

## VANIER COLLEGE DIRECTOR GENERAL STATEMENT OF CHALLENGES

JANUARY 2024

Vanier College is an English-language public college with more than 6000 daytime students and approximately 1000 employees. We have a thriving Continuing Education division that serves adult learners and international students, as well as community and corporate clients. The College is located in the Saint-Laurent borough of Montréal, in the traditional unceded territory of the Kanien'kehá:ka (Mohawk) peoples, part of the Haudenosaunee Confederacy. Vanier is deeply committed to honoring the traditional custodians of this land and strives to foster the success of future generations.

This document describes the challenges the Board of Directors expects the next Director General to address over the course of their mandate.

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Vanier College faces a number of challenges in the coming years. Implementing the Quebec *Charte de la langue française* stands to be the most notable test, which will affect our pedagogy, operations and enrollment. Vanier College is seeking a Director General who has the experience and vision needed to lead the college while prioritizing student success. We are looking for a highly motivated individual who is prepared to accept these challenges and guide the college community into the future.

### **1. Lead the continuation and completion of the 2021-2026 Strategic Plan and the creation of the 2026-2031 Strategic Plan**

The Strategic Plan defines the objectives the Board of Directors expects the College to achieve within a given period. The Director General is responsible for the implementation of this plan.

The current Strategic Plan will be well underway at the start of the next Director General's mandate. Since the launch of the Plan, significant strides have been made to move the College forward in the matters the college community prioritized in 2021. These include, but are not limited to, student, staff and faculty mental health and wellbeing; sustainability; the ongoing implementation of the Indigenous Education Protocol.

Over the next mandate, the Director General will:

- Lead the institution's strategic direction as defined in its Strategic Plan through open, consultative and collaborative leadership;
- Build on the college's successes and accomplishments and put in place the conditions necessary to reach the objectives that remain to be achieved;
- Complete the current Plan in 2026 while ensuring transparent and accessible reporting;
- Work with all sectors and members of the college community to draft a Strategic Plan for 2026-2031, to reflect the challenges and opportunities for Vanier over this period of time;

- Align the ongoing implementation and evaluation of the *Charte de la langue française* with the values and objectives of the current Strategic Plan and incorporate the Charter's obligations into the 2026-2031 Plan.

## 2. Establish and maintain effective relationships with key partners

As a public institution, the success of many of Vanier College's operations rely on collaborative relationships with parties of interest, particularly the provincial government, other educational institutions and several regional, national and international partners. Given the current political context, in which English-language educational institutions are facing numerous legislative and regulatory changes, the capacity to establish and maintain these relationships will be essential to the next Director General's mandate.

Over the next mandate, the Director General will:

- Successfully represent the interests of Vanier College and its community at the provincial level, particularly in the context of the *Charte de la langue française*, a major space deficit, and changes in budget management, while keeping student success at the heart of decision making;
- Position Vanier as a leader in post-secondary education in Quebec by effectively representing the College provincially and federally;
- Maintain and foster relationships with French and English colleges across the province to ensure Vanier's place as a leading institution of higher education in Quebec;
- Maintain and foster relationships with other partner organizations (school boards, municipalities, community organizations, etc.) and collaborate on shared challenges;
- Lead the College in ensuring appropriate compliance and follow-up with regards to quality assurance, specifically regarding current outstanding *Commission d'évaluation de l'enseignement collégial (CEEC)* recommendations.

## 3. Cultivate student-centred decision making and foster an engaging and inclusive student experience

Education is an all-encompassing endeavour. Student learning at Vanier College should be engaging and inclusive, with a focus on the ever-evolving needs of our students' academic and personal realities. We expect the priority of student success to be reflected throughout the Director General's mandate.

Over the next mandate, the Director General will:

- Support the Academic Dean in leading engaged and inclusive student education and ensure student-centred decision making for strategic and operational objectives through ongoing dialogue and meaningful consultation with the community;
- Support the development of the next Student Success Plan;
- Ensure the implementation of the Student Mental Health Strategy;

- Continue to support access and excellence at the College, particularly in the context of the *Charte de la langue française*;
- Support effective program and enrollment strategies (Strategic Enrollment Management) by ensuring adequate resourcing.

#### 4. Ensure a strong and open relationship with management, faculty and staff

A strong college community requires a dynamic, engaged and healthy relationship among management, staff and faculty. These relationships operate in a climate of increased strain brought upon by the numerous challenges facing the College. Global matters such as the climate crisis, political instability and social injustices also have impacts on campus relationships and require strong leadership to ensure continued collegiality among all members of the community.

Over the next mandate, the Director General will:

- Foster a trusting and collaborative working environment within the Management Executive Committee (senior leadership team) and lead its members to promote a similar working environment across the College;
- Maintain and support ongoing, active and meaningful dialogue with the community;
- Ensure the implementation of the Employee Mental Health Strategy;
- Demonstrate leadership and diplomacy in response to delicate issues that may impact members of the Vanier community.

#### 5. Lead the implementation of the *Charte de la langue française*

The Quebec *Charte de la langue française* will place added operational and pedagogical burdens on the English college community in Quebec. The Director General will play an important role in overseeing the implementation of the new Charter at the College.

Over the next mandate, the Director General will:

- Administer, monitor and evaluate the law in a way that maintains student success and employee wellbeing as priorities;
- Ensure the College remains nimble and able to pivot as the enrollment dynamics change due to implementation of the law;
- Remain informed about the impact of law 14 on the network and the resulting effects on Vanier in particular;
- Advocate for adjustments and additional resources to support the challenges of implementing the law.

## 6. Address the significant space deficit afflicting the college in a context of changing budgetary regulations and procedures

Vanier College has been struggling with a major space deficit for many years. The lack of space has an impact on scheduling, student experience and services that can be offered at the College. Considering many colleges across Quebec are dealing with infrastructure challenges, and that the current government has made clear that francophone colleges will be prioritized for major infrastructure projects, the Board expects Vanier's next Director General to:

- Explore and implement short and medium-term solutions while continuing to pursue long-term solutions;
- Lead and support faculty, staff and management to respond to immediate needs;
- Maintain sound financial management while addressing the space deficit.

In describing these challenges, the goal is for applicants to be aware of the key issues Vanier College currently faces. It is important for the Director General to privilege ongoing dialogue, communication, and collaboration as central to their academic leadership in all challenges.