

ANNUAL REPORT

2024 —→ 2025



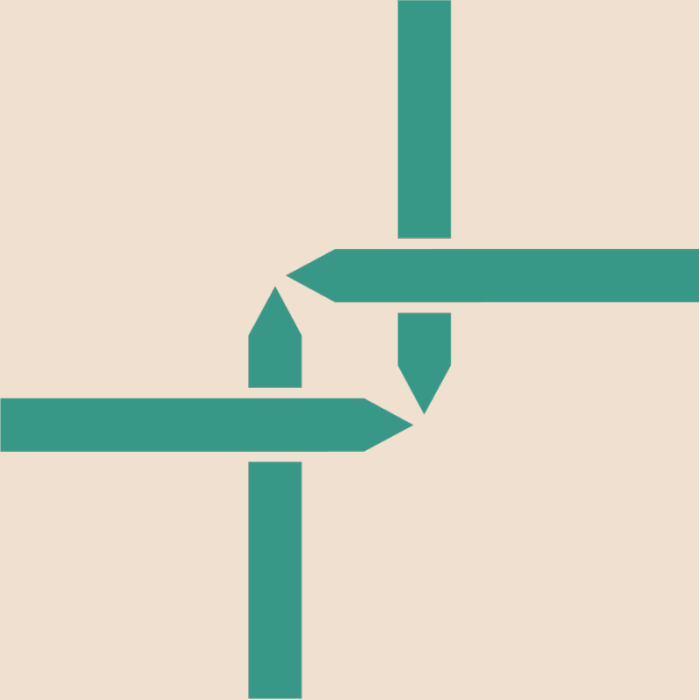


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— *PROFILE AS AT JUNE 30, 2025*

MISSION

As Quebec's largest association of school executives, with over 3,000 members from a wide range of fields of expertise, the AQCS:

- contributes to the advancement of the public school network;
- works to improve employment conditions and uphold the rights of its members;
- ensures the professional development of its members.

ASPIRATIONS 2023-2028

- Improve the working conditions of our members
- Contribute to a rich and stimulating professional life
- Engage our members in a dynamic associative experience
- Raise our profile through the expertise of our members
- Maintain and establish strategic partnerships
- Ensure the long-term sustainability of the permanent staff team

VISION

Train and propel a community of committed executives who contribute fully to student educational success.





— 2024-2025 BOARD OF DIRECTORS



Wen-Ching Chang
Chair
Governance Committee
Director of Information
Technology
CSS Marguerite-Bourgeoys



Marie-France Dion
Vice Chair
Governance Committee
Secretary General and Director
of General Secretariat and
Communications Services
CSS des Mille-Îles



Nathalie Paré
Treasurer
Finance Committee
Director of Financial Resources
Services
CSS du Val-des-Cerfs



Marc Lafontaine
**Head of the College of
Professional Commissions (CPC)**
Finance Committee
Assistant Director of Financial
Resources Services
CSS Marguerite-Bourgeoys



Audrey Piquette
**Head of the Professional
Relations Committee (PRC)**
Governance Committee
Assistant Director of Human
Resources Services
CSS du Pays-des-Bleuets



Catherine Benoît
Director
Strategy Committee
Coordinator of Educational
Services
CSS Marie-Victorin



Julien Seguin
Director
Strategy Committee
Director of Information
Technology
CSS des Hautes-Rivières



Jean-François Parent
**President and Chief Executive
Officer**
Association québécoise des
cadres scolaires

DIRECTORS' LIABILITY BONUS

Chair	\$9,491.54
Directors with responsibilities (Vice Chair, Treasurer, Heads of the CPC and PRC)	\$5,339.00
Directors	\$4,745.77
Co-Chairs of PCs, groups and Section Chairs	\$1,000.00



A WORD FROM THE CEO

In May 2025, our Association was forced to share very troubling news with its members. Despite our careful preparation - nearly two years in the making - and a comprehensive strategy developed with executive associations to successfully negotiate working conditions, we informed you that the government was halting all discussions. Our pressure tactics and means of expression, as well as the "This is unacceptable!" digital campaign to make our voices heard, changed nothing: no budget envelope was granted to improve the working conditions of school administrators.

LEADERSHIP IN TIMES OF ADVERSITY

This disappointing outcome, followed by the announcement of major budget cuts across the education network, shook us. As I write these lines, nearly six months later, I am still reflecting on the lessons to be learned. In my view, our mobilization and courage will remain our most significant assets in meeting the challenges facing our Association. These are the qualities we will draw upon to get through the current period of austerity, to support you in the management situations that will arise, and to guide the work of the next round of negotiations.

MOVING FORWARD

The AQCS service offering is constantly evolving—and 2024-2025 has been an extraordinarily productive year: the rollout of a coaching program, highly successful professional development sessions, a new Professional Commission for data experts, a new website, and several in-depth opinions... This offering is your beacon. We are proud to be here for you - and to be here for the network.



Jean-François Parent
CEO

2024-2025 KEY ACHIEVEMENTS

- Advocacy related to the renewal of working conditions for school administrators: 30 discussion sessions at sectoral and intersectoral tables between January and September 2025
- PPMP video series
- Four briefs or advisory opinions
- New Professional Commission for data culture and continuous improvement executives
- Ten professional development sessions
- New expert coaching program
- Four new podcasts
- Fourteen exchange and professional development webinars for Professional Commissions (PCs)
- Fifteen management training sessions with AGESSS, ACÉ, and ACCQ
- School Executive Emeritus Awards
- School Executives' Day



— LABOUR RELATIONS

REVISION OF WORKING CONDITIONS: AN INEQUITABLE APPROACH TOWARD SCHOOL ADMINISTRATORS

The 2023-2028 renewal of working conditions for school administrators has been a difficult and highly disappointing exercise.

After granting substantial budget envelopes to unionized personnel to improve their sector-specific working conditions, no funding was allocated to school management personnel due to the state of public finances. School administrators are thus penalized by their position at the negotiating table. This injustice should never have occurred, given that the government could have set aside the necessary funds for school administrators during its negotiations with unionized employees.

In terms of insurance and pensions, the government refused to implement the agreement reached between the parties. It sought to make school administrators pay for rejecting its pension solution, which the associations deemed unacceptable due to its prohibitive cost and governance issues.

This inequitable treatment of school administrators by the government will long remain etched in the memory of those it refers to as "its closest collaborators."

Management associations must learn from this painful experience and rethink their strategies in preparation for the next round of negotiations in 2028. And should they face the same government intransigence, instead of being treated as true partners, they will have no choice but to seriously consider exercising the constitutional right to strike.

From June 10 to 23, 2025, the AQCS launched a digital campaign to publicly denounce the abrupt end of discussions on working conditions. The six management associations across the school network chose to take part in the campaign. A press release, a dedicated web page, and visuals for Meta (Facebook, Instagram) and Google were distributed under the theme "This is unacceptable." In total, our visuals generated 2.7 million views.

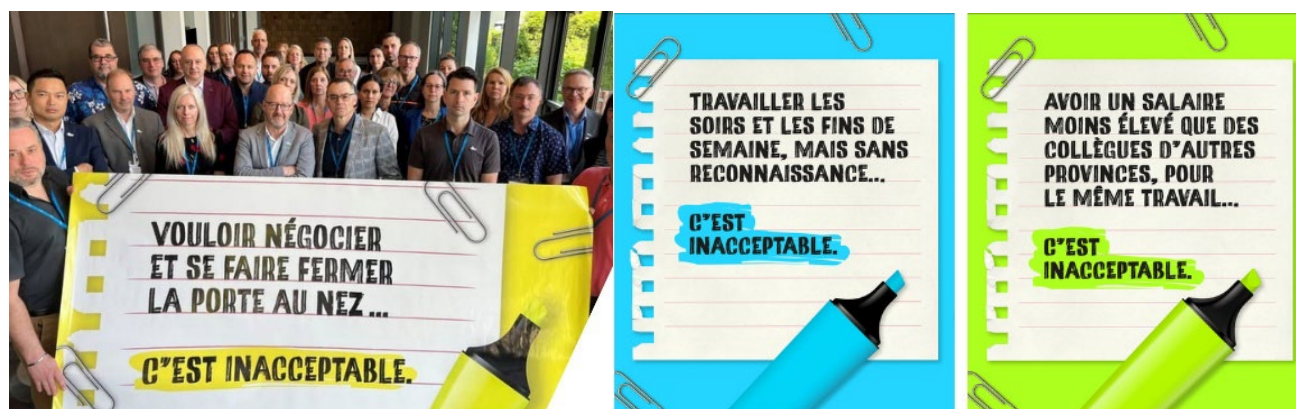


Photo: June 2025 meetings



CALCULATING RULES FOR GROUP TRAINING HOURS (GTH)

Throughout 2024-2025, the AQCS made numerous representations to the *Ministère de l'Éducation* to highlight the impacts of the teachers' strike in November and December 2023. The main issue was the risk of reduced compensation for administrators in certain adult general education centres.

Thanks to these efforts, an exceptional application of the rules for calculating group training hours was communicated to the school service centres (CSS-CS). Administrators' compensation could therefore be recalculated based on the classes scheduled for students during the strike days.

As a result, no administrator will see their classification reduced due to the teachers' strike.

REVIEW OF MANAGEMENT POLICIES

Over the past year, the Labour Relations Services team has supported several Sections in the review of their management policies. In total, seven Sections requested assistance from a team member to obtain feedback, propose modifications and additions, and provide sample wording drawn from other policies. The team also provides advisory support throughout the review process, helping Sections analyze proposed revisions and develop arguments to facilitate productive discussions with the school service centre.

In addition, Labour Relations Services remains available to members and Section representatives to share its interpretations of the applicable provisions.

NUMBER OF INDIVIDUAL SUPPORT CASES

- 132 responses to requests for information on working conditions
- 139 responses to requests for advice related to workplace issues
- 112 cases requiring the assistance of Conrad Berry and Anne-Marie Dussault from Labour Relations Services
- 76 responses to requests for information on retirement



*Visit by Ms. Anne-Marie Dussault,
Coordinator of AQCS Labour Relations
Services, to the Pointe-de-l'Île Section,
January 30, 2025*



WORK OF THE PROFESSIONAL RELATIONS COMMITTEE

The members of the AQCS Professional Relations Committee (PRC) met three times over the past year.

Discussions focused primarily on reviewing the status of sectoral and intersectoral negotiations related to the 2023-2028 renewal of working conditions for school administrators.

It's worth recalling that the PRC's mandate is to support AQCS Labour Relations Services by identifying, documenting, validating, and prioritizing collective files related to working conditions. The committee must also report to the General Council on its works and reflections.

2024-2025 PRC COMMITTEE MEMBERS

- Éric Lavoie, CSS des Affluents
- Nathalie Meunier, CSS Baie-des-Chaleurs
- Maude Boudreault-Bordeleau, CSS des Grandes-Seigneuries
- Christian Robert, CSS de Laval
- Christian Hinse, Marie-Victorin School Board
- Caroline Lefebvre, CSS de Montréal
- Audrey Piquette, Board Member and PRC Manager, CSS Rivière-du-Nord
- Substitute: Mélanie Beausoleil, CSS Lanaudière

The committee's main topics of discussion were as follows:

- Payment of pay equity adjustments in 2021
- Status of sectoral and intersectoral negotiations
- Review of pressure tactics
- Impact of the teachers' strike on group training hours

PPMP VIDEO CLIPS

The AQCS Labour Relations Services has produced a series of 10 video clips to raise awareness of the Pension Plan of Management Personnel (PPMP). This series is available in the members' area of our website. *InformAQCS* allowed members to discover the themes of each clip, hosted by Anne-Marie Dussault, the Labour Relations Services Coordinator. It should be noted that this project was developed in collaboration with the ACCQ.



2024-2025 SECTION VISITS

The AQCS permanent staff team is always happy to participate in Section meetings to exchange ideas with members and enhance its arguments.

DATE	SECTION	TOPICS COVERED
September 9, 2024	Riveraine	Renewal of working conditions and executives' right to negotiate
Septembre 18, 2024	English-Montreal	AQCS services and renewal of working conditions
September 18, 2024	Draveurs	Filming for the School Executive Emeritus Awards and Section meeting
October 4, 2024	Harricana	Filming for the School Executive Emeritus Awards and Section meeting
October 9, 2024	Montreal	Filming for the School Executive Emeritus Awards and Section meeting
October 10, 2024	Marguerite-Bourgeoys	Filming for the School Executive Emeritus Awards and Section meeting
October 28, 2024	Laval	Filming for the School Executive Emeritus Awards and Section meeting
December 3, 2024	Chemin-du-Roy	Renewal of working conditions
December 18, 2024	Phares	AQCS services and renewal of working conditions
January 30, 2025	Pointe-de-l'Île	Renewal of working conditions and AQCS services related to retirement
February 6, 2025	Navigateurs	Renewal of working conditions
February 19, 2025	Mille-Îles	Renewal of working conditions
February 20, 2025	Laurentides	Renewal of working conditions
April 9, 2025	De La Jonquière	Renewal of working conditions
May 1, 2025	Estrie	AQCS services and negotiations
May 8, 2025	Lanaudière	AQCS services and negotiations
May 12, 2025	Chênes	Renewal of working conditions
May 21, 2025	English-Montreal	Pressure tactics and negotiations
May 23, 2025	Outaouais	AQCS services and negotiations
May 29, 2025	Premières-Seigneuries	AQCS services and negotiations
June 3, 2025	Découvreurs	AQCS services and negotiations
June 3, 2025	Capital	Renewal of working conditions
June 4, 2025	Kamouraska-Rivière-du-Loup	Renewal of working conditions



DATE	SECTION	TOPICS COVERED
June 6, 2025	Rivière-du-Nord	AQCS services and negotiations
June 17, 2025	Marguerite-Bourgeoys	Renewal of working conditions
June 19, 2025	Val-des-Cerfs	Renewal of working conditions
June 19, 2025	Sorel-Tracy	Renewal of working conditions



Visit by Mr. Jean-François Parent, CEO of the AQCS, to the Lanaudière Section on May 8, 2025.



— PROFESSIONAL DEVELOPMENT

Despite a challenging budgetary context, the AQCS has been able to turn challenges into opportunities to innovate, expand its programs, and highlight the expertise of its members.

COACHING PROGRAM – FOCUSING ON SUPPORT AND EXPERTISE TRANSFER

Launched in 2024 with the CPSAÉ and the CPGPE, the coaching program is already proving to be a promising initiative. Over the course of the year, 22 coaches were prepared through 21 hours of training covering seven modules. A total of 18 pairings were established between new managers and experienced administrators.

Each participant received 10 hours of personalized coaching, promoting the development of their management skills in a supportive and structured setting. Evaluations collected from both coaches and participants have been very positive, confirming the relevance of this initiative. It not only supports new managers but also showcases the expertise of experienced administrators.

The success of this program allows us to continue it and expand it to all professional commissions starting in 2025-2026, allowing more members to benefit from this valuable support.

SIMULGESTION PROGRAM

The *SimulGestion* program continues to establish itself as an innovative initiative for developing management reflexes. With 19 video clips covering a variety of situations managers may face, the tool continues to generate strong interest. These clips have been incorporated into several professional development activities offered by our professional commissions and Sections, in addition to being used by various school service centres over the past year.

In November 2024, we held another edition of the *SimulGestion* Conference, which brought together nearly 70 participants from the AQCS and the Association des cadres des collèges du Québec (ACCQ). This immersive one-day format, offering participants the opportunity to experience and analyze several management scenarios, was once again highly appreciated. Feedback we received confirms the relevance of this approach and its effectiveness in strengthening management skills in an interactive and practical setting.

Thanks to the combination of the video clips and the conference, *SimulGestion* continues to evolve and confirm its value as a unique training tool tailored to the realities of school administrators.



PERFORMAQCS PROGRAM, A FORMAT UNDER REVIEW

The *PerformAQCS* program, designed to support new managers during their first years of experience, remains a cornerstone of our professional development offering. Although the cohort scheduled for February had to be cancelled due to insufficient registrations, we firmly believe in the relevance of this program and have worked to review its format.

The adjustments aim in particular to provide participants with an experience that goes beyond skill acquisition, emphasizing the creation of a sustainable network of belonging among school administrators. This collaborative and human dimension represents an important added value in supporting our members with their daily challenges.

We are confident that this new version will maintain the quality and personalized support that the program is known for, while strengthening the sense of community and solidarity within our network.

LEADERSHIP CERTIFICATE

Since the partnership with the Leadership Institute was established in 2021, this certificate offering has generated intense interest among AQCS members. The satisfaction rate remains very high, confirming the relevance and added value of this professional development program. However, the budgetary context over recent months, marked by reductions in available professional development funds across several organizations, has forced us to revise our planning. As a result, some cohorts scheduled for 2024-2025 had to be cancelled. Despite these adjustments, we remain convinced of the high value of this program and continue to work to ensure its accessibility, meeting the needs of administrators who wish to develop their leadership skills.



A successful annual professional development session for the Outaouais Section (May 23, 2025).



BaladAQCS – CURRENT TOPICS TO INSPIRE OUR MEMBERS

For the past five years, our *BaladAQCS* podcast series has continued to highlight management issues that resonate with the daily realities of our members. During 2024-2025, we produced four new episodes, bringing the total number of available podcasts to nineteen.

These discussions, which combine guest expertise with the shared experiences of our members, remain a key tool for reflection and professional development. Their popularity confirms the relevance of this accessible and flexible format, allowing our members to be inspired and to continue learning at a time that suits them.

2024-2025 Episodes:

- "Developing your Political Acumen" with Mr. Pierre Lainey, Senior Lecturer at HEC Montréal, and Ms. Marie-France Dion, CSS des Mille-Îles and Ms. Audrey Leblanc, CSS Pointe-de-l'Île
- "Bouncing Back After Failure" with Mr. Francis Gosselin, Economist, Author, and Speaker, Mr. Patrick Aubé, CSS des Découvreurs, and Ms. Marie-Claude Parent, CSS Pays-des-Bleuets
- "Communicating a Mobilizing Vision" with Ms. Natalie Poirier, Professional Coach, Ms. Annie Goyette, CSS de Laval, and Mr. Mathieu Desjardins, CSS de Montréal
- "Supporting the Team through Change" with Ms. Catherine-Julie Charrette, Professional Development Consultant, Ms. Karine Tremblay, CSS Marguerite-Bourgeoys, and Mr. Steve Sinki, CSS Marie-Victorin





WEBINARS: AN EVOLVING AND ALWAYS RELEVANT FORMAT

Initially launched during the pandemic under the name *Midis-Enjeux*, these sharing sessions were designed to bring our members together during lunchtime to discuss current issues and promote mutual professional development. Over time, the format has evolved and now takes the form of webinars.

During the past year, 14 webinars have been offered. Some were led by guest experts, while others relied on the sharing of experiences and best practices among members. Participation remains strong, confirming the relevance of these virtual sessions, which support both the acquisition of new knowledge and the creation of connections among school administrators, while also occasionally bringing together several members from multiple professional commissions.

SPECIAL ACHIEVEMENTS

Record number of professional development sessions

AQCS Professional Development Services coordinated a record number of ten professional development sessions over the past year. In collaboration with the various professional commission councils, more than 160 hours of training were offered to our members. From initial contact with resource persons to full logistics management, the team successfully organized high-quality, content-rich, and interactive activities that reached nearly 1,000 participants.

Support in drafting opinions

One of the key projects in our strategic plan aims to highlight the expertise of our members and ensure their visibility within the school network. Over the past year, the AQCS assisted several professional commissions in drafting strategic opinions. This collaborative process formalized their reflections and recommendations, thereby strengthening their influence with decision-making bodies. Through this work, we have advanced our ambition to showcase the AQCS through the expertise and active contribution of its members.

A new format for professional development sessions

Over the past year, the Professional Commission for Educational Services (CPSÉ) experimented with a new format, holding a full-day workshop structured around four thematic sessions. Under the theme "Exchange to Identify," this approach fostered rich, constructive exchanges among participants, allowing in-depth exploration of the issues discussed. The exercise led to the drafting of an opinion containing concrete recommendations, which was subsequently submitted to the *Ministère de l'Éducation*. This innovative approach demonstrates the added value of professional development that combines collective reflection, active participation, and tangible benefits for the school network.



Logistical support for Sections

For the second consecutive year, AQCS Professional Development Services continued to support the Sections in the logistical organization of their professional development activities. At the request of several Section councils, we collaborated on various activities throughout the year, providing personalized support from planning to implementation. This increasingly requested collaborative model enhances the professional development offering while reducing the organizational burden on the Sections.

Future School Executives' Day

AQCS Professional Development Services once again partnered with the Association des cadres des collèges du Québec (ACCQ) to offer a full day of workshops for future administrators, bringing together 32 participants. The objective: to provide information on the selection process and career opportunities within the network, while offering interactive activities designed to develop participants' management reflexes. Inspiring testimonials from AQCS and ACCQ members energized the day. It is worth noting that executives and management teams of school service centres (CSS-CS) and CEGEPs are invited to identify participants who aspire to become school executives within the network to take part in this day.

Creation of the CPCDAC

In fall 2024, the AQCS founded its 12th Professional Commission, the Professional Commission for Data Culture and Continuous Improvement (CPCDAC). The use of data to understand student pathways and improve their success is the basis for emerging educational and management practices. By creating this new PC, the AQCS provides these administrators with a forum dedicated to supporting their professional growth. From its inception, the CPCDAC established a partnership with the non-profit organization *Le Point en santé et services sociaux / Éducation* to co-organize a symposium for administrators and professionals interested in innovative projects focusing on performance, data valorization, and the modernization of information resources. This event was held on March 19, 2025, at the Quebec City Convention Centre.



Photo: Steve Sinki, Lynda Blanchette, Nancy Meilleur, Éric Leclerc, and Jean Papillon, members of the AQCS Professional Commission on Data Culture and Continuous Improvement.



MANAGEMENT TRAINING SESSIONS

These training sessions are offered in partnership with the *Association des cadres des collèges du Québec* (ACCQ), the *Alliance des cadres de l'État* (ACÉ), and the *Association des gestionnaires des établissements de santé et de services sociaux* (AGESSS).

DATE	PROFESSIONAL COMMISSION AND THEME	PARTICIPANTS
FALL 2024		
October 2, 2024	ACÉ - Making your management team effective: for optimal leadership	8
October 3, 2024	ACÉ – Intervening with impact with senior management	19
October 4, 2024	AGESSS - Managing inappropriate behaviours with complete legitimacy: a preventive and empowering approach	15
October 24, 2024	AGESSS – Fostering closeness in new work organization models	7
October 30, 2024	AQCS - Leadership, authenticity, and exemplarity - Acting with self-mastery and inspiring others	21
November 6, 2024	ACÉ – Intervening with impact with senior management	18
November 12, 2024	AQCS - Leadership, authenticity, and exemplarity - Acting with Self-Control and Inspiring Others	7
November 13, 2024	ACÉ - Developing political acumen to influence strategically	15
November 14, 2024	ACÉ - Making your management team effective: for optimal leadership	8
November 21 and 28, 2024	ACÉ - Acting as a leader-coach	12
November 26, 2024	AQCS - Strengthening public speaking skills for impactful communication	22
November 27, 2024	ACÉ - Developing political acumen to influence strategically	15
December 4, 2024	ACÉ – Intervening with impact with senior management	21
December 6, 2024	AGESSS - Managing inappropriate behaviours with complete legitimacy: a preventive and empowering approach	11
December 10, 2024	AQCS - Strengthening public speaking skills to communicate with impact	22



DATE	PROFESSIONAL COMMISSION AND THEME	PARTICIPANTS
WINTER 2025		
February 4, 2025	AQCS - Strengthening public speaking skills to communicate with impact	23
February 18 and 25, 2025	ACÉ - Tools to deal with difficult workplace relationships	20
February 18, 2025	AGESSS - Neuroleadership: increasing your effectiveness and achieving your objectives	15
February 27, 2025	ACÉ - Developing your political acumen to influence strategically	16
March 13 and 26, 2025	ACÉ - Acting as a leader-coach	8
April 22, 2025	AGESSS - Recognition at work: going beyond programs, developing a culture of recognition!	15
April 24, 2025	ACÉ - Developing political acumen to influence strategically	14
April 29, 2025	AGESSS - Managing multiple changes: a structured, human, and proven approach	19
May 20 and 27, 2025	ACÉ - Tools for dealing with difficult workplace relationships	12
May 29, 2025	ACÉ - Tools for dealing with difficult workplace relationships	9
June 4, 2025	ACÉ - Developing political acumen to influence strategically	11



Members of the Baie-des-Chaleurs Section enjoyed a day of professional development focused on their needs, thanks to their selection of SimulGestion workshops. (June 2, 2025)



PROFESSIONAL DEVELOPMENT SESSIONS

DATE	PROFESSIONAL COMMISSION AND THEME	PARTICIPANTS
September 26, 2024	<i>SimulGestion</i> Conference, Le Dauphin Hotel, Drummondville	71 Members: 44 Non-members: 27
October 23, November 6 and 20, 2024	<i>PerformAQCS</i> , for new managers, Château Royal, Laval	20 Members: 20
October 23, 24, and 25, 2024	PC for School Administration Services, <i>Cultivating well-being for better management</i> , La Cache à Maxime, Scott	50 Members: 49 Non-members: 1
November 7 and 8, 2024	Meeting of administrative managers, <i>Interpersonal issues at the heart of management</i> , Hôtel Montfort, Nicolet	33 Members: 33 Non-members: 0
November 13, 14, and 15, 2024	PC for Material Resources Services, <i>Building Change</i> , Hotel Le Concorde and Hotel Château Laurier, Quebec City	232 Members: 196 Non-members: 36
November 21 and 22, 2024	PC for School Organization, <i>Evolving Together Toward the School Organization of Tomorrow</i> , Hôtel Montfort, Nicolet	41 Members: 41 Non-members: 0
November 27 and 28, 2024	PC for Educational Services, <i>Exchange to Identify</i> , Entourage-sur-le-Lac Hotel, Lac-Beauport	29 Members: 28 Non-members: 1
February 6 and 7, 2025	PC for Human Resources Services, <i>Optimize and Mobilize: The Winning Balance in HR Management</i> , Hôtel Le Dauphin, Drummondville	65 Members: 62 Non-members: 3
March 19, 20, and 21, 2025	PC for Financial Services, <i>Balance and Responsibility: Well-being at the Heart of Financial Management</i> , Delta Hotel, Sherbrooke	153 Members: 129 Non-members: 24
April 9, 10, and 11, 2025	PC for Transportation Services, <i>People at the Heart of Travel</i> , Manoir Saint-Sauveur	65 Members: 53 Non-members: 12
April 30, May 1 and 2, 2025	PC for General Secretariat and Communications Services, <i>Influence</i> , Manoir Saint-Sauveur	110 Members: 83 Non-members: 27
May 7, 8, and 9, 2025	PC for Information Technology, <i>Data: Optimizing and Securing</i> , Convention Center & Sheraton, Saint-Hyacinthe	175 Members: 136 Non-members: 39
May 13, 14, and 15, 2025	PC for Procurement and Contract Management Services, Annual Symposium on Procurement and Contract Management in the Education Network, Delta Mont-Sainte-Anne, Beaupré	151 Members: 105 Non-members: 46
May 22	Future School Executives' Day, Le Dauphin Drummondville Hotel and Suites	37 AQCS members: 26 ACCQ members: 11
May 30 to June 6, 2025	FCSSQ TRÉAQ — CPFGPE, Webinar Week: FP, FGA, and Continuing Education, virtual	Virtual participants: 717



WEBINARS

DATE	PROFESSIONAL COMMISSION	THEMES FOR LUNCH, MORNING OR ISSUE-DAY WEBINARS
October 1, 2024	CPST	Let's talk about going back to school
November 7, 2024	CPSRH	How implementing a mental health occupational therapy service helps retain school staff
November 15, 2024	CPSRF	Revision of the GST and QST Reference Guide
December 12, 2024	CPST	Let's talk about parents!
February 21, 2025	RRGA	Maximize your efficiency with artificial intelligence and Copilot
February 28, 2025	CPSÉ	Presentation of the advisory opinion to increase the success of students with disabilities, health challenges, or special needs (EHDAA)
March 25, 2025	CPOS-CPSÉ	Supporting high school students' engagement in school; aligning quality, diversity, and accessibility
March 26, 2025	CPSAGC	Termination of a contract: rights and limitations
April 3, 2025	CPSAÉ	Artificial intelligence at the service of school administrators (part 1)
April 4, 2025	RRGA	Maximize your efficiency with artificial intelligence and Copilot
April 22, 2025	CPOS-CPSÉ	Debunking myths in high school: winning practices and inspiring models
April 24, 2025	CPSAÉ	Artificial intelligence at the service of school administrators (part 2)
May 12, 2025	CPCDAC	From data to decision-making: building a culture of data utilization in education
June 9, 2025	CPST	Let's talk about our successes!



Keen to organize engaging activities, the Navigateurs Section Council planned a conference on interpersonal skills on February 6. It was a great success! (February 2025)



EXECUTIVE AND MANAGEMENT DEVELOPMENT COMMITTEE (CPCG)

In 2024-2025, the financial contribution from the *Ministère de l'Éducation* under the CPCG amounted to \$249,334, a sum entirely distributed to the organizations that submitted grant applications. Despite this, several requests could not be met, as funding has not been adjusted for several years, even as training costs continue to rise.

This situation limits the CPCG's ability to provide adequate support to all organizations. Aware of these challenges, the AQCS approached the MÉQ and recommended a significant increase in the grant for the coming years, in order to more fairly meet the growing professional development needs of school administrators.

Given the current economic context, it is highly likely that our request will not be favourably received.

THE CPCG IN NUMBERS

Amount reimbursed to various organizations for training:

Recognized credited training

- Amount awarded: \$10,200
- Number of beneficiaries: 11

Conferences and conventions

- Amount awarded: \$94,395.63
- Number of subsidized events: 12
- Number of eligible executives: 1,197

Customized professional development activities

- Amount awarded: \$102,217.32
- Number of subsidized activities: 45
- Number of eligible school executives: 1,405



The Appalaches Section adopted the SimulGestion training formula in 2023. Since then, these locally organized professional development sessions have addressed two themes and have been very successful.



2024-2025 SECTION TRAINING SESSIONS

SECTION	THEME	DATE
All	Welcome for New Section Chairs (webinar)	October 16, 2024
Appalaches	<i>SimulGestion</i> : Strategic thinking and conflict prevention and resolution	November 26, 2024
Deux-Rives	<i>SimulGestion</i> : Difficult Employee	November 28, 2024
Chic-Chocs	<i>SimulGestion</i> : Difficult Employee	December 5, 2024
Val-des-Cerfs	Well-being: The key role of the school leader	February 19, 2025
Grandes-Seigneuries	Communication Strategies (part 1)	March 14, 2025
Hautes-Laurentides	Artificial Intelligence	April 8, 2025
Harricana	Artificial intelligence	April 11, 2025
Yamaska	How to hunt mammoths without losing your life?	March 20, 2025
Marguerite Bourgeoys	Personal organization and time management	March 26, 2025
Hautes-Rivières	Generation Z – Updating management practices	March 27, 2025
Outaouais	<i>SimulGestion</i> : Managerial Courage, Difficult Employee, Psychosocial Risks	May 23, 2025
Montreal	<i>SimulGestion</i> : Detecting and responding to burnout, Psychosocial Risks	May 28, 2025
Baie-des-Chaleurs	<i>SimulGestion</i> – Conflicts between employees, Difficult Employee, Psychosocial Risks	June 5, 2025
Deux-Rives	<i>SimulGestion</i> – Managerial Courage	June 12, 2025
Grandes-Seigneuries	Communication Strategies (Part 2)	June 16, 2025
Pointe-de-l'Île	Time-consuming tasks? IAG to the rescue!	June 26, 2025
Lac-Abitibi	Making the most of your time; Running productive meetings; Organizing your ideas with mindmapping	2024-2025

PUBLIC AND GOVERNMENT AFFAIRS

From the start of the 2024 school year until the final days, communications related to the negotiation of working conditions were frequent and varied: the *InformAQCS* newsletter and webinars kept members informed about the progress of meetings with the *Bureau de la négociation gouvernementale* (BNG).

BUDGET CUTS

On June 12, 2025, the Minister of Education, Bernard Drainville, announced cuts of approximately one billion dollars to the network—restrictions equivalent to nearly 7% of the 2025-2026 budgets, already finalized, for the school service centres (CSS-CS). Our Association responded with a press release. "(...) Our members are under pressure, and in the coming days, they will have to implement cuts that could seriously destabilize the network. Reflection is needed to support and lighten the workload of school executives so that they can continue to fulfill their role in ensuring the quality of public education," stated AQCS President and CEO in the press release.

MÉQ-PARTNER COMMITTEE

Mr. Jean-François Parent, CEO, was invited to present the on-the-ground realities of AQCS members at seven MÉQ-Partner meetings during the 2024-2025 school year. To prepare his interventions, Mr. Parent convened four extraordinary meetings of the College of Professional Commissions (CPC). These meetings serve to supplement the information received at regular CPC meetings.



April 23, 2025, presentation of the brief on Bill No. 94: Mélanie Boisselle, Co-Chair of the CPSRH; Josiane Landry, Co-Chair of the CPSSGC; Jean-François Parent, President and CEO of the AQCS; and Karine Labelle, Co-Chair of the CPSE.

INFORMATIONAL WEBINARS

Several virtual meetings on our issues and services were offered to members in 2024-2025:

- Back-to-school webinar: October 2, 2024
- Virtual welcome for new members: October 8, 2024, and May 13, 2025
- Informational webinars on working conditions negotiations: January 16 and 20, 2025, April 24, 2025 (twice per day)

In addition, in January 2025, the AQCS offered its members free access to a series of three webinars, "Decision-making structure of the State", led by Ms. Sylvie Barcelo, who brings over 30 years of management experience in major Quebec institutions and ministries.



NEW BRAND IMAGE AND REDESIGN OF THE WEBSITE

Planned in the AQCS strategic plan, the redesign of our website was completed in August 2024. Its simple, user-friendly navigation, focused on our members' needs, effectively raises our organization's visibility.

Prior to these works, the AQCS brand image was carried out. The new graphic signature and refreshed logo create a brand universe that inspires professionalism and credibility.



WEB PRESENCE

- www.aqcs.ca: 27,000 unique visitors*
- 117 posts on Facebook and LinkedIn: reach of 237,000 people
- 27 publications of *InformAQCS*, newsletter sent to all members
- 7 publications of *Dans la mire*, newsletter of the Section Chairs

**Due to Bill 25, our website traffic data is partial. According to some studies, fewer than 30% of visitors consent to analytics tracking (cookies).*

SCHOOL EXECUTIVES' DAY



The growing recognition of School Executives' Day is reflected in very positive statistics. Celebrated this year on December 5, 2024, this event, created by the AQCS, highlights the role of school executives in the network. A virtual gathering, featuring the presentation of the School Executive Emeritus Awards and a major keynote conference, made up our 2024 program.

- 76,400 people viewed our social media posts related to School Executives' Day
- 6,400 views for our promotional video for the Day
- Nearly 1,000 views for the live or on-demand broadcast of the School Executive Emeritus Awards Ceremony
- 425 members attended a live exclusive interview-conference with Ms. Sophie Brochu, the first woman to serve as CEO of Hydro-Québec
- 64 CSS-CS and partners posted content on their social media networks to highlight the Day
- More than 15,000 views for the four videos of the School Executive Emeritus Awards recipients



SCHOOL EXECUTIVE EMERITUS AWARDS

From February to May 2024, AQCS members were invited to submit nominations for colleagues who excel in one of the categories of the School Executive Emeritus Awards. In addition to the four existing categories, our Association added “Leadership” to honour executives with more than five years of management experience. The recipients were announced virtually on School Executives’ Day.

2024 SCHOOL EXECUTIVE EMERITUS AWARD RECIPIENTS

Career Achievement Category



Ignace Speybrouck
Coordinator, Material Resources
Services
CSS Harricana

Mr. Speybrouck stands out for applying his expertise in the industrial sector to ensure a healthy and safe environment for students and staff. He is frequently consulted for advice on lockout procedures and best practices, including performance monitoring and the return on investment of energy-efficient projects.

Innovation Category



Émilie Dubé
Assistant Director, Human
Resources Services
CSS des Draveurs

Ms. Dubé has introduced innovative practices that improve staff engagement and retention, including training programs to facilitate knowledge sharing and agreements with various CEGEPs for the recognition of prior learning.

Emerging Talent Category



Katerine Gagnon
Coordinator, Financial Resources
Services, Payroll Sector
CSS Marguerite-Bourgeoys

At 23, Ms. Gagnon's track record is impressive: optimizing the end-of-employment process for temporary staff, updating administrative procedures within her service, and more.

Leadership Category



Mathieu Desjardins
Director of School Organization
Services
CSS Montreal

Mr. Desjardins' proactive management style is particularly notable in the Montreal context, where he skillfully handles challenges such as school closures, relocations, transit strikes, and mass immigration.

Team Achievement Category



Jean-Sébastien DesRosiers, Maxime Mongeon, Amiel Aguerre-Pagé, Isabelle Beaudry, Stéphane Fournier, Mélanie Pouliot, Chantal Beauchemin, Stella Duval, Annie Goyette, Lucie Boissonneault, Richard Lambert, Jean-Sébastien Côté, Stéphane Pigeon, Nathalie Frappier
CSS de Laval

Based on the results of an extensive survey and two public consultations, these school executives renewed the secondary school service offering, focusing on student perseverance, motivation, and success for all students.



Selection Committee for the 2024 School Executive Emeritus Awards

- Ms. Julie Larouche, Chair of the AQCS Board of Directors
- Mr. Jean-François Parent, President and CEO, AQCS
- Ms. Mélanie Boisselle, Co-Chair, CPSRH
- Mr. Richard Poirier, Assistant Director General, CSS des Grandes-Seigneuries
- Mr. Jean-Pierre Archambault, Assistant Director General, CSS de Laval
- Mr. Carl Ouellet, President, AQPDE

OPINIONS CONSULTED

The list of our 2024-2025 publications can be found on page 26. Preparing this content required the expertise of several members, whose valuable contributions we greatly acknowledge.

It is worth noting that the opinion « *Mieux agir pour augmenter la réussite des élèves handicapés ou en difficulté d'adaptation ou d'apprentissage* » was drafted following an inspiring reflection day for members of the CPSÉ. Researcher Nadia Rousseau led the discussions.

The brief on Bill 94 mobilized members of several professional commissions and was presented to the *Commission de la culture et de l'éducation* on April 23, 2025.



PUBLICATIONS

PUBLICATION DATE	PUBLICATION	PROFESSIONAL COMMISSION OR PARTNER WHO CONTRIBUTED TO THE DRAFTING
September 27, 2024	Comments on proposed amendments – Regulation respecting the transportation of students – Regulation respecting road vehicles used for the transportation of students	CPST
December 5, 2024	Two press releases: "It's School Executive's Day: Let's celebrate their commitment to success" "The AQCS presents its 2024 School Executive Emeritus Awards"	
January 27, 2025	Comments on the regulation amending the Regulation respecting the appointment of members of school service centre boards of directors	CPSSGC
February 13, 2025	Press release: "The AQCS welcomes the creation of the National Institute for Excellence in Education"	
February 2025	Opinion - Taking better action to increase the success of students with disabilities or learning or adaptation challenges (EHDAA)	CPSÉ
March 25, 2025	Press release: "2025-2026 Budget contextual, but school executives await clarification"	
April 2025	Brief on Bill No. 94 – Law aimed primarily at strengthening secularism in the education network and amending various legislative provisions	CPSSGC, CPSÉ, CPFGPE, CPSRH
April 23, 2025	Press release: "AQCS supports Bill No. 94, but notes issues with applicability"	
June 10, 2025	Press release: "Refusal to negotiate: when the government turns its back on its closest partners in the school network"	With the five executive associations: AAESQ, ACSGM, AMDES, AQPDE, FQDE
June 19, 2025	Press release: "Budget cuts: the start of the school year will be difficult, warn school administrators"	



— CHAIRS OF THE PROFESSIONAL COMMISSIONS AND SECTIONS

We salute the valuable contributions of these members, who help sustain the dynamism of our entire Association.

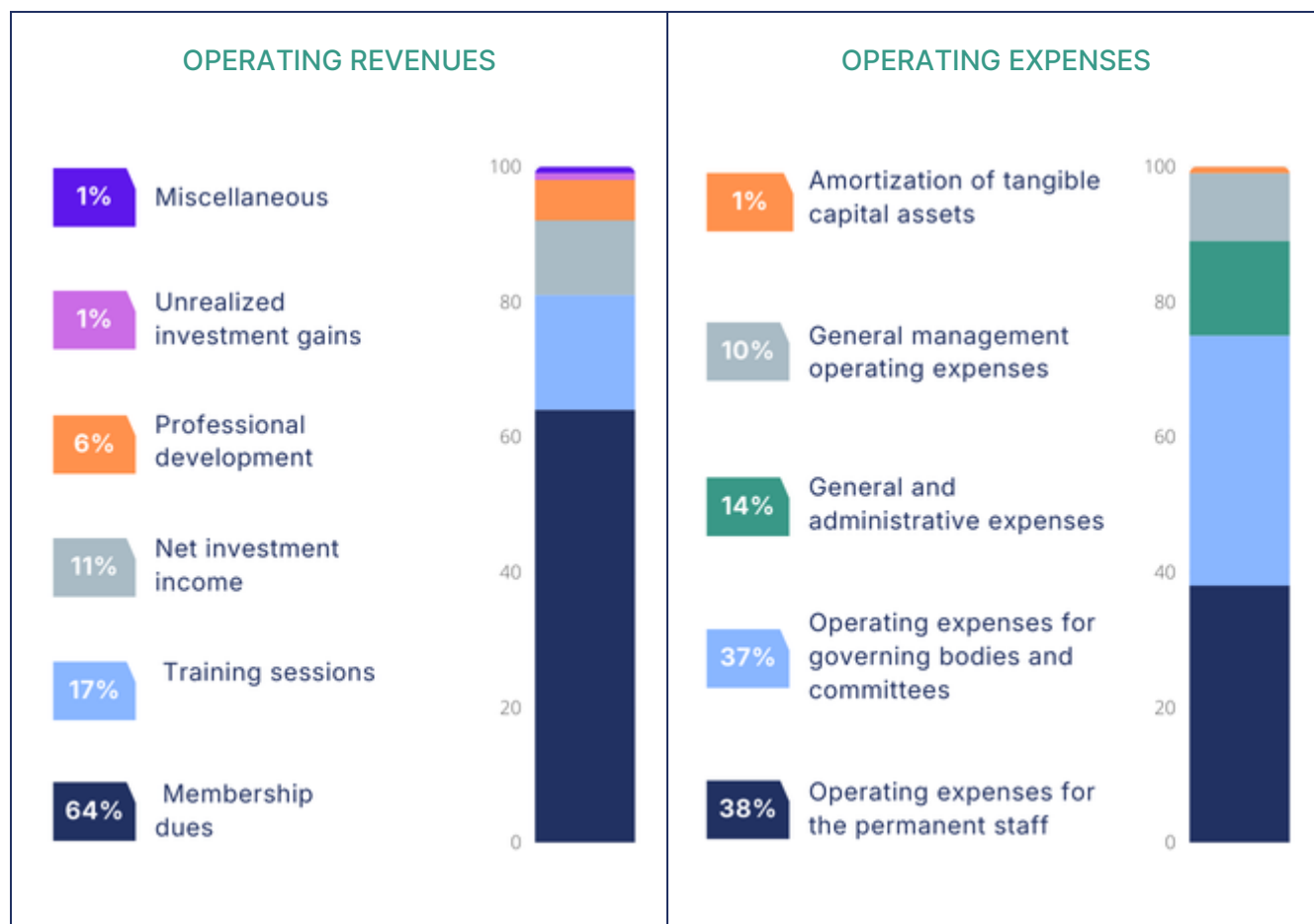
PROFESSIONAL COMMISSION	CHAIR
PC for School Organization	Nathalie Provost Marie-Claude Gaudreau
PC for General, Vocational, and Business Training	François Lemire Nathalie Mongeon
PC for School Administration Services	Pascal Bilodeau Élaine Cholette Stéphanie Gaudreault
PC for Procurement and Contract Management Services	Marie-Noël Racicot Marie-Pascale Baril
PC for Financial Resources Services	Chantal Gagnon Joseph Trahoulsi
PC for Human Resources Services	Mélanie Boisselle Guylaine Boulanger
PC for Material Resources Services	Mario Beauvais Sylvie Rainville
PC for General Secretariat and Communications Services	Hélène Dumais Josiane Landry
PC for Transportation Services	Jonathan Leggitt Annick Chartrand Julie Martineau
PC for Educational Services	Isabelle Forget Karine Labelle
PC for Information Technologies	Michael Bilodeau François Loiseau
PC for Data Culture and Continuous Improvement	Nancy Meilleur Steve Sinki
OTHER GROUPS	CHAIR
<i>Regroupement des responsables de la gestion administrative (RRGA)</i>	Manon Dubé Mélanie Bouthillier
<i>Table des gestionnaires en communication (CPSSGC)</i>	Annie Goyette Amélie Germain-Bergeron
SECTION	CHAIR
Affluents	Lavoie, Eric
Appalaches	Dallaire, André
Baie-des-Chaleurs	Meunier, Nathalie
Baie-James	Deschênes, Kathleen
Beauce-Etchemin	Aubé, Geneviève
Bois-Francis	Dupont, Sarah-Danielle
Capitale	Gagnon, Samuel
Central Quebec	Carpentier, Pascal
Charlevoix	Forgues, Jérémie
Chemin-du-Roy	Bilodeau, Pascal



Chênes	Hébert, Yves
Chic-Chocs	Banville, Patricia
Comité gestion taxe scolaire Île de Montréal	Lamothe, François
Côte-du-Sud	Mercier-Bélanger, Juan
De La Jonquière	Audet, Jessie
Découvreurs	St-Pierre, Geneviève
Deux-Rives	Gagné, Maxime
English-Montreal	Lauzière, Nathalie
Estrie	Ferland, Maxime
Estuaire	Gagnon, Chantal
Fleuve-et-des-Lacs	Beaulieu, Claudine
Golfe	Fillion, Annie
Grandes-Seigneuries	Dumais, Hélène
Harricana	Defoy, Véronique
Hautes-Laurentides	Michaudville, Nancy
Hautes-Rivières	Emery, Nickolas
Iles	Poirier, Jonathan
Kamouraska-Rivière-du-Loup	Lizotte, Ghislain
La Vérendrye	Gélinas, Gabriel
Lac-Saint-Jean	Morin, Frédéric
Lac-Abitibi	Belzil, Eric
Lac-Témiscamingue	Bégin, Catherine
Lanaudière	Beaulieu, Sara
Laurentides	Goyette, Isabeau
Laval	Robert, Christian
Lester-B.-Pearson	Wood, Jeffrey
Marguerite-Bourgeoys	Provost, Nathalie
Marguerite-Bourgeoys	Scott, Ophélie
Marie-Victorin	Hinse, Christian
Mauricie	Dessureault, Charles
Mille-Iles	Riopel, Denis
Montreal	Lefebvre, Caroline
Monts-et-Marées	Blanchette, Jenny
Navigateurs	Bouchard, Henry-Daniel
Outaouais	Bertrand, Étienne-Mamadou
Patriotes	Arpin, Dominic
Patriotes	Celestino, Julie
Pays-des-Bleuets	Ouellet, Jean-François
Phares	Arsenault, Martin
Pointe-de-l'Île	Lemire, François
Portneuf	Royer, Marc-André
Premières-Seigneuries	Blouin, Julie
Riveraine	Pruneau, Alex
Riverside	Leggitt, Melissa
Riverside	Angers, Stéphane
Rivière-du-Nord	Tovor, Atiogbe Ghislain
Rouyn-Noranda	Veilleux, Guyanne
Sir Wilfrid Laurier	Ortona, Giovanna
Sorel-Tracy	Salvail, Delphine



— REVENUE AND EXPENSE ALLOCATION



MEMBERSHIP FEE WAIVER

Due to the financial health of the AQCS, we informed our members that no membership fee would be collected on the retroactive payment related to their salary increase. This fee waiver was applied to the two pay periods following the retroactive payment.



— PERMANENT STAFF TEAM

General Management



Jean-François Parent
President and Chief Executive
Officer



Louyse Trudel
Administrative Management Officer



Maude Caron
Administrative Technician
(Accounting)

Labour Relations



Conrad Berry
CRIA, Director



Anne-Marie Dussault
CHRP, Coordinator



Jennyfer Robinson
Administrative Technician

Professional Development



Dany Boulette
Coordinator



Rebecca Cloutier
Manager



Martin Caron
Manager



Elaine Laberge
Administrative Technician



Sandra Melançon
Administrative Technician



Sonia Lagacé
Office Clerk, Senior Class



Jessica Laforge
Office Clerk, Senior Class

Communications



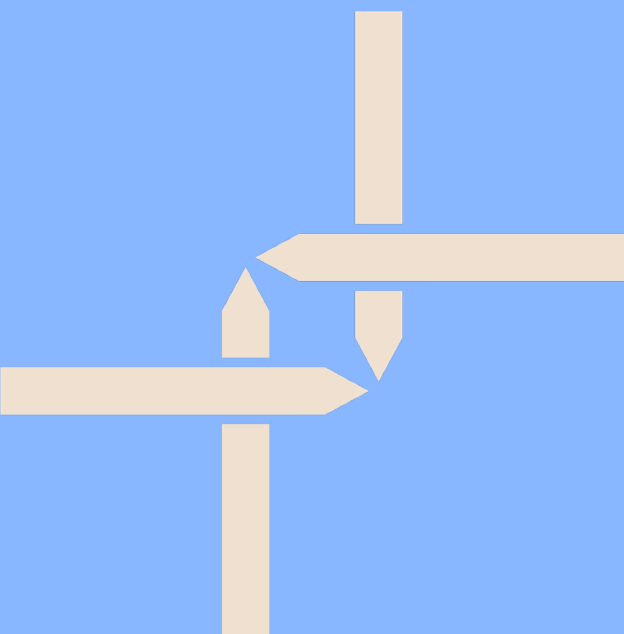
Josée St-Hilaire
Coordinator



Manon Cloutier
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