Table of Contents

Mission, Vision, Values 1
A word from the Rector 2
A word from the Chair of the Board of Directors 3
Université Laval at a glance 4
Financial report 6
Honorary degree recipients 8
Emeritus professors 9
Board of Directors and University Council 10
Management team 12
Mission

Université Laval, the oldest French-language university in North America, is an institution of international repute and high academic standards that contributes to society’s growth and development.

• By training qualified, responsible individuals who promote change
• By advancing and sharing knowledge in a dynamic environment of research and creativity
• A university committed to its community that builds productive partnerships with all sectors of society while staying true to its fundamental mission, independence, and responsibilities
• A model university that gives all members of its community the chance to grow, develop their potential, and establish themselves in a dynamic, stimulating, diverse, and respectful institutional setting
• A modern university that is committed to sustainable development and manages its resources responsibly

Vision

The members of the university community share a stimulating common vision of the future: to become one of the best universities in the world. To that end, Université Laval also intends to stand out by being

• A complete university recognized as an establishment with an international reputation for its students and high quality educational programs
• A university on the cutting edge of research and creation that distinguishes itself on the national and international scenes through its exceptional achievements
• An open university that promotes dialog, cooperation, and the participation of its members in major world issues

Values

The university community’s actions are geared to bolstering student success and reflecting the following fundamental institutional values:

• Respect for the diversity of people, societies, knowledge, and ways of thinking
• Humanistic and ethical approach
• Development of critical thinking and judgment
• Personal and community involvement and leadership
• Promotion of creation, innovation, and excellence

1 Horizon 2012 : Orientations de développement de l’Université Laval
Université Laval is uniquely positioned in North America and occupies a distinct place within Canadian society and internationally. Its roots run deep throughout Québec, especially in Québec City, which is the wellspring of its development and its many accomplishments made during the 2011‒2012 year.

During the past year we employed many approaches to increase the quality of our teaching and research activities and ensure that they reflect the realities of today’s world. We introduced several study programs, created new research and teaching chairs in partnership with various stakeholders from Québec society, bolstered support for students at all levels, and reaffirmed our commitment to responsible and sustainable development.

In addition, we added six new undergraduate and graduate programs that are already responding to the emerging needs of today’s Québec: a certificate in sustainable tourism, a DESS in ergonomics and another one in innovation, a new bachelor’s master’s combined program in psychoeducation, the only one in Québec, an undergraduate certificate in management exclusively for distance learners, and a master’s in multimedia design, a field that is increasingly important at Université Laval, as shown by the creation of the School of Design in the Faculty of Architecture, Arts and Design.

Continuing the efforts of past years, we improved our distance learning and continuing education component to better meet the needs of an increasingly diversified cohort. Two significant accomplishments confirm Université Laval’s leadership in this area: we adopted a distance learning policy and saw UL distance learners enrol for nearly 126,000 course credits during the 2011‒2012 year alone, a five-year increase of over 80% when compared to the fewer than 74,000 distance credits of 2007‒2008.

Along with improvements to our overall educational offering, we also intensified our research activities, and the 2011‒2012 year was again productive: Nearly a dozen educational leadership chairs, four new research partnership chairs, and one new Canada Research Chair were created, for a total of 144 chairs and overall investment of $220 million.

Sustainable development remains the backdrop for our accomplishments, the connective tissue that links all our activities, decisions, plans, and educational and research programs. I thank my administrative colleagues as well as the members of the board of directors and University Council for their steadfast commitment to help Université Laval continue to progress and extend its impact here and abroad.

Denis BRIÈRE
Rector
Université Laval
If I had to choose one word that reflects the 2011-2012 academic year, it would be “balanced,” describing Université Laval’s budget situation, mode of governance, bicameral foundation, and development approach, which encompasses innovation and conservation as well as awareness of our roots and openness to the world beyond our borders.

It was a true challenge again this year to maintain balanced budgets amid the difficult financial environment facing universities today. Credit for this accomplishment should go first to our collective faculties and units, which have made great strides during recent years to maintain this delicate equilibrium. The unwavering growth of our student body (3.8% for full-time students in 2011-2012) also contributed, attesting to Université Laval’s ability to attract international students: 4,626 of them (at all levels combined) enrolled for the fall 2011 semester, compared to 4,026 in fall of 2009. And growing numbers of students from Québec are eager to study abroad too: nearly 900 of them took part in UL mobility programs in 2011-2012. The increased internationalization of our activities and the 700 or so agreements we have place with educational institutions abroad are clearly fueling student mobility.

Whether they hail from Québec or elsewhere, our students also benefit from a stimulating and innovative learning environment that underwent significant improvement during the past year thanks to some $300 million of infrastructure investments. The sounds of construction echoed across the campus as the Alexandre-Vachon, Charles-De Koninck, and Jean-Charles-Bonenfant buildings were renovated to meet standards, a sustainable development laboratory for public infrastructure was installed at Pavillon Adrien-Pouliot, the Coop Zone bookstore at Pavillon Maurice-Pollack was expanded, and work continued at Super PEPS.

These are just some of the major issues that occupied members of the board of directors in 2011-2012, a year marked by extensive consultation on university governance and the reelection of Denis Brière, Université Laval’s 25th rector, to a second term. Both events show that nearly all those who comprise our university community desire to maintain continuity. We see this as a sign of confidence and optimism, as well as a clear indicator of success.

In closing, I would like to sincerely thank the members of the board of directors, management team, and all university managers and staff for their cooperation. By continuing to work together, we will ensure that Université Laval remains one of the leading teaching and research universities in Québec, throughout Canada, and worldwide.
L’UNIVERSITÉ LAVAL at a glance

Students

Some 48 000 persons were enrolled in credited programs and courses at Université Laval for the academic year 2011-2012.

The student enrolment for the fall term in 2011 (including credited continuing education courses) was:

- 40 701 total enrolment, of which 27% in graduate programs
- 58.5% women and 41.5% men
- 11.4% of foreign students for a total of 4 626, of which 2 747 had a study permit and 1 879 were permanent residents

There are 200 student associations and two umbrella organizations at Université Laval: CADEUL for undergraduates and ÆLIÉS for graduate students.

Education

17 faculties
60 departments, schools, and institutes
399 regular programs, of which 172 undergraduate programs and 227 graduate programs
63 short-term programs, of which 34 at undergraduate level and 29 at graduate level (master degree)
4 profils (sustainable development, international, entrepreneurial, and cooperative)
9 chairs in educational leadership

Some 600 distance courses (95% online)

Staff

Some 9 000 staff in October 15, 2011:

- Senior management: 11
- Internal auditor and ombudsman: 2
- Faculty and department management: 117
- Administrative management and executives: 158
- Professors: 1,399
- Lecturers and teaching assistants: 1,293
- Research professionals: 782
- Teaching support staff: 2,775
- Administrative staff: 866
- Support staff: 1,811

Some 3500 clinical and associate professors

---

1 Source : Bureau du registraire
2 Source : Bureau du secrétaire général
3 Source : Bureau de la formation à distance
4 Source : Bureau de planification et d’études institutionnelles
5 Source : Vice-rectorat à la recherche et à la création
7 Source : Bureau du registraire
8 Source : Association des diplômés de l’Université Laval
Research

$299 million in research funds
10 affiliated health and social services institutions
251 research centres, chairs, institutes and groups
• 39 research centers recognized by the University Council
• 2 Canada Excellence Research Chairs
• 74 Canada Research Chairs
• 19 industrial research chairs
• 43 partnership chairs
• 9 research institutes
• 65 other groups
Host to 3 Networks of Centers of Excellence (NCE):
• GEOIDE – GEOmatics for Informed DEcisions
• ArcticNet – Research on the North
• ICIP – Canadian Institute for Photonic Innovations

Campus

Certified “Sustainable Campus”, the main campus of Université Laval's is one of the finest in the province of Québec with 1.8 km² whose 64% occupied by green spaces and woodlots
Almost 40 buildings linked by a network of over 5 km of pedestrian tunnels
Two buildings in the historic borough of Old Québec, one in the Lower Town (School of Visual Arts) and the other in the Upper Town (School of Architecture)
Établissement vert Brundtland-certified student residences providing 2,400 rooms on campus
6 million library documents and thousands electronics ressources available on the Internet
One of the country's top sports universities with some 350 student athletes competing in 13 Rouge et Or clubs with a long tradition of excellence

Diplomas awarded

9,168 diplomas and short-term programs
• 4,532 bachelor’s degrees
• 1,685 master’s degrees
• 251 doctorates
• 1,333 certificates and undergraduate diplomas
• 561 graduate diplomas
• 806 short-term programs, of which 308 at undergraduate level and 408 at graduate level

Outreach

700 agreements with some 500 institutions of higher education and various organizations in 70 countries
Almost 250,000 graduates working in Québec and all around the world
52 alumni clubs and 6 alumni network worldwide
One of the country's top sports universities, with some 350 student athletes competing in 13 Rouge et Or clubs with a long tradition of excellence
# OPERATIONS

Year ended April 30, 2012 (in thousands of dollars)

<table>
<thead>
<tr>
<th>OPERATING FUND</th>
<th>RESTRICTED FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 (12 month)</td>
<td>2011 (11 month)</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

## REVENUES

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition fees</td>
<td>88 619</td>
<td>81 578</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Community services</td>
<td>10 368</td>
<td>8 586</td>
<td>8 957</td>
<td>7 462</td>
</tr>
<tr>
<td>External services</td>
<td>20 362</td>
<td>20 139</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Net investment income (note 21)</td>
<td>1 639</td>
<td>1 279</td>
<td>473</td>
<td>(91)</td>
</tr>
<tr>
<td>Student services and aide</td>
<td>20 170</td>
<td>19 434</td>
<td>12 329</td>
<td>10 805</td>
</tr>
<tr>
<td>Ancillary services</td>
<td>17 555</td>
<td>16 461</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>MELS subsidy (note 4)</td>
<td>390 514</td>
<td>348 808</td>
<td>9 744</td>
<td>9 052</td>
</tr>
<tr>
<td>Donations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fondation de l’Université Laval</td>
<td>232</td>
<td>249</td>
<td>8 348</td>
<td>6 913</td>
</tr>
<tr>
<td>Other organizations</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Other subsidies and revenues</td>
<td>9 667</td>
<td>10 566</td>
<td>177 465</td>
<td>158 552</td>
</tr>
<tr>
<td>Amortization of deferred contributions related to capital assets</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>559 126</td>
<td>507 100</td>
<td>217 316</td>
<td>192 693</td>
</tr>
</tbody>
</table>

## EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching and independent research</td>
<td>342 794</td>
<td>304 026</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Community services</td>
<td>8 565</td>
<td>6 252</td>
<td>13 457</td>
<td>13 814</td>
</tr>
<tr>
<td>Research</td>
<td>11 545</td>
<td>11 007</td>
<td>182 482</td>
<td>162 121</td>
</tr>
<tr>
<td>Support services</td>
<td>121 527</td>
<td>113 544</td>
<td>3 699</td>
<td>2 616</td>
</tr>
<tr>
<td>Student services and aide</td>
<td>18 817</td>
<td>17 843</td>
<td>18 235</td>
<td>16 817</td>
</tr>
<tr>
<td>Ancillary services</td>
<td>12 492</td>
<td>12 047</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Renovations and redevelopment</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Interest on long-term debt</td>
<td>2 430</td>
<td>2 033</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Employee future benefits</td>
<td>17 414</td>
<td>38 286</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Amortization of other asset</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>535 584</td>
<td>505 038</td>
<td>217 873</td>
<td>195 368</td>
</tr>
</tbody>
</table>

Excess (deficiency) of revenues over expenses 23 542 2 062 (557) (2 675)
## CAPITAL ASSETS FUND

<table>
<thead>
<tr>
<th></th>
<th>ENDEWMENT FUND</th>
<th>SUBSCRIPTION FUND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2011</td>
<td>2012 (12 month)</td>
<td>2011</td>
</tr>
<tr>
<td>(12 month)</td>
<td>(11 month)</td>
<td>(12 month)</td>
<td>(11 month)</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>88 619</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>19 325</td>
</tr>
<tr>
<td>1 161</td>
<td>1 104</td>
<td>–</td>
<td>21 523</td>
</tr>
<tr>
<td>25</td>
<td>20</td>
<td>1 425 (18)</td>
<td>3 820</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>32 499</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>17 555</td>
</tr>
<tr>
<td>42 812</td>
<td>39 119</td>
<td>–</td>
<td>443 070</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>8 580</td>
</tr>
<tr>
<td>306</td>
<td>208</td>
<td>933 1 032</td>
<td>1 239</td>
</tr>
<tr>
<td>47 792</td>
<td>26 435</td>
<td>–</td>
<td>234 924</td>
</tr>
<tr>
<td>(27 407)</td>
<td>(11 041)</td>
<td>–</td>
<td>(27 407)</td>
</tr>
<tr>
<td>64 689</td>
<td>55 845</td>
<td>2 358 1 014</td>
<td>843 747</td>
</tr>
</tbody>
</table>

## ENDEWMENT FUND

<table>
<thead>
<tr>
<th></th>
<th>ENDEWMENT FUND</th>
<th>SUBSCRIPTION FUND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2011</td>
<td>2012 (12 month)</td>
<td>2011</td>
</tr>
<tr>
<td>(12 month)</td>
<td>(11 month)</td>
<td>(12 month)</td>
<td>(11 month)</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>342 794</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>22 022</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>194 027</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>501 649 53 879</td>
<td>125 780</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>37 052</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>12 492</td>
</tr>
<tr>
<td>1 944</td>
<td>1 529</td>
<td>–</td>
<td>1 944</td>
</tr>
<tr>
<td>24 273</td>
<td>21 842</td>
<td>–</td>
<td>26 703</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>17 414</td>
</tr>
<tr>
<td>53</td>
<td>53</td>
<td>–</td>
<td>53</td>
</tr>
<tr>
<td>68 332</td>
<td>65 744</td>
<td>–</td>
<td>68 332</td>
</tr>
<tr>
<td>94 602</td>
<td>89 168</td>
<td>501 649 53 879</td>
<td>848 613</td>
</tr>
</tbody>
</table>

## SUBSCRIPTION FUND

<table>
<thead>
<tr>
<th></th>
<th>ENDEWMENT FUND</th>
<th>SUBSCRIPTION FUND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2011</td>
<td>2012 (12 month)</td>
<td>2011</td>
</tr>
<tr>
<td>(12 month)</td>
<td>(11 month)</td>
<td>(12 month)</td>
<td>(11 month)</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(29 913)</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(4 866)</td>
</tr>
</tbody>
</table>

## TOTAL

<table>
<thead>
<tr>
<th></th>
<th>ENDEWMENT FUND</th>
<th>SUBSCRIPTION FUND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2011</td>
<td>2012 (12 month)</td>
<td>2011</td>
</tr>
<tr>
<td>(12 month)</td>
<td>(11 month)</td>
<td>(12 month)</td>
<td>(11 month)</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(29 913)</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(4 866)</td>
</tr>
</tbody>
</table>
Honorary Doctorate Recipients

ALBERT BANDURA
Canadian psychologist
Honorary doctor of Psychology

ROGER CHARTIER
Professor in Collège de France et research director in École des Hautes études en sciences sociales (EHESS, Paris)
Honorary doctor of Letters

GUY COULOMBE
Sociologist and distinguished public administrator
Honorary doctor of Forestry Sciences

RICK M. HANSEN
Athlete and president and CEO of the Rick Hansen Foundation
Honorary doctor

VALENTIN-YVES MUDIMBE
Academic, poet, novelist, essayist
Honorary doctor of Letters

DAVID S. PRECIOUS
Oral and maxillofacial surgeon
Honorary doctor of Science

CHRISTOPH THEOBALD
Professor of fundamental and dogmatic theology at Facultés jésuites de Paris (Centre Sèvres)
Honorary doctor of Theology

DENIS VAUGEOIS
Historian and publisher
Honorary doctor of Letters

WILLIAM REES
Ecologist and economist
Honorary doctor

DIDIER CHERPITEL
Founder, president and member of the Board of Managers sans frontières
Honorary doctor of Business Administration
Emeritus Professors

TIMOTHY ALLEN
Faculty of Medicine

CYRILLE BARRETTE
Faculty of Science and Engineering

EDWIN BOURGET
Faculty of Science and Engineering

MARC DESMEULES
Faculty of Medicine

JEAN G. DUMESNIL
Faculty of Medicine

LOUISE FILION
Faculty of Forestry, Geography and Geomatics

BOGUMIL JEWSIEWICKI KOSS
Faculty of Letters

MARIE FRANCE LABRECQUE
Faculté of Social Sciences

FERNAND LABRIE
Faculty of Medicine

GEORGES PELLETIER
Faculty of Medicine

MICHEL PIGEON
Faculty of Science and Engineering

RENÉ-MICHEL ROBERGE
Faculty of Theology and Religious Sciences

FLORIAN SAUVAGEAU
Faculty of Letters
Board of Directors

VOTING MEMBERS
Section 71 of By-Laws

RECTOR
Denis BRIÈRE*

EXECUTIVE VICE RECTOR, DEVELOPPEMENT
Éric BAUCE*

DEAN
Marcel MONETTE*

PROFESSORS
Josée BASTIEN*
Thierry OLLEVIER
Marc-André SIRARD

LECTURER
Nicole BLOUIN

GRADUATE STUDENT
Marc-André CARLE

UNDERGRADUATE STUDENTS
Mathieu COUILLARD
Barbara POIRIER*

DEPARTEMENT MANAGER
Michel THIBAULT

PROFESSIONAL STAFF MEMBER
Luc SIMON

SUPPPORT STAFF MEMBER
Luc BROUILLETTE

GRADUATE APPOINTED BY UNIVERSITÉ LAVAL ALUMNI ASSOCIATION
Richard DION

INDIVIDUAL APPOINTER
BY UNIVERSITÉ LAVAL FOUNDATION
Claude DUSSAULT

INDIVIDUALS APPOINTED
BY BOARD OF DIRECTORS
John R. PORTER, président
Doris GIRARD
Marthe LACROIX
Nathalie QUIRION
Hélène SIMARD
Claude TESSIER
Louise TURGEON

INDIVIDUALS APPOINTED
BY THE GOVERNMENT
Jean-Guy JACQUES

NON-VOTING MEMBERS
Section 72 of By-Laws

VICE RECTORS
Bernard GARNIER*
Michel BEAUCHAMP*
Josée GERMAIN*
Edwin BOURGET

SECRETARY GENERAL
Monique RICHER*

University Council

VOTING MEMBERS
Section 90 of By-Laws

RECTOR
Denis BRIÈRE

VICE RECTORS
Éric BAUCE
Michel BEAUCHAMP
Edwin BOURGET
Bernard GARNIER
Josée GERMAIN

SECRETARY GENERAL
Monique RICHER

DEANS
Claude DUBÉ (Urban Planning, Architecture and Visual Arts)
Sylvio NORMAND (Law)
Robert BEAUREGARD (Forestry, Geography and Geomatics)
André FOURNIER (Dentistry)
Paul CADRIN (Music)
Jean LEBEBvre (Pharmacy)
Victor THIBAUBEAU (Philosophy)
Robert W. MANtha (Business Administration)

* Also membre of the Executive Committee
Jean-Claude DUFOUR  
*(Agricultural and Food Sciences)*

Marcel MONETTE  
*(Education)*

André DARVEAU  
*(Science and Engineering)*

Clémence DALLAIRE  
*(Nursing Sciences)*

François BLAIS  
*(Social Sciences)*

Marc PELCHAT  
*(Theology and Religious Sciences)*

**DEAN OF THE GRADUATE STUDIES**

Marie AUDETTE

**PROFESSORS**

Urban Planning, Architecture and Visual Arts  
Marie-Christiane MATHEIU

Law  
Julie DESROSIERS

Forestry, Geography and Geomatics  
John MACKAY

Letters  
Isabelle COLOMBAT  
Alain LABERGE

Medicine  
Luc BÉLANGER  
Jacques BERGERON  
Fabien GAGNON  
Bradford James MCFADYEN  
Louis PÉRUSSÉ

Philosophy  
Michel SASSEVILLE

**Business Administration**

Pascal LANG  
Daniel COULOMBE

**Agricultural and Food Sciences**

Jean AMIOT  
Diane PARENT

**Education**

Denis BOUDREAU  
Josée DESHARNais  
Marie-Françoise LEGENDRE  
Chantale JEANIE  
Luc MARLEAU

**Nursing Sciences**

Kathleen LECHASSEUR

**Social Sciences**

Joane MARTEL  
Charles M. MORIN  
Sylvie MONTREUIL

**RESEARCH PROFESIONNAL**

Sylvain JUNEAU

**LECTURER**

Louis LEFRANÇOIS  
Sylvain MAROIS

**UNDERGRADUATE STUDENTS**

Martin BONNEAU  
Étienne GARANT  
Anthony LAROCHE  
Samuel TREMBLAY

**GRADUATE STUDENTS**

Simon DERMARKAR  
André-Marie TAPTUE  
Émilie-Jade POLIQUIN  
Milad ZEIN

**PROFESSIONAL STAFF MEMBER**

Guy LABRECQUE

**SUPPORT STAFF MEMBER**

Mario DUCLOS

**COLLEGE LEVEL REPRESENTATIVE**

Lise OUELLET

**OUTSIDE RESEARCH REPRESENTATIVE**

Sylvie DILLARD

**DIRECTOR OF RECOGNIZED RESEARCH CENTERS OR INSTITUTES**

Andrée MERCIER  
Réal VALLÉE

**DEPARTMENT MANAGER OR MEMBER OF MANAGERIAL STAFF**

Jean-François FORGUES

**NON-VOTING MEMBERS**

Section 91 of By-Laws

**COMMITTEE CHAIRS**

Academic Committee  
François POTHIER

Research Committee  
Pascal DALEAU

Students Affairs Committee  
Éric PHILIPPE

**DIRECTOR GENERAL OF UNDERGRADUATE STUDIES**

Serge TALBOT

**DIRECTOR GENERAL OF CONTINUING EDUCATION**

Guy MINEAU

**DIRECTOR OF AN INSTITUTE**

Institut québécois  
des hautes études internationales  
Pierre LEMIEUX
MANAGEMENT Team
As at 31 May, 2011

Front row (left to right):
- Paul FORTIER
  Vice Rector, Research and Creation
- Denis BRIÈRE
  Rector
- Éric BAUCE
  Executive Vice Rector, Development

Second row (left to right):
- Sylvie MARCOUX
  Deputy Vice Rector, Research and Creation
- Michel BEAUCHAMP
  Vice Rector, Human Resources
- René LACROIX
  Deputy Executive Vice Rector, Information Systems
- Monique RICHER
  Secretary General
- Bernard GARNIER
  Vice Rector, Academic and International Activities
- Josée GERMAIN
  Vice Rector, Administration and Finance
- Claude PARADIS
  Deputy Vice Rector, Human Resources
- Nicole LACASSE
  Deputy Vice Rector, Academic International Activities
Project management and writing: Chantal Malenfant, Office of the Rector
Collaborators: Finance Department, Institutional Studies and Planning Office, Office of the Rector
Graphic design and layout: Service de reprographie
Photos: Faculty of Forestry geography and Geomatics, Faculty of Medicine, Yan Doublet (Rouge et Or), Marc Robitaille, Université Laval
Photo search: Service de reprographie
Published by: Office of the Rector

www.ulaval.ca