great Britain) and EQUIS (Europe).

FACULTIES AND SCHOOLS

Faculty of Arts and Science
Faculty of Continuing Education
Faculty of Dentistry
Faculty of Education
Faculty of Environmental Design
Faculty of Graduate and Postdoctoral Studies
Faculty of Law
Faculty of Medicine
Faculty of Music
Faculty of Nursing
Faculty of Pharmacy
Faculty of Theology and Religious Studies
Faculty of Veterinary Medicine
Department of Kinesiology
School of Optometry
School of Public Health

UNIVERSITÉ DE MONTRÉAL

Founded in 1878 and now a world-renowned leader in research and higher learning, Université de Montréal boasts 16 faculties and schools, as well as 67 departmental units. Its affiliated professional schools, École Polytechnique and HEC Montréal, are among Canada's greatest. Deeply rooted in Montréal and dedicated to its international mission, Université de Montréal welcomes 57,000 students from around the world and awards more than 10,000 diplomas every year.

UNIVERSITÉ DE MONTRÉAL

P.O. Box 6128, Downtown Postal Station, Montréal, Québec H3C 3J7
Tel.: 514 343-6111  Email: bcrp@umontreal.ca  Website: www.umontreal.ca

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