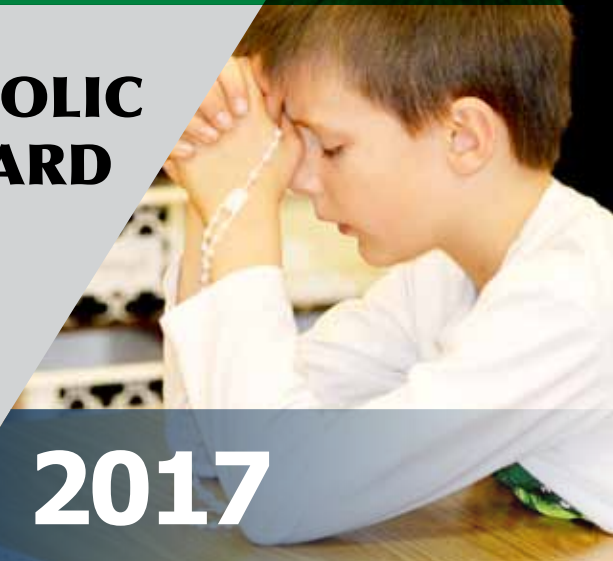




WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD

Director's Annual Report TO THE COMMUNITY

2017



“Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.” *-William Pollard*

After the year we've had, one might be tempted to settle into a sense of contentment, to trust that the remarkable heights we've reached are the new normal that we can always expect to accomplish.

Indeed, there are many reasons to celebrate.

Our student achievement results have reached levels previously considered unattainable and we can now say with great confidence that we are among the top performing school boards in the province.

We have launched innovative programs like the new STEM academy, construction academy and numerous new sports academies that allow our students to discover and pursue their passions while achieving their scholastic goals.

We have opened our doors to the world and have welcomed more than 260 short and long-term international students from 17 different countries into our schools, creating greater cultural diversity experiences for our students and helping to solidify our region's position as a top-quality educational destination.

We have continued to create inclusive, accepting, faith-filled environments where we inspire our students to follow the example of Jesus and empower them with the knowledge and skills they need to live purposeful, meaningful lives.

It is important to note that we finished the year with an accumulated budget surplus of \$13.3 million.

Yet, we need to continue to find ways to be better today than we were yesterday.

In October, I was both humbled and honoured to be selected by the Board of Trustees as the new Director of Education. I assumed the administrative leadership of our organization in a very good place, thanks largely to the direction and guidance of Paul Picard.

Accepting that this is always the way things will be is a fallacy and now is not the time to coast. The greatest challenge we face is the danger of complacency. To maintain the momentum we have established, we must continue to strive for improvement, to find new ways to meet the needs of our students in an ever-changing world and provide them with the support they require to achieve the goals that are consistent with their aspirations.

Each one of us has a role to play and we must all find ways to improve and make a difference every single day. This is what our students and their families should expect from us as the providers of Catholic education in Windsor-Essex.

Sincerely,

Terry Lyons
Director of Education



Student Achievement and Faith Formation

- Students exceeded provincial averages in all nine EQAO categories, achieving results that were among the highest in Ontario.
- Focused on improving mathematical content knowledge in the areas of number sense and measurement in our primary and junior classrooms.
- French Immersion continued to thrive as two of our seven elementary sites offered full French Immersion programming from JK-8. The other five sites are at various implementation stages. Four of our secondary schools offer a French Immersion program.
- Continued to expand our International Education Program, with 134 short-term and 131 long-term students from 17 different countries expected this year. Since 2015, international long-term enrolment has grown by almost 150 per cent and more than 300 per cent for short-term stays.
- Hosted 45 students from China for up to eight weeks at the International Summer Academy. Students took part in English language instruction, social/recreational activities and an excursion to four major cities in Ontario to celebrate Canada's 150th.
- Continued to assist students who have recently arrived in Canada through the English Language Learners Program at Immaculate Conception and H.J. Lassaline Catholic Elementary Schools.
- Created conditions for a safe and inclusive school climate in all of our schools through our third annual Catholic Social Justice Forum for students at the University of Windsor.
- Established an Indigenous Education Advisory Committee made up of community partners and stakeholders to provide input on Indigenous student and family initiatives that support and promote student success, retention and well-being.
- Expanded the Summer Learning Program at Central Park Athletics to include six combined Literacy and Numeracy classrooms for Grades 2 and 3 students from our core, west and east end schools. One additional classroom was also offered at St. Louis in Leamington. Technology was expanded to include Robotics and Coding activities for all students. A Robotics Student Mentor was also hired for each site. Enhanced funding allowed for an increase of our English Language Learners to participate in this worthwhile program.
- Established Math Leads at all elementary schools to help facilitate the mathematical learning in the primary and junior divisions.
- Implemented a variety of math strategies including "70 is the new 50" and continued job-embedded professional learning to support Grade 9 applied math teachers and students.
- Introduced the new Kindergarten Program and Communication of Learning reporting templates to Kindergarten educator teams, with a focus on making student thinking and learning visible to all.

- Introduced the use of the Seesaw application to enhance Early Years Educators' practice of pedagogical documentation.
- Continued to build capacity in our schools to address students with mental health needs, while assisting families to contact community agencies to access support.
- Initiated the candidacy phase leading to the authorization for the International Baccalaureate Middle Years Program at Assumption College and Cardinal Carter Catholic Middle Schools.
- Participated in the Ministry of Education Learning Disabilities Pilot Project implementing the EMPOWER reading program in two schools.
- Celebrated the 10th Annual Elementary and 14th Annual Secondary Day of Champions, providing students in our Life Skills' Programs a day of competitive fun across our WECDSB community.
- Achieved full implementation of the Family of Schools Child and Youth Worker delivery model. Ensuring equity of service and support for student success by facilitating preventative proactive programming and implementation of classroom, small group or individual skill based lessons or strategies for both elementary and secondary school students.
- Provided training in human rights for Principals and Vice-Principals and System Leaders for progress towards the board's goals for equity and inclusion.
- Continued the implementation and teacher in-service of the new Elementary Religious Education Program "Growing In Faith, Growing In Christ" at the Grade 2 level.
- Provided professional development on the revised Secondary Religious Education Curriculum Policy document to Grade 10 Catholic Studies teachers.
- Celebrated Together in Faith Day with mass at the WFCU Centre for all board employees, with David Wells as our guest speaker.
- Provided the opportunity for teachers to attend When Faith Meets Pedagogy Conference. Two of our consultants presented resiliency and social justice workshops. Eighty secondary students attended and participated in the Youth Forum.
- Partnered with OECTA/OCSTA to teach the Religious Education Part One Course for newly hired teachers.
- Held Advent and Lenten retreats at the Holy Family Retreat House in Oxley for more than 50 employees.



The 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.



Innovation and Technology

- Launched the Board's first STEM Academy in September at Holy Names CHS in partnership with the University of Windsor's Faculty of Science with a focus on developing essential skills so students can critically assess and address questions and execute their associated solutions in an ever-changing world.
- Added baseball and dance to the complement of sports academies at Cardinal Carter Catholic Middle School and Cardinal Carter Catholic Secondary School.
- Added volleyball to the sports academies complement at FJ Brennan CHS, raising the total to 19 Academies within our Board.
- Officially opened the Construction Academy in September at St. Joseph's and FJ Brennan CHS in the carpentry and masonry sectors, respectively sponsored by a host of community and industry partners.
- Held a student-led Tech Summit at Corpus Christi Catholic Middle School and Cardinal Carter Catholic Middle School with over 850 students participating in sessions on coding, robotics, video production, presentation tools and cloud computing.
- Enhanced programming for English Language Learners was introduced at Catholic Central High School to expose students to longer blocks of English instruction to expedite their language acquisition and better acclimatize them to Canadian culture.
- Over 170 students participated in a series of business and entrepreneurial activities culminating into a 'Dragon's Den' competition where 10 student groups claimed \$2500 each in micro-financing to develop their business plan.
- Continued to grow the e-Learning program to provide students with greater access to unique courses, fast tracking and upgrade opportunities.
- Developed an application for Student Success Teachers to track students at risk.
- Developed an application for Elementary English as a Second Language teachers to track and access English Language Learner students.
- Developed a Management Tool for Experiential Learning Application for all co-op teachers to track co-op students.
- Held a "Switch on Learning" technology summit where over 150 board employees attended to learn more about coding, robotics and integrating G Suite into daily practice.
- Successfully rolled out new office automation hardware to all elementary and secondary schools to improve workflow and overall efficiency.
- Teachers in the Grades 7 and 8 Leading Student Achievement Project improved their mathematical content knowledge and assessment practices by documenting students' work using iPads.
- Introduced a Grade 3 robotics and coding project system-wide that involved using Dash and Dot, Sphero, Makey Makey and the use of Scratch to deepen student and staff understanding of coding and robotics.
- Continued to focus on pedagogical documentation of the progression of each learner's academic journey through the use of technology in our Early Learning classrooms.

Student Senate

The 2016-2017 school year was led by Student Trustees Lola Zovko from St. Joseph's Catholic High School and Sabrina Benjamin from F. J. Brennan Catholic High School. They coordinated the activities of the Student Senate, which is comprised of student parliament leaders from each Catholic Secondary School. A focal point of their work included participation in youth conferences where they shared best practices with their provincial colleagues. Lola and Sabrina spearheaded the drive to collect AA batteries in our schools as a way to help combat zinc deficiencies among children in Africa and were instrumental in coordinating a Board-wide Faith Day for all secondary Catholic leaders.

In 2017-2018 the Catholic Student Trustees elected are Grace Santin of St. Joseph's Catholic High School and Connor Sloan from St. Thomas of Villanova Catholic Secondary School. These Student Trustees lead the Student Senate in organizing social justice and community outreach initiatives. This includes working with Development and Peace to present a day about peace and women, held at their annual Student Senate Faith Day on November 8. This day highlighted women's crucial contribution to peace building and peace maintaining in our world today and women playing a key role in conflict prevention and resolution. Future projects include working on the annual Catholic Secondary Social Justice Day and helping to coordinate the Province-wide Mass that is taking place in May during Catholic Education Week.

Facilities Services

- Recently completed construction and opened the new St. Teresa of Calcutta Catholic Elementary School which serves the St. Bernard, St. Jules and Our Lady of Lourdes Catholic Elementary School communities.
- Completed phase 2 of the Assumption College Catholic Middle School project which added a gymnasium and change rooms to the school.
- Completed renovations and gymnasium addition at Cardinal Carter Catholic Secondary School to accommodate Cardinal Carter Catholic Middle School students.
- Upgrades and renovations completed at Holy Names Catholic High School for the implementation of the new STEM (Science, Technology, Engineering and Math) program.
- Funding in the amount of \$1.4M announced to assist with the reduction of Greenhouse Gas emissions and to support the replacement, renewal and installation of new energy efficient building components.
- Implemented a program to begin replacing interior and exterior lighting fixtures with upgraded energy efficient LED lighting.
- Further system upgrades at St. Thomas of Villanova and Cardinal Carter Catholic Secondary Schools to support a new Building Management System.
- Expansion of the parking lot at St. William and Notre Dame Catholic Elementary Schools to include a Kiss-N-Ride.
- Cosmetic upgrades to Assumption College Catholic High School Chapel which has recently received heritage designation by the Planning, Heritage & Economic Development Committee of the City of Windsor.
- Renovated school space at St. André French Immersion, St. Christopher and St. John de Brebeuf Catholic Elementary Schools to make room for expanding child care programs for pre-school, toddler and infant age children which falls under the Ministry of Education's Schools First Child Care Capital Retrofit Grant Program.

Student Achievement Success

The results from the administration of the 2016 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.



Trustees

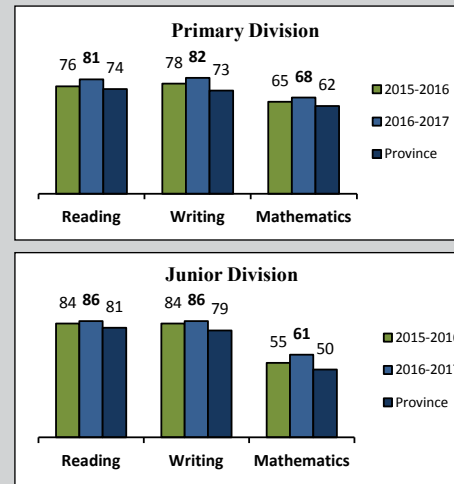
- Barbara Holland, Chair (*City of Windsor - Wards 6 & 7*)
- Mary DiMenna, Vice-Chair (*Essex County – Area 2*)
- Fred Alexander (*City of Windsor – Wards 5 & 8*)
- Fabio Costante (*City of Windsor – Wards 2 & 9*)
- Frank DiTomasso (*Essex County – Area 1*)
- Bernie Mastromattei (*City of Windsor – Wards 3 & 4*)
- Lisa Soulliere (*Essex County – Area 3*)
- Susan Tope (*Essex County – Area 4*)
- Fulvio Valentini (*City of Windsor – Wards 1 & 10*)
- Grace Santin (*Catholic Student Trustee 2017-2018*)
- Connor Sloan (*Catholic Student Trustee 2017-2018*)

Senior Administration

- Terry Lyons, *Director of Education*
- Emelda Byrne, *Executive Superintendent of Student Achievement K-12*
- Dan Fister, *Executive Superintendent of Innovation & HR*
- Penny King, *Executive Superintendent of Business*
- Joseph Ibrahim, *Superintendent of Special Education*
- Melissa Farrand, *Acting 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*

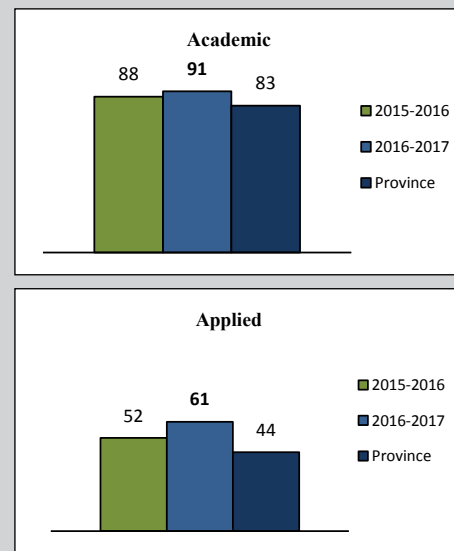
Assessment of Reading, Writing & Mathematics: PRIMARY & JUNIOR DIVISIONS

In the Primary division, the percentage of students achieving the provincial standard (Levels 3 and 4) increased by 5% in Reading, 4% in Writing and 3% in Mathematics. In the Junior division, there was an increase of 2% in Reading, 2% in Writing and 6% in Mathematics. The WECDSB exceeded provincial achievement levels in all three categories in both Primary and Junior.



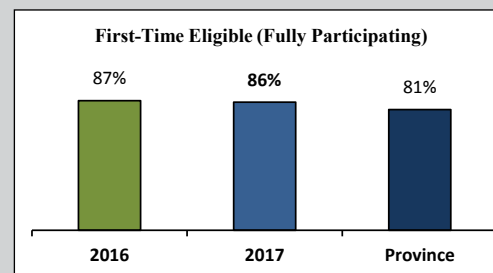
Grade 9 Assessment of Mathematics: ACADEMIC & APPLIED

For students enrolled in the Grade 9 academic course, 91% achieved the provincial standard (Levels 3 and 4), which is a 3% increase from last year. For students enrolled in the Grade 9 applied course, 61% achieved the provincial standard (Level 3 and 4), which is a 9% increase from last year. When tracking the cohort (same group of students) in the Grade 9 applied course, 45% of the students who did not meet the provincial standard (Level 3 and 4) in Grade 6 rose to the provincial standard (Level 3 and 4) in Grade 9. The WECDSB exceeded provincial achievement levels in both the academic and applied.



Ontario Secondary School Literacy Test (OSSLT)

The success rate for first-time eligible (fully participating) students who wrote the OSSLT was 86%, which is a 1% decrease from 2016. OSSLT success rates for first-time eligible (full participating) have been over 85% for the past several years. WECDSB exceeded the OSSLT provincial success rate by 5%.



Please visit the EQAO website for a full report: www.eqao.com

School Board Profile

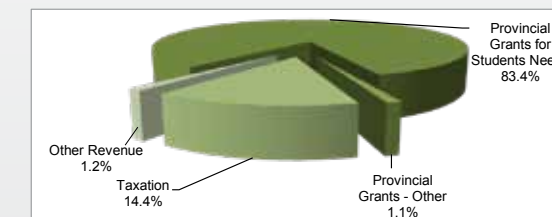
The Windsor-Essex Catholic District School Board operates **32** elementary schools, **3** middle schools and **8** secondary schools, as well as an adult education program that provides quality Catholic education to **20,162** students. The board employs **1,184** full time equivalent elementary and secondary teachers as well as **894** 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 Plan can be found at the following link: www.wecdsb.on.ca/board-mission.html
 In support of the Board's Multi-Year 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/board-director.html

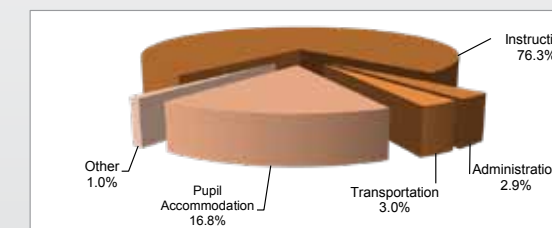
2017 Financial Highlights

- Developed a \$253M balanced budget for 2017-18 that supports student success and faith formation.
- Sustained a healthy accumulated budget surplus of \$13.3M at 2016-17 year-end.
- Realized actual financial results for 2016-17 which were \$4.3M better than planned.
- Increased stakeholder engagement in the budget process by 28% compared to 2015-16.
- Effective June 1, 2017, successfully transitioned 1,304 OECTA employees to a provincial benefit trust, providing health, life and dental benefits on a sustainable, efficient and cost effective basis.
- Implemented a new computerized financial management system across the district, enhancing business processes and improving overall operational efficiency.
- Continued the promotion of the School Cash Online system, allowing parents to conveniently pay fees online and reducing administrative processing in schools.
- Disposed of the Board's interest in the Essex Civic Centre, reducing costs and generating proceeds of disposition to be used for the benefit of current and future students, and reduction of the Board's capital deficit.
- Expanded the use of environmentally friendly and energy efficient products through directed procurement.

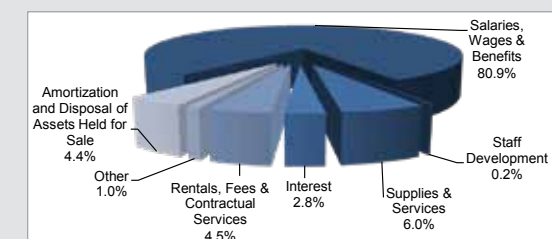
Our Financial Story



2016-2017 Revenues		
Provincial Grants for Students Needs	\$ 205,269,678	83.4%
Provincial Grants - Other	2,601,757	1.1%
Taxation	35,501,146	14.4%
Other Revenue	2,848,222	1.2%
TOTAL	\$ 246,220,803	100.0%



2016-2017 Expenditures by Category		
Instruction	\$ 188,576,493	76.3%
Administration	7,139,479	2.9%
Transportation	7,493,123	3.0%
Pupil Accommodation	41,521,854	16.8%
Other	2,483,553	1.0%
TOTAL	\$ 247,214,502	100.0%
ANNUAL DEFICIT	\$ (993,699)	



2016-2017 Expenditures by Object		
Salaries, Wages & Benefits	\$ 200,079,933	80.9%
Staff Development	470,010	0.2%
Supplies & Services	14,940,165	6.0%
Interest	7,015,390	2.8%
Rentals, Fees & Contractual Services	11,173,818	4.5%
Other	2,569,968	1.0%
Amortization and Disposal of Assets Held for Sale	10,965,218	4.4%
TOTAL	\$ 247,214,502	100.0%



We are in a building mode at the Windsor-Essex Catholic District School Board. Our Mission is to ensure that the young people entrusted to our care have an outstanding Catholic Education Experience – from our littlest learners right up to the fine young adults who will graduate into a world hungry for their talents.

We are building capacity. Our EQAO results speak to our focus on student achievement. By investing in proven methodologies and ensuring that our school leaders and staff have the training required to meet the needs expressed in our classrooms each day, we have seen a steady rise in achievement results and have empirical proof that your children can stand proudly with students throughout the province who are exceeding provincial averages. Expansion has occurred in our Academies and solid STEM Program offerings have been developed to ensure that our young people are prepared for a fascinating future in sectors that rely on science, technology, engineering and math but still encourage the intrinsic value of the arts. Our International Baccalaureate Program extended its reach and doors were opened to students from other countries who want to learn alongside ours. You can be assured that as we determine the prudent use of our budget dollars, we will continue to meet our fiscal responsibilities through the lens of student achievement.

We are building faith. Our schools celebrate the dignity of the human person and are inclusive, safe places where faith is taught, not just through the curriculum but through the actions of staff and students as they endeavour to live out the invitation Jesus extended when he gave his Sermon on the Mount. We are proud to build on efforts expressed at home and supported by our parishes as we celebrate not just the academic achievements of our students but the manner in which they engage each other, those struggling in mind, body and spirit and those who benefit from help freely given as they reach beyond the confines of their school to give selflessly to those in our community who are in need.

We are building a legacy. This year we bid farewell to former Director Paul Picard with appreciation for the work done to respond to student needs in an era where change was required to offset the impact of declining enrolment. He and his team worked closely with Trustees to redefine Catholic Education in Windsor-Essex while never losing sight of the need to “Move One in His Name.” Our children are thriving in JK to 6 schools, JK to 8 schools, in Middle Schools, in Academies and in outstanding High Schools due to his leadership. We sincerely thank Paul for his tireless efforts and welcome Terry Lyons, who will use his gifts and talents to build on the legacy of faith-filled excellence, as our new Director of Education.

While this report celebrates the work done by many, we are aware that there is still much to do. Many conversations will occur as we direct the development of a new Catholic high school in our city’s core. Efforts will continue to understand and know each student so that we can guide them towards pathways that work best for them in an environment that is positive and welcoming. We will focus our resources as we have in the past: on providing outstanding learning experiences while cultivating community partnerships that lead to exciting new opportunities.

The future is bright and on behalf of my colleagues, I thank you for your support of Catholic Education at the Windsor-Essex Catholic District School Board.

Barbara Holland
Chair, Board of Trustees