



## **Director's Annual Report TO THE COMMUNITY**

# 2018

**“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”**

*-John Quincy Adams*

It's been a little more than a year since I humbly accepted the position of Director of Education and as I reflect on the past year, I can already see that we have made tremendous progress, especially in regards to a personal credo which I have always tried to follow: that we need to be better today than we were yesterday and better tomorrow than we were today.

Over the last year, we've been working very hard to ensure that we are meeting the strategic priorities and goals that were established several years ago and in the following pages, you'll see definitive evidence that demonstrates how we've been meeting those key objectives.

The proof is real. Our graduation rates continue to improve and we consistently remain ahead of provincial averages in our student achievement results. We have expanded our offerings of innovative programs in order to develop more pathways and to help fulfill the individual aspirations of our students.

We continue to operate in a fiscally responsible manner as prudent and wise stewards of our resources and we are providing our team the professional development they require to make sure they are helping our students deal with the many challenges they face.

We strive to create positive, welcoming, safe and inclusive learning environments where all of our students can achieve success and feel right at home and we have demonstrated our commitment to culturally responsive and relevant teaching and learning in our classrooms.

We're working hard to foster a culture where we celebrate the success of our staff and students by recognizing their achievements every single day.

Over the last year I have made numerous school visits and the level of commitment from our staff, no matter what their role, in ensuring that our students have the best possible experience, never ceases to amaze me.

We still have many challenges ahead. Chief among them may be our need to build capacity in our system. We are working hard to develop the leaders of tomorrow, encouraging them to step forward into those roles to ensure that we can continue to provide top quality Catholic education well into the future.

Sincerely,

**Terry Lyons**  
Director of Education



## Priority: Our Students

- Students exceeded provincial averages in all nine EQAO categories, achieving results that were among the highest in Southwestern Ontario.
- Graduation rates increased and once again exceeded provincial averages.
- Continual review and analysis of achievement data, school climate surveys and other data in order to be more responsive to the needs of our learners.
- Elementary math leads continued to support and facilitate mathematical learning in primary and junior divisions, with a focus on fundamentals in the areas of number sense and measurement.
- Continued to provide focused and precise support to students through small group instruction for both literacy and numeracy.
- Peer Assisted Learning Strategies (PALS) continues to support our primary students with early reading skills such as phonemic awareness, letter sound fluency and word identification.
- Professional learning communities (PLCs) have been established at the secondary level to enhance cross disciplinary implementation of literacy-related strategies such as making connections, drawing inferences and developing ideas and opinions.
- Welcomed an increased number of English Language Learners who have recently arrived in Canada and expanded the English as a Second Language program.
- Secondary English Language Learners were introduced to evidence-based instructional strategies such as guided reading to further support their language acquisition and comprehension.
- Established Indigenous Education Contact Teachers in most elementary and secondary schools, whose role is to create better awareness of Indigenous Education curriculum.
- Supported a seven percent increase in the number of students who self-identify as First Nations Métis and Inuit by improving learning outcomes through the work of the board's Indigenous Education Contact Teachers.
- Student Senate hosted a presentation by the Development and Peace organization called Peace Be With Her, which focused on gender equality and justice for women around the world.
- For the third year in a row, hosted the Tour for Humanity, a project developed by the Friends of Simon Wiesenthal Centre for Holocaust Studies to promote awareness of human rights; the presentation has now been seen by more than 5,000 WECDSD students.
- Hosted a Harmony Movement workshop on health and well-being in an inclusive school environment for 50 secondary students.
- Hosted a WeShine Conference at Catholic Central High School for about 60 Gay Straight Alliance member students. The theme was Finding Balance in Your Life and Honouring Your Spirit and Body and its aim was to promote empowerment for marginalized students and healthy, inclusive school environments.
- Updated the Student Health Support Procedures to keep children with existing medical conditions safe in schools and updated the Child Protection Reporting Policy for compliance with the Child Youth and Family Services Act of 2017.
- Two new mental health workers were added in secondary schools for the promotion of student well-being and the prevention of those factors that may threaten their mental health.
- Celebrated the 11th Annual Elementary and 15th Annual Secondary Day of Champions, providing students in the Life Skills program a day of competitive fun across the WECDSD community.

## Priority: Our Faith

- Sent 80 students to the Ontario Catholic Student Leadership Conference in Niagara, to develop student leaders who contribute to faith formation in our schools.
- Provided space and time in those schools where requests are made for students of other faiths to observe their customs.
- Provided in-service training for the new Grade 10 religion program and the Grade 3 Growing in Faith, Growing in Christ curriculum, which in cooperation with the Institute for Catholic Education and the Assembly of Catholic Bishops of Ontario, were completely re-written.
- Created new online eLearning courses for Grade 11 and 12 religion programs.
- Held the annual Together In Faith Day at the WFCU Centre for more than 2,000 employees; keynote speaker was Father Patrick Beneteau who spoke about Fulfilling the Promise Within.
- A delegation of 12 teachers and two administrators attended the When Faith Meets Pedagogy Conference hosted by the Catholic Curriculum Corporation; the aim of the conference was for educators to learn about and share best practices on how Catholic values can be incorporated into the curriculum.
- Provided in-service training for the New Teacher Induction Program on the Role of the Catholic Teacher.
- Approximately 20 secondary students participated in a Salt & Light TV effort to gather their thoughts on the subject of Young Adults and Their Faith to provide information for Bishop Fabbro on the Synod of Bishops held in Rome this past October.



The multi-year strategic plan of the Windsor-Essex Catholic District School Board is built upon the two fundamental pillars of student achievement and faith formation. The highlights shown reflect a focused and collaborative commitment to excellence.





## Priority: Our Innovative Programs

- Added new STEM Academies at St. Thomas of Villanova and St. Anne Catholic High Schools, which along with the existing STEM Academy at Holy Names Catholic High School, brings the total number of students in these programs to 152.
- Launched new summer Reach Ahead programs in hospitality and tourism and healthy active living for Grade 9 students to obtain their first high school credit and to get a head-start on their secondary education.
- Launched new Specialist High Skills Majors programs including Health and Wellness at St. Michael's Adult Campus; Non-Profit Sector and Construction at F.J. Brennan Catholic High School; Construction and Manufacturing/Robotics at St. Thomas of Villanova Catholic High School; Manufacturing/Robotics at Holy Names and St. Anne Catholic High Schools.
- Expanded use of new technology to support literacy and numeracy curriculum from K-12, including use of robotics and coding for everything from demonstrating directionality and dimensional shapes and app development, to designing art projects and making musical instruments.
- Approved by the International Baccalaureate Foundation to enter the candidacy phase of a Primary Years Program at Christ the King Catholic Elementary School, a first for Windsor-Essex; an IB Diploma Program was approved at Cardinal Carter Catholic Secondary School; WECDSB now offers IB programs at five schools.
- Expanded the Summer Learning Program to include seven classes at three different sites across Windsor-Essex. Grade 2-3 students were provided enhanced support in literacy, numeracy and robotics, with an added recreational component.
- Purchased more than 50 Google virtual reality classroom kits, which will be used at various schools on a pilot basis for enhanced learning experiences, with plans to expand their use. Professional development is being offered for teachers to find innovative ways to connect them with curriculum.
- Expanded French Immersion programming in Grade 7 at Cardinal Carter Catholic Middle School and continued to expand French Immersion programming as student cohorts moved up through their grade levels at St. John the Baptist, St. André, St. Joseph and Christ the King Catholic Elementary Schools.
- Launched Future Wildcats and Future Saints Hockey Canada Skills Academy early morning programs at St. William and Holy Cross Catholic Elementary Schools, providing excellent physical activity and improving relationships between elementary and secondary schools.
- Launched a new Basketball Academy at Central Park Athletics, with almost 50 students enrolled; WECDSB now offers more than 30 sports academies at various locations, allowing students to excel academically while pursuing their passions.
- Construction Academy students participated in the ground breaking ceremony for the Gordie Howe International Bridge with Prime Minister Justin Trudeau and Michigan Governor Rick Snyder; it is anticipated that some of the students will actually work on the bridge project.
- Hosted a student-led technology summit at F.J. Brennan Catholic High School for elementary students from St. Teresa of Calcutta, St. John Vianney, St. Rose, and W.J. Langlois Catholic Elementary Schools; leaders held sessions on design-thinking, coding, and robotics.
- Expanded eLearning courses and brought together experienced eLearning teachers to determine a gold standard for all WECDSB eLearning courses and to refine existing courses to ensure they were inquiry-based, engaging and provided a consistently positive experience for students.

## Priority: Our Resources

- Developed a \$259M balanced budget for 2018-19 that supports student success and faith formation.
- Sustained a healthy accumulated budget surplus of \$13.7M at 2017-18 year end.
- Created a new investment policy that allows the board to invest surplus funds with the goal of generating excess returns that can be redirected to support student success.
- Realized actual financial results for 2017-18 which were \$2.5M better than planned.
- Successfully transitioned 413 CUPE employees, 85 Principal/Vice Principals and 58 Non-Union employees to a provincial trust, providing health, life and dental benefits on a sustainable, efficient and cost effective basis.
- Successfully disposed of three properties reducing costs and generating proceeds in the amount of \$1.2M to be used for the benefit of current and future students and the reduction of the board's capital deficit.
- Actively involved with broadband internet expansion initiative, with all sites being upgraded to a state of the art network for improved speed and connectivity; allows for continued expansion into new technologies that support student learning but require more bandwidth.
- Moved corporate e-mail system from First Class to Gmail, providing greater mobility and generating cost savings of \$40,000 per year.

## Priority: Our Team

- Created a new teacher resource and training module to be integrated into curriculum for primary years students to promote positive socio-emotional learning, help them focus on their own well-being, function more positively in the classroom and develop skills to self regulate.
- Implemented new training for educational assistants in the area of mental health, well-being and behaviour management to recognize warning signs of self harm.
- Provided reflection tools for principals and their staff to evaluate the level of positive practices that create welcoming and inclusive environments in their schools and to plan for improvements.
- Improved training modules for assistive technology that is used by students with disabilities to access curriculum.
- Included specific goals on equity and inclusion in school improvement plans and made sure that system leaders are delivering on those goals by connecting them with their performance appraisals.
- Primary and junior teachers were provided professional learning opportunities to enhance their knowledge regarding a balanced approach to teaching mathematics.
- Grade 7-9 teachers were provided with strategies to create "thinking" classrooms, environments structured in such a way to better engage students in mathematical learning, (i.e. vertical surfaces).
- Created new Student Success Intermediate Transition Teachers to help Grade 7-8 students better prepare for high school, especially in the areas of literacy and numeracy.
- Created an Early Years Teacher Facilitator to help early years educator teams and students implement kindergarten curriculum with a focus on inquiry-based learning and self regulation.
- In partnership with Queen's University, participated in a Ministry of Education Building Parent Engagement two-year project in two of our elementary schools to enhance parental involvement in the area of mathematics.
- Established an Equity and Inclusion Advisory Committee, made up of teachers, administrators, trustees and community partners, whose mandate is to advise administration on best practices at the school level and to strengthen our commitment to safe and accepting school environments.
- Through the Principal Mentoring Program, provided professional development for school administrators to update them on changes to the Ontario Human Rights Code, especially around the issues of human rights and gender identity.
- Created Google+ communities to improve communication, build a greater sense of team and celebrate our staff and student accomplishments.
- Used climate surveys to integrate feedback from students, parents and community partners to improve the learning environment for all students and maintain a positive school climate by identifying and removing barriers that prevent marginalized families and groups from becoming more involved in the work of the board.

# Student Achievement Success

The results from the administration of the 2017 Assessments of Reading, Writing and Mathematics: Primary and Junior Divisions, the Grade 9 Assessment of Mathematics and the Ontario Secondary School Literacy Test indicate that the students of WECDSB are becoming more proficient in their literacy and numeracy skills and are amongst the most successful students in our region.



Rev. Larry Brunet, Board Chaplain

## Newly Elected Board of Trustees 2018-2022

### FRONT ROW FROM LEFT:

- Mary DiMenna (Essex County – Area 2)
- Lisa Soulliere (Essex County – Area 3)
- Mary Heath (Essex County – Area 4)
- Kim Bouchard (City of Windsor - Wards 6 & 7)

### BACK ROW FROM LEFT:

- Fred Alexander (City of Windsor – Wards 5 & 8)
- Bernie Mastromattei (City of Windsor – Wards 3 & 4)
- Fulvio Valentinis (City of Windsor – Wards 1 & 10)
- Frank DiTomasso (Essex County – Area 1)
- Tony Polifroni (City of Windsor – Wards 2 & 9)

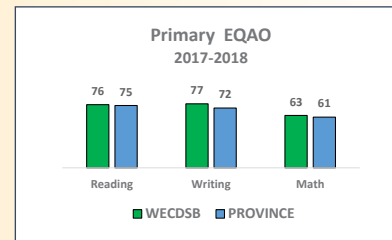
- Lauren Pupulin (Catholic Student Trustee 2018-2019)
- Celina Seguin (Catholic Student Trustee 2018-2019)

## Senior Administration

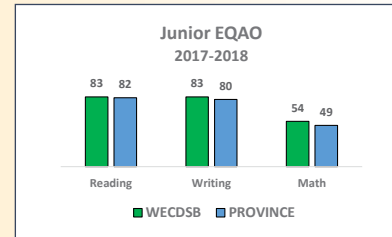
- Terry Lyons, Director of Education
- Emelda Byrne, Executive Superintendent of Student Achievement K-12
- Dan Fister, Executive Superintendent of Innovation and Experiential Learning
- Penny King, Executive Superintendent of Business
- Joseph Ibrahim, Superintendent of Special Education
- Melissa Farrand, Superintendent of Student Achievement K-12
- Mike Seguin, Superintendent of Student Achievement K-12
- Colleen Norris, Superintendent of Human Resources
- John Ulicny, Superintendent of Human Resources

## Assessment of Reading, Writing & Mathematics: PRIMARY & JUNIOR DIVISIONS

In the Primary division, WECDSB students have exceeded provincial achievement levels by 1% in Reading, by 5% in Writing and by 2% in Mathematics.

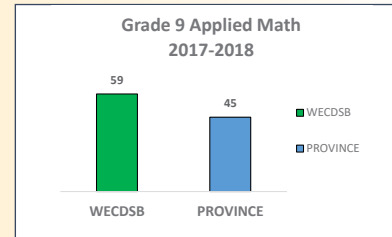
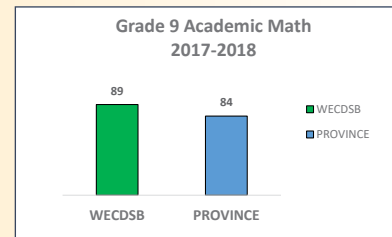


In the Junior division, WECDSB students have exceeded provincial achievement levels by 1% in Reading, 2% in Writing and 5% in Mathematics.



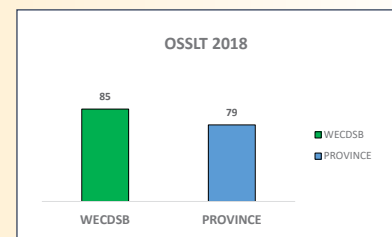
## Grade 9 Assessment of Mathematics: ACADEMIC & APPLIED

In Grade 9 academic math, WECDSB students have exceeded the provincial achievement level by 5%. In Grade 9 applied math, WECDSB students have exceeded provincial achievement levels by 14%.



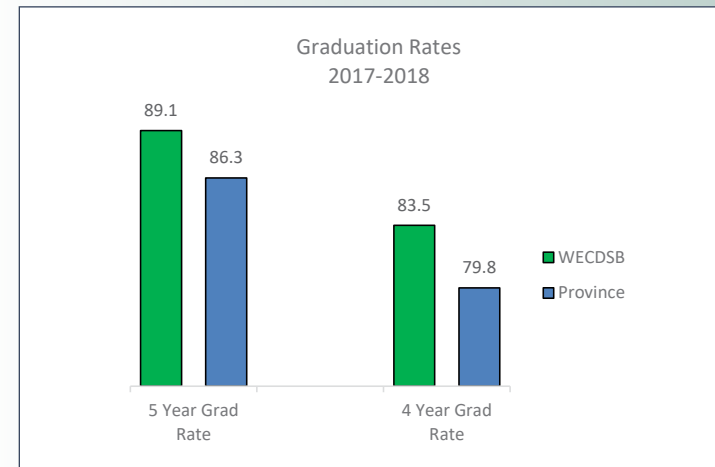
## Ontario Secondary School Literacy Test (OSSLT)

The success rate for first-time eligible (fully participating) students who wrote the OSSLT exceeded the provincial achievement level by 6%. Over the past six years, the Board's success rates for first-time eligible (fully participating) students have consistently been over 85%.



Please visit the EQAO website for a full report: [www.eqao.com](http://www.eqao.com)

## Graduation Rates | 2017-2018



Graduation Rates	5 Year Grad Rate	4 Year Grad Rate
WECDSB	89.1	83.5
Province	86.3	79.8

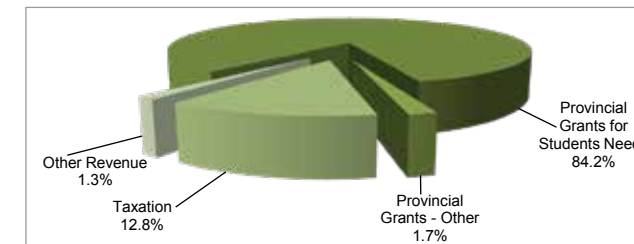
## School Board Profile

The Windsor-Essex Catholic District School Board operates **32** elementary schools, **3** middle schools and **8** secondary schools, as well as an adult education program that provides quality Catholic education to **20,201** students. The board employs **1,199** full time equivalent elementary and secondary teachers as well as **870** support staff, which includes principals, vice-principals, educational assistants, child and youth workers, early childhood educators, IT technicians, campus ministers, school office support, custodial and maintenance staff, as well as board office administration and other professional staff.

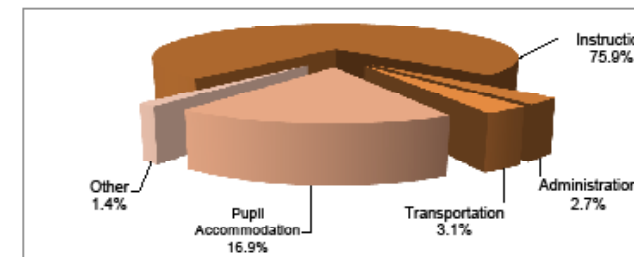
The Board's Multi-Year Strategic Plan can be found at the following link: [www.wecdsb.on.ca/cms/one.aspx?pageId=77807](http://www.wecdsb.on.ca/cms/one.aspx?pageId=77807)

In support of the Board's Multi-Year Strategic Plan, the Strategic Directions and System Priorities for the Director of Education and Senior Administration can be found at the following link: [www.wecdsb.on.ca/common/pages/DisplayFile.aspx?itemId=279065](http://www.wecdsb.on.ca/common/pages/DisplayFile.aspx?itemId=279065)

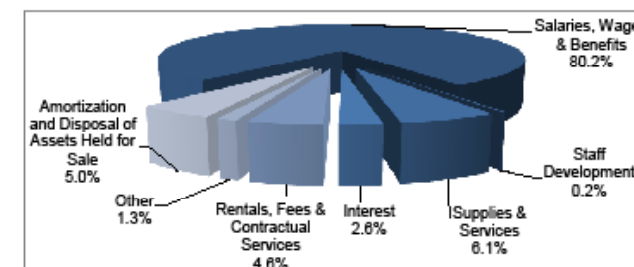
## Our Financial Story



Category	Amount	Percentage
Provincial Grants for Students Needs	\$ 216,310,730	84.2%
Provincial Grants - Other	\$ 4,429,611	1.7%
Taxation	\$ 32,790,025	12.8%
Other Revenue	\$ 3,415,132	1.3%
<b>TOTAL</b>	<b>\$ 256,945,498</b>	<b>100.0%</b>



Category	Amount	Percentage
Instruction	\$ 194,323,352	75.9%
Administration	\$ 6,941,042	2.7%
Transportation	\$ 7,886,838	3.1%
Pupil Accommodation	\$ 43,334,782	16.9%
Other	\$ 3,562,887	1.4%
<b>TOTAL</b>	<b>\$ 256,048,901</b>	<b>100.0%</b>
<b>ANNUAL SURPLUS</b>	<b>\$ 896,597</b>	



Category	Amount	Percentage
Salaries, Wages & Benefits	\$ 205,268,378	80.2%
Staff Development	\$ 547,436	0.2%
Supplies & Services	\$ 15,669,259	6.1%
Interest	\$ 6,776,802	2.6%
Rentals, Fees & Contractual Services	\$ 11,683,697	4.6%
Other	\$ 3,221,540	1.3%
Amortization and Disposal of Assets Held for Sale	\$ 12,881,789	5.0%
<b>TOTAL</b>	<b>\$ 256,048,901</b>	<b>100.0%</b>



**There is much to celebrate this year! Our children are consistently achieving beyond the provincial norms. Our teachers and dedicated staff members give their all to provide an outstanding Catholic Education experience for our students. Our parents and community colleagues celebrate the investments made in academies and special programming of every kind and our parish partners ensure our children have every opportunity to know Jesus and carry out the lessons He gave during the Sermon on the Mount. It is an exciting time to be part of an organization that is bearing so much fruit, with plans in place to do even more - but history tells us it wasn't always this way.**

So what changed? It can be summed up in two words - Strategic Planning.

It may sound like highbrow methodology, but it is very similar to what we do in our own homes. We know how much money comes in, what needs to be paid out, what we would like to achieve for ourselves and our kids and just how we will use our funds to meet those goals. In a nutshell, that is strategic planning. Our annual budget at the board is almost a quarter of a billion dollars and while that may sound like a lot of money, it is challenging to use those funds judiciously to support 44 schools, approximately 2000 staff members and 20,000 students. And so, much as you do, we begin by setting a goal.

That goal is to to know every child in our classrooms and to help them achieve their own personal best in whatever field their gifts and talents may lead them. And it is working. We carefully look at where our kids are struggling and then implement sound solutions to help them on their way. As a result of this work and the introduction of special programming, the expansion of the International Baccalaureate Program, French Immersion, Music, Technology, Construction and Sports Academies, our students have a multitude of opportunities to explore. New students from other countries add a diverse element and a host of innovative teaching methods which all work together to improve student learning.

The best measure of success is to look at the incredible young people who lead in our system at every grade level. Their efforts truly make the world a better place whether it impacts the life of one or many. I have been graced to see many incredible young people become living examples of Jesus and a true measure of who we are as a Catholic school system.

I leave my post as Chairperson knowing that our board has never been in a better position. I am proud of all we have achieved together as a Windsor-Essex Catholic Education community and I am confident that the good news will continue. I am deeply honoured to have served with Trustees who care deeply, with a Director and Senior Administrative Team who pour their creative energy into the development of innovative programming that our kids deserve, with Principals and staff members who work each and every day to model who we are called to be as disciples of Jesus and with Bishop Fabbro who continues to be a strong supporter of the work we do each day in our classrooms.

Catholic Education in Windsor-Essex is the embodiment of a hope-filled promise of good things to come. I am indeed fortunate to have had the honour and privilege to lead as this Board's Chairperson through a time of tremendous change and I take my leave with heartfelt thanks and gratitude for the privilege and honour to serve in that role these past seven years.

**Barbara Holland**  
Chair, Board of Trustees