

Board of Trustees' Board Meeting

Date: **Monday, September 24, 2018**

Time: **6:00 p.m.**

** Committee of the Whole In Camera, if necessary, will precede or follow the Board Meeting, as appropriate.*

Location: Board Room, Catholic Education Centre, 35 Weber Street, Kitchener

Attendees: **Board of Trustees:**
Joyce Anderson, Wayne Buchholtz, Bill Conway, Manuel da Silva, Jeanne Gravelle, Wendy Price (Chair), Greg Reitzel, Brian Schmalz, Melanie Van Alphen

Student Representatives:
Meghan Nemeth, Izabella Tyc

Senior Administration:
Loretta Notten, Jason Connolly, Gerald Foran, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Special Resource:

Recording Secretary:
Alice Figueiredo

ITEM	Who	Agenda Section	Method & Outcome
1. Call to Order	Board Chair		
1.1 Opening Prayer & Memorials	Board Pastoral Team		
1.2 Territorial Acknowledgement I (we) would like to begin by acknowledging that the land on which we gather today is the land traditionally used by the Haudenosaunee, Anishinaabe and Neutral People. I (we) also acknowledge the enduring presence and deep traditional knowledge, laws and philosophies of the Indigenous People with whom we share this land today.	Board Chair		
1.3 Approval of Agenda	Board of Trustees		Approval
1.4 Declaration of Pecuniary Interest 1.4.1 From the current meeting 1.4.2 From a previous public or in-camera meeting	Individual Trustees		
1.5 Items for Action from previous Private and Private Private meetings	Board Chair		Approval
2. Consent Agenda: Director of Education (e.g.: day –to –day operational matters from the Ministry of Education that the Board is required to do)			

ITEM	Who	Agenda Section	Method & Outcome
3. Consent Agenda: Board (Minutes of meetings, staff report)			
3.1 Approval of Minutes of Regular and Special Meetings 3.1.1 Minutes of June 26, 2018 Special Board Meeting 3.2 Approved SEAC Minutes of June 6, 2018 3.3 Approved CPIC Minutes of May 8, 2018	Trustees Trustees Trustees	pp. 4-6 pp. 7-9 pp. 10-13	Approval Information Information
4. Delegations/Presentation			
5. Advice from the CEO			
5.1 Director's Update 5.2 Construction Update 5.3 Appointment of Audit Elections Expense Committee Members 5.4 Reduction of Trustee Honoraria 5.5 Enrollment/Staffing Report 5.6 EQAO Update	N. Notten S. Maharaj/T. Pickett S. Maharaj S. Maharaj J. Connolly J. Klein, R. Olson	pp. 14-16 pp. 17-23 pp. 24-25 pp. 26-27 pp. 28-30 pp. 31-41	Information Information Decision Decision Information Information
6. Ownership Linkage (Communication with the External Environment)			
7. Reports from Board Committees/Task Forces			
7.1 Student Trustee Report	M. Nemeth, I. Tyc	pp. 42-43	Information
8. Board Education (at the request of the Board)			
8.1 OCSTA/CCSTA Communications 8.2 Chair's Update 8.3 Board Evaluation	W. Price W. Price W. Price	pp. 44-45 pp. 46 pp. 47-49	Information Information Discussion
9. Policy Discussion			
10. Assurance of Successful Board Performance			
10.1 Board Policy II 002 Governing Style 10.1.1 Is There a Need to Review This Policy?	W. Price	pp. 50	Approval Discussion
10.2 Board Policy III 006 CEO Compensation and Benefits 10.2.1 Is There a Need to Review This Policy?	W. Price	pp. 51	Approval Discussion
11. Assurance of Successful Director of Education Performance			
11.1 Monitoring Reports & Vote on Compliance			
12. Potential Agenda Items/Trustee Inquiry Report (CEO)			
12.1 Trustee Inquiry Report from the CEO 12.2 Shared concerns			
13. Announcements			
13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated): • Sept 26 - Audit Committee Meeting • Sept 29 - The Feast St. Jerome Liturgy & Dinner • Oct 1 – Governance • Oct 15 – Committee of the Whole			
13.2 Pending Items:	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
13.3 Pending Items for OCSTA Consideration			
14. Items for the Next Meeting Agenda	Trustees		

ITEM	Who	Agenda Section	Method & Outcome
15. Adjournment Confirm decisions made tonight	Director of Education		
16. Closing Prayer			
17. Motion to Adjourn	Board of Trustees	Motion	Approval

CLOSING PRAYER

O Risen Lord, you have entrusted us with the responsibility to help form a new generation of disciples and apostles through the gift of our Catholic schools.

As disciples of Christ, may we educate and nurture hope in all learners to realize their full potential to transform God's world.

May our Catholic schools truly be at the heart of the community, fostering success for each by providing a place for all.

May we and all whom we lead be discerning believers formed in the Catholic faith community; effective communicators; reflective and creative thinkers; self-directed, responsible, life-long learners; collaborative contributors; caring family members; and responsible citizens.

Grant us the wisdom of your Spirit so that we might always be faithful to our responsibilities.
We make this prayer through Christ our Lord.

Amen

Rev. Charlie Fedy, CR and the Board of Trustees, 2010

Special Board of Trustees' Board Meeting

A public meeting of the Board of Trustees was held on Tuesday, June 26, 2018 at the Waterloo Region Catholic Education Centre.

Trustees Present:

*Joyce Anderson, Bill Conway, *Manuel da Silva, Jeanne Gravelle, Wendy Price (Chair), Greg Reitzel, Brian Schmalz, Melanie Van Alphen

*via teleconference

Student Trustees Present:

Administrative Officials Present:

Loretta Notten, Gerry Clifford

Special Resources For The Meeting:

Regrets:

Jason Connolly, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Recorder:

Alice Figueiredo, Executive Administrative Assistant

NOTE ON VOTING: Under Board by-law 5.7 all Board decisions made by consensus are deemed the equivalent of a unanimous vote. A consensus decision is therefore deemed to be a vote of 9-0. Under Board by-law 5.11 every Trustee "shall vote on all questions on which the Trustee is entitled to vote" and abstentions are not permitted.

1. Call to Order:

The Chair of the Board called the meeting to order at 5:34 p.m.

1.1 Opening Prayer & Memorials

The meeting opened with prayer by Trustee Schmalz

1.2 Approval of Agenda

2018-06 -- It was moved by Trustee Reitzel and seconded by Trustee Gravelle:

THAT the agenda for Monday, June 26, 2018 be now approved. --- Carried by *consensus*.

1.3 Declaration of Pecuniary Interest

1.3.1 From the current meeting – NIL

1.3.2 From a previous public or in-camera meeting – NIL

1.3.3

1.4 Items for Action from Previous Meeting

None

2. Consent Agenda: Director of Education (e.g. day-to-day operational matters from the Ministry of Education that the board is required to do)

3. Consent Agenda: Board of Trustees (Minutes of meetings)

- **Approval of Minutes of Regular and Special Meetings**

3.1 Approval of Minutes of Regular and Special Meetings

3.1.1 Minutes of June 18, 2018 Board Meeting

Add Trustee Anderson as attendee.

2018-07 -- It was moved by Trustee Van Alphen and seconded by Trustee Schmalz:

**THAT the Consent Agenda Board of Trustees and the recommendations contained therein be now approved. ---
Carried by consensus**

4 Delegations

5 Advice from the CEO

6 Ownership Linkage (Communication with the External Environment)

7 Actions From Board Committees/Task Forces

8 Board Education (at the request of the Board)

9 Policy Discussion

10 Assurance of Successful Board Performance

10.1 Appointment of Replacement Trustee

Wayne Buchholtz put his name forward to be considered for interim Trustee until the October 2018 Municipal with the caveat that he will not run.

2018-08 -- It was moved by Trustee Schmalz and seconded by Trustee Reitzel:

THAT, pursuant to Section 221 (1) (a) of the Education Act the Board of Trustees immediately appoints Wayne Buchholtz to the Board, representing Kitchener-Wilmot, and that this temporary appointment officially concludes on December 3, 2018. -- Carried by consensus

11 Assurance of Successful Director of Education Performance

12 Potential Agenda Items

12.1 Trustee Inquiry Report from the CEO

12.2 Shared Concerns

13 Announcements

13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):

- June 6-10: The CCSTA Conference & Annual General Meeting
- June 13: Resurrection Graduation
- June 26: St. Mary's Graduation
- June 27: St. David's Graduation
- June 27: St. Benedict Graduation
- June 28: Monsignor Doyle Graduation
- Sept. 17: OCSTA 2018 Fall Regional Meetings

13.2 Pending Items:

13.3 Pending Items for OCSTA Consideration

14 Items for the Next Meeting Agenda

15 Adjournment – Confirm decisions made tonight.
The Recording Secretary confirmed the meeting decisions.

16 Closing Prayer

17 Motion to Adjourn

**2018-09-- It was moved by Trustee Conway and seconded by Trustee Van Alphen:
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 5:46 p.m.**

Chair of the Board

Secretary

SEAC Committee Meeting Minutes

Date & Time:	Wednesday, June 6, 2018 6:30 pm
Location:	Boardroom, C.E.C.
Next Meeting:	Wednesday, September 5, 2018
Committee Members: Bill Conway, Kim Murphy, Irene Holdbrook, Frank Thoms, Christine Zaza, Stuart Cross, Jeanne Gravelle, John Gilbert, Sue Simpson Administrative Officials: Laura Shoemaker, Gerald Foran Regrets: Stuart Cross, Bill Conway	

<ul style="list-style-type: none"> Opening Prayer Welcome Intentions were said for students and families in the system. 	L. Shoemaker
<ul style="list-style-type: none"> Approval of Agenda Motion by: Jeanne Gravelle Seconded: Kim Murphy 	
3. Declared Pecuniary Interest Nil	
4. Approval of the Minutes May 23, 2018 Minutes Motion by: Jeanne Gravelle Seconded: Kim Murphy	
5. School System Operational Business 5. SEAC social was held prior to the meeting. SEAC members met and welcomed Student Services staff.	

<p>6. Ministry Updates (10 min) 6.1 No updates available until after the election.</p>	
<p>7. SEAC Committee Functions</p> <p>Pro Grant will be on an agenda for next school year and SEAC will be applying for the grant.</p> <p>Thank you was extended to Christine Zaza's son who worked on the Parent Engagement Event from April 20, 2017. Videos are now posted on the SEAC web page on the board page. Christine Zaza informed SEAC she will be stepping down and a new replacement will be available in September from WRFN.</p> <p>https://www.wcdsb.ca/programs-and-services/special-education/special-education-advisory-committee-seac/seac-parent-engagement-night/</p>	
<p>8. Policy Advice to the Board</p>	
<p>9. Association Concerns/Association Updates (20 minutes)</p> <p>Christine Zaza was thanked for her participation with SEAC and in the fall someone new from WRFN will be replacing her. The following events will be taking place with WRFN:</p> <p>Find your Passion – Saturday, August 25; 9:30 am – 3:30 pm at the Woolwich Community Centre.</p> <p>Families, children and youth are invited to come explore many of the accessible sport and recreation opportunities that Waterloo Region has to offer! More details coming soon!</p> <p>Transition to Post-Secondary School for Students with an Individualized Education Plan (IEP), May 15, 2018.</p> <p>This 2-hour session was hosted by Waterloo Region Family Network (WRFN) on May 15, 2018, at The Family Centre. The session was co-facilitated by Zina Bartolotta (Access Ability Services, University of Waterloo), Erin Downs (Accessibility Services, Conestoga College), and Christine Zaza (Parent Mentor, WRFN). Laura Kirkland, (Accessible Learning Services, Wilfrid Laurier University) addressed questions related to Wilfrid Laurier University.</p> <p>Forty-seven individuals attended this session and 15 people completed evaluation forms. On a 5-point scale where 1=Poor, 2=Fair, 3=Good, 4=Very Good, and 5=Excellent, 14/15 participants rated the session as 5 (Excellent) and one person rated the session as 3.5. Participants reported that the session was very informative session and that it was helpful to have this information.</p> <p>The participants identified the following as the best part of the program: the information, the interactive nature of the session, having speakers from local post-secondary schools, and hearing a parent's personal account of her daughter's transition to, and completion of, her first year of university. Participants also appreciated that facilitators identified their questions at the</p>	

<p>beginning of the session and ensured that they answered all questions by the end of the session.</p> <p>In future, participants would like a session in Cambridge, more details on how to apply for programs, and more emphasis on disability funding through OSAP.</p> <p>WRDS has their Upside Down Charity Golf Tournament on June 11th, 2018 at the Grey Silo Golf Course.</p> <p>The following events are being sponsored by Autism Ontario – Waterloo Chapter:</p> <p>Father's day movie (Chapter sponsored event)</p> <p>https://www.eventbrite.ca/e/fathers-day-family-movie-morning-incredibles-2-tickets-45504589452</p> <p>Indoor Playground/Pizza Party</p> <p>https://www.eventbrite.ca/e/autism-ontario-indoor-playground-cambridge-autisme-ontario-aire-de-jeux-interieure-cambridge-registration-44103924024</p> <p>Bubble Soccer</p> <p>https://www.eventbrite.ca/e/autism-ontario-kids-bubble-soccer-waterloo-ages-8-18-registration-46436765616</p> <p>Music Therapy</p> <p>https://www.eventbrite.ca/e/autism-ontario-axon-music-sessions-cambridge-ages-4-9-registration-46582269823</p> <p>Full list of events happening in Central West Region (scroll down for list of coming events)</p> <p>https://www.eventbrite.ca/o/autism-ontario-potential-programme-central-west-region-autisme-ontario-region-du-centre-ouest-3086585910</p> <p>Trustee Update</p> <p>Trustee Gravelle spoke that budget was received and will motion on it on June 18th. The board's Special Education Plan 2018 was passed.</p>	
<p>10. Pending Items</p>	
<p>11. Adjournment</p> <p>Motion to end meeting:</p> <p>Motion by: John Gilbert Seconded: Christine Zaza</p>	
<p>12. Action Items Place Holder</p>	

Catholic Parent Involvement Committee Minutes

Date:	Tuesday, May 8 th , 2018
Time:	6:00 pm (Dinner @ 5:30 pm)
Location:	Catholic Education Centre – St. Aloysius Room
Next Meetings:	Wednesday, June 13, 2018 – 6:00 pm (CEC – Board Room)

<u>Committee Members:</u>	<ul style="list-style-type: none"> • <i>Vacant</i> (Diocesan Rep.) • Judy Merkel (Administrative Official) • Linda Gregorio (Co-Chair & Member at large) • Chris Spere (Co-Chair and St. Mary Elementary) • Manuel da Silva (Trustee) • <i>Vacant</i> (Trustee) • Brian Schmalz (Trustee-alternate) • Simone Beaucage (Secondary Principal Rep.) • <i>Vacant</i> (Elementary Principal Rep.) • Julie Hofstetter (Kitchener Secondary) • Miranda Jensen (Member at large) • David Perlaky (St. Benedict Elementary) • Denise Porter (Waterloo Secondary) • <i>Vacant</i> (Resurrection-Elementary) • Gorette Varao-Woodman (Monsignor Doyle Elementary) • Eric Vaz (Cambridge Secondary) • Andrea Visneskie (St. David Elementary)
Attendees:	Simone Beaucage, Linda Gregorio, Julie Hofstetter, Julie Merkel, Chris Spere, Eric Vaz, Gorette Varao-Woodman, Diana Bumstead (recorder)

MINUTES

* Action items in green


1. Opening Prayer & Welcome

2. Approval of Agenda: Agenda approved by Gorette and Julie

3. Declared Pecuniary Interest: None declared.

4. Approval of the Minutes:

- February minutes approved by Gorette and Julie



6. Other Correspondence/ Other Business:

Financial Update

Superintendent Merkel reviewed the survey results of where schools used their \$500 school funds. Julie mentioned her school created a banner of all the feeder schools. The banner is in numerous languages and used as a welcome banner for newcomer students. Several members of the committee found it interesting to see agendas are coming back. Schools haven't taught students how to use the electronic agenda effectively as of yet.

Pro grant applications are due June 5. Judy has come up with a chunk of money for The Umbrella Project. Judy is able to pay for 17 schools to do Umbrella Projects this year (curriculum) and suggested a pro grant application for parents' engagement (this is an additional component of The Umbrella Project). Gorette likes the way the project connects between parents and school. Linda said the hook here is that it is curriculum based. It meets the well-being initiative of the province. WCDSB has signed off with Dr. Forristal of The Umbrella Project and Trent so this is research based/ grounded. The research will include an exit and entrance survey. The project works to build empathy. It is an open curriculum. Dr. Forristal could add modules past gr. 8. Now it is a more primary/ junior program.

CPIC Membership / Vacancies

CPIC has lost a trustee and Deacon Ed has resigned. Kimberly Snage resigned as well due to health reasons. There was discussion on how to recruit new members. Linda offered to send a note to Brenda to distribute. WCDSB can send some a recruitment communication out to administrators.

Superintendent Merkel offered to speak to Superintendent Olson about finding a new Deacon. Julie suggested utilizing churches to promote open vacancies (Put it in parish bulletin.) The committee decided to continue to brainstorm ways to promote vacancies at the next meeting.

Mention of next year going on the road – roadshow – to get active in the schools so schools recognize us. Succession planning. Chris mentioned at his school he doesn't know who the Chair is.

At the next meeting the conversation will continue around updating CPIC's bylaw.


7. Trustee Update:

No update. No trustees present for the trustee update.

8.0 Discussion Items

8.1 OAPCE Update (Ed. Act, Pt. III. 27.2):

Linda said OAPCE changed their logo. They are working to get the newsletter out to more and more parents. They met with Minister of Education. They might look at leveraging Me to We. OAPCE is trying to brand how they are different and how they got here and what they do. They are now tracking



their newsletter sign up so they know their constituency. This will help with their advocacy.

8.2 Sub-committee update:

8.2.1 Pro-Grant Committee (Ed. Act, Pt. III 28a)

Next year's regional grant is due June 5. SEAC is not doing one next year as they usually would. Community centres, etc. are starting to apply for regional grants according to Linda.

Linda suggested a PRO Grant that trains more than the Chair and includes doing focus groups. Focus groups sitting with Family of Schools and the CPIC Chair. Linda said the OAPCE conference had ideas we can build on for the proposal. The members concurred and mentioned introducing the manual or stepping up the grassroots event. **Linda will work on the proposal.**

The committee discussed running the Pro Grant event as the Chair event, and undertaking it sooner in the year, maybe the end of October. Some schools already have council dates set for next year. Gorette agreed; we need to bring people together/ parents together. Mental health initiatives not coming down to the parents. Parents want to know what they can do if child doesn't want to go to school because...(fill in the blank reason). Help parents help the children. What do you need as parents and how are we at CPIC helping our parents? Tie-back to Church. Maybe invite clergy. Julie asked if we could break out the grant into more than one event. First event would feed the second. Collaborate in google docs. Be careful of timing because of commissioning – be open in date. Can look at other schools grants.

Linda to set up google doc and share it with other members, then Linda and Diana massage it. Worse that happens is we don't get it. Sept. we re-look at budget. Can't touch school council \$500 funds.


8.2.2 Communication Committee (ibid)

Talk to IT about communication tools, perhaps a PIC Google community. It has to sit outside the firewall. An internal newsletter that goes to Chairs with an invitation to share. E.g., reminder to do an end-of year report in June and there are samples in the manual. Power of group communication – anything to get positive collaboration between schools. It would offer an opportunity for all schools to say here's what we're doing.

9. Gratitude and Closing Prayer:

10. Adjournment

Attachment:



School name	Please provide a brief description of how the \$500 Council money is being spent (point form is fine):
St. Anne Cambridge	- on line literacy programs for family use at home
	-bussing
	-speakers etc.
St Gregory's	We are using the money for numeracy night
Holy Rosary Elementary School	The pic is usually allocated to the magnets we hand out to all the families with important dates to remember. Any left over is usually a guest speaker.
Holy Spirit school	Advent mass and reception afterwards
st Gabriel	-Food and beverage for parents and supplies for pro grant parent engagement speaker series nights. , crafts supplies for Christmas dinner parent engagement night ,
St. Mark elementary	In the past we have used the money to purchase a sound system for the gym, put more money to pay for our PRO night and purchase different things that teachers request.
Christ the King	To offset the costs of student agendas. Agendas are used for communication purposes between parents and school.
Blessed Sacrament	We are funding/off setting the agendas for our parents to use them as a communication tool to keep our parents informed. We are also using the funds to celebrate our 30th anniversary to commemorate where our school has come from and all the hard work and dedication of our students.
SEB	Bingo night (fun social activity for all), welcome night (meet-the-teacher in early September - gets lots of the school out can showcase initiatives in the school & community)
St. Bernadette	The \$500 is used to help pay for the school cash online. It also helps pay for the year end BBQ.
St. Agnes	Welcome gathering prior to school start/ parent night for Umbrella Project



Date: Sept 24th, 2018
To: Board of Trustees
From: Director of Education
Subject: Director's Report

Type of Report: ☐ Decision-Making
☐ Monitoring
☒ Incidental Information concerning day-to-day operations

Type of Information: ☐ Information for Board of Trustees Decision-Making
☐ Monitoring Information of Board Policy **XX XXX**
☒ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)

Policy 1 001 Ends
Policy IV 013 Leadership

Policy Statement and/or Education Act/other Legislation citation:

Policy 1 001 Ends
Policy IV 013 Leadership

Alignment to the MYSP:

Strategic Priority: Nurturing Our Catholic Community

Strategic Priority: Student Engagement, Achievement and Innovation

Strategic Priority: Building Capacity to Lead, Learn and Live Authentically

Background/Comments:

The Month of September is filled with new promise and a great deal of anticipation. This school year at Waterloo Catholic has been no different, and as we draw to a close the final months of our Year of Faith, it is not hard to see why it has been so wonderfully adopted as a pastoral theme. There were also some exciting opportunities in the summer months, albeit they are slower and more relaxed than those that characterize the regular school year. Below are a few short highlights since our last Board meeting update that capture some of the more notable events or accomplishments from my work as Director:

- Waterloo Catholic was celebrated by the Ministry of Education for the work that has been done under the auspices of our “Summer Boost” program and administrator leads Pat Runstedler and Heather Papp have been invited to speak at a fall CODE meeting in October profiling best practices in summer learning.
- Attended a meeting with the Vice Chair of the Board and representatives of the new provincial government to discuss the process for assigning accommodations for students with special needs.
- Met with a representative of Grand River Chinese School to discuss the Board's ongoing relationship with them.
- Attended summer CODE meeting where the topic of bias-aware decision making and “*Learning from the Middle*” were foci, amongst other things. Waterloo Catholic is interested in joining the consortium of Boards who are learning through this initiative, which is shepherded by Andy Hargraeves and Dennis Shirley.
- Met with Fr Joseph de Viveiros to welcome him into his (re)newed role as Spiritual Animator for WCDSB. Met briefly with Fr Toby to welcome him into his new role as pastor of St Mary's of the Seven Sorrows and toured the offices and residences at the church.
- Participated in a meeting with “*Future Design School*” to explore possibilities in Waterloo Catholic which support an innovation rich, future-focused learning environment for our students.
- Attended fall meeting of South-West CODE where equity and mentally healthy schools were a foci.
- Participated in the inaugural meeting of the year for the Well Being Steering Committee for WCDSB.
- Participated in several CODE teleconferences and meetings in relation to Executive Compensation.
- Attended the Diocesan Mass and Celebration for Catholic Education hosted by Halton Catholic DSB at Holy Cross Parish in Walkerton.
- Delivered keynote address at Administrator's Opening meeting to outline our priorities for this academic year and participated in September Administrators' meeting, where I provided highlights and updates.
- Facilitated meetings with various members of the senior team to discuss goals and priorities for the upcoming school year.
- Participated in the Foundation Golf Tournament at Conestoga Golf Course.
- Attended STSWR Transportation consortium Board mtg.
- Visited St Matthews, St David's, Resurrection, St Gabriel's, St Elizabeth and St Mark's schools, and attended the grand opening of St Vincent de Paul, a facility that has been built to foster innovation in learning, and which allows creative play and exploration to be facilitated in the outdoors. We also hosted a meeting of Executive Council at St Vincent de Paul.
- Met with representatives of THE Museum and The United Way of Waterloo Region to explore possibilities for our Board.
- Attended the fall OCSTA Regional Meeting in Walkerton, co-hosted by OCSTA and Bruce Grey CDSB.
- Participated in the first meeting of the Phase 2 WR Smart Cities Proposal Steering Committee, chaired by Matthew Chandy and attended by various regional leaders connected to child and youth well-being.

- Attended the Official Blessing and Opening for St Brigid CES, presided by Bishop Crosby.

Recommendation:

This report is for the information of the Board.

Prepared/Reviewed By: Loretta Notten
Director of Education

*Bylaw 5.2 "where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred."



Date: September 24, 2018
To: Board of Trustees
From: Director of Education
Subject: 2018 Construction Update

Type of Report: ☐ Decision-Making
☐ Monitoring
☒ Incidental Information concerning day-to-day operations

Type of Information: ☐ Information for Board of Trustees Decision-Making
☐ Monitoring Information of Board Policy **XX XXX**
☒ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)

Annually a report is provided to Trustees on projects completed during the summer of 2018.

Policy Statement and/or Education Act/other Legislation citation:

Board Policy IV 009 "Asset Protection"

"...the CEO shall not..."

3. Subject plant and equipment to improper wear and tear or insufficient maintenance."

Alignment to the MYSP:

Strategic Priority: Nurturing Our Catholic Community

Strategic Direction: Everyone is included, respected and welcomed

Goal: To attain improved access to Board facilities and services

Strategic Priority: Building Capacity to Lead, Learn & Live Authentically

Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive

Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions.

Background/Comments:

During the 2017-18 school year, several construction projects were carried out at schools across the Region, with the majority of the work being completed during the months of July and August. These projects were associated with building renewal, school priorities, and capital projects funded by the Ministry of Education.

In the attached summary is a listing, by school, of the work that was carried out and the status of completion for each of these projects. Excluded from the summary is the completion and opening of the new St. Vincent de Paul School in Cambridge.

It is worthy to note that funding for greenhouse gas reduction initiatives has been eliminated for future years. As the new government carries out their assessment on the management of renewal dollars and capital investments, there may be further changes which affect work being done at Catholic schools in the Region.

Recommendation:

This report is being provided as information only.

Prepared/Reviewed By: Loretta Notten
 Director of Education

 Shesh Maharaj
 Executive Superintendent of Corporate Services

 Terri Pickett
 Senior Manager of Facility Services

*Bylaw 5.2 "where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred."



WCDSB CONSTRUCTION PROJECTS 2017 - 2018 SCHOOL YEAR

SCHOOL	PROJECT	DESCRIPTION	STATUS OF WORK
Canadian Martyrs	Interior renovations	Ceiling and tile upgrades, new coat racks, painting , unit ventilator replacement & cooling system installed.	Minor deficiencies
CEC	GGRF renovations	Boiler and window upgrades.	Boiler and ventilation work still to complete
Christ The King	Various capital improvement projects	Window coverings and millwork.	Waiting for millwork
Holy Rosary	Office area & washroom upgrades	Universal washroom project & office renovations.	Minor deficiencies
Holy Spirit	Exterior upgrades	APF003 Phase 2 landscaping (funded by parent council monies)	Design complete. Construction to begin end of Sept.
Monsignor Doyle	Washroom & HVAC upgrades	Staff washroom renovation, renovations in Spec Ed Room and cooling tower drain repair.	Minor deficiencies
Monsignor Doyle	Flooring upgrades	Stage flooring replacement.	Complete
Monsignor Doyle	Washroom upgrades	Gender Neutral Washroom signage	Complete
Our Lady of Fatima	Various capital improvement projects	New radiators, additional cooling, lighting upgrades, new doors and hardware upgrades (AODA).	Minor deficiencies

SCHOOL	PROJECT	DESCRIPTION	STATUS OF WORK
Sir Edgar Bauer	Interior renovations	Flooring upgrades in corridors, exterior lighting, washroom upgrades, heat pump and controls replacement.	Minor deficiencies
Sir Edgar Bauer	Exterior upgrades	Landscaping and new play structure installed (Parent Council monies)	Complete
St. Agnes	Washroom renovations	Renovation of JK/SK washroom.	Complete
St. Aloysius	Various renewal & SCI projects	Classroom painting, installation of new gym sound system	Complete
St. Anne - Cam.	Flooring upgrades	Replacement of corridor flooring.	Complete
St. Anne - Kit.	Classroom renovations	Conversion of computer lab to classroom and meeting area.	Complete
St. Augustine	Exterior upgrades	Repair and replacement of concrete at front entrance of school.	Complete
St. Benedict CSS	Library renovations	Library Renovation Part 2 (Hallman Grant) - new entrance, creation of new usable spaces and offices.	Minor deficiencies
St. Benedict CSS	Change room renovations	Changeroom enhancements (gender neutral)	Complete
St. Bernadette	Washroom renovations	Conversion of washroom to Spec. Ed. Washroom.	Complete

SCHOOL	PROJECT	DESCRIPTION	STATUS OF WORK
St. Bernadette	Various renewal & SCI projects	New cooling system, radiators and controls, millwork, doors and hardware. (AODA). Asphalted entire play area and repair broken sewer main.	Deficiencies
St. Daniel	Capital improvement renovations	Millwork in Learning Commons.	Complete
St. David CSS	Various renewal & SCI projects	Complete washroom upgrade, HVAC upgrades, interior finish upgrades to doors and hardware (AODA), painting.	HVAC unit to be installed December
St. David CSS	Classroom renovations	Lecture hall seating replacement	To be completed fall 2018
St. Elizabeth	HVAC Upgrades	Rooftop unit replacements.	Waiting on close out documents and gas pressure increase.
St. Elizabeth	Various renewal & SCI projects	Replace interior signage, painting and installation of exterior basketball standards.	Complete
St. Gabriel	Various capital improvement projects	Gymnasium - millwork, whiteboards and new score board. Installation of triple hoop outside.	Complete
St. Gregory	Spec. Ed. Renovations	Renovation to washroom and compound play area	Complete
St. John	Interior renovations	Interior office renovations.	Complete
St. John Paul II	Spec. Ed. Renovations	Millwork stool was used to make existing sink usable.	Complete

SCHOOL	PROJECT	DESCRIPTION	STATUS OF WORK
St. John Paul II	Exterior upgrades	Play Area Landscaping - large additional asphalt play area completed. Renovations to exterior play structure.	Minor deficiencies
St. Joseph - Cam.	Various capital improvement projects	Exterior work to JK/SK play compound.	Complete
St. Margaret	Various capital improvement projects	Installation of new gym score board	Complete
St. Margaret	Various renewal & SCI projects	Flooring upgrades, painting, lighting and ceiling replacement, unit ventilator replacement	Complete
St. Mark	Various renewal & SCI projects	Washroom upgrades, mill work, floor replacement in library.	Minor deficiencies
St. Mary's HS	Washroom renovations	Installation of universal washroom (AODA) and classroom work space.	Universal washroom to be completed October 1
St. Mary's HS	Exterior upgrades	Installation of exterior fencing around greenhouse area. Asphalt front parking area of school.	Complete
St. Michael	Capital improvement renovations	Installation of whiteboards in school.	Complete
St. Paul	Capital improvement renovations	Millwork in library and staff room. Installation of flagpole.	Complete
St. Paul	Flooring upgrades	Refinishing of terrazzo floors in corridors.	Complete

SCHOOL	PROJECT	DESCRIPTION	STATUS OF WORK
St. Teresa (E)	Various renewal & SCI projects	New radiators, cooling system, new boilers and pumps, new doors, concrete work	Minor deficiencies
St. Timothy	Various renewal & SCI projects	Washroom and flooring upgrades, millwork; Roof replacement, replacement of retaining wall and walk way at front entrance of school, masonry repairs.	Roof work still underway (on weekends)
Various	FDK funding upgrades	Exterior Landscape Upgrades in FDK Areas - St. Paul & St. Dominic received new turf and new asphalt.	Complete
Various	Portable relocation	Relocation of portables.	Working our way through as each portable arrives.
Estimated Budget - \$12.5M			



Date: September 24, 2018
To: Board of Trustees
From: Director of Education
Subject: Elections Expense Compliance Audit Committee – Appointment of Members

Type of Report: ☒ Decision-Making
☐ Monitoring
☐ Incidental Information concerning day-to-day operations

Type of Information: ☒ Information for Board of Trustees Decision-Making
☐ Monitoring Information of Board Policy **XX XXX**
☐ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)

The Municipal Elections Act (1996) requires Trustees to appoint members to its Elections Expense Compliance Audit Committee. This report contains details of the process and recommendations for appointments.

Policy Statement and/or Education Act/other Legislation citation:

Municipal Elections Act (1996) sections 88.33, 88.34, and 88.37

Alignment to the MYSP:

Strategic Priority: Building Capacity to Lead, Learn & Live Authentically

Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive

Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions

Background/Comments:

Every district school board must appoint a compliance audit committee before October 1, 2018, to hear and decide on applications for compliance audits of trustee candidates' campaign expenses. The Committee must be composed of three to seven people, none of whom can be members of the school board, an employee, or a candidate in the election.

The responsibilities of the compliance audit committee and the compliance audit process are set out in sections 88.33, 88.34 and 88.37 of the Municipal Elections Act, 1996. Members of the committee serve a four-year term less two weeks, beginning on December 1, 2018 on an as-needed basis.

Municipalities and school boards can appoint the same members to their respective audit committees (i.e., the same person may serve on more than one compliance audit committee), but each must appoint all the members of their committee.

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*Bylaw 4.2 "where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board of Trustees on a matter delegated by policy to the Board – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred."

After discussion with the Waterloo Region District School Board's staff, it was decided that both boards would appoint the same members to our respective committees. It was further determined that the best candidates for these positions would be community members that currently sit on each board's Audit Committee.

Using this methodology, the following individuals are being recommended to become members of the Board's Election Expense Compliance Audit Committee:

Philip Silveira
Jessica Perkovic
James Schmiel
Jeff Weir

Each of the individuals listed above meet the criteria to sit on the committee, and all have agreed to volunteer.

Recommendation:

That Philip Silveira, Jessica Perkovic, James Schmiel, and Jeff Weir be appointed as members of the Elections Expense Compliance Audit Committee for a four year term less two weeks beginning on December 1, 2018.

Prepared/Reviewed By: Loretta Notten
 Director of Education

 Shesh Maharaj
 Executive Superintendent of Corporate Services



Date: September 24, 2018
To: Board of Trustees
From: Director of Education
Subject: Reduction to Trustee Honoraria – Base Amount

Type of Report: ☒ Decision-Making
☐ Monitoring
☐ Incidental Information concerning day-to-day operations

Type of Information: ☒ Information for Board of Trustees Decision-Making
☐ Monitoring Information of Board Policy **XX XXX**
☐ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)

As part of a recent announcement on changes to funding, the base amount of the honorarium for trustees was reduced. This report provides details and recommendations for changes to Board Policy II 013.

Policy Statement and/or Education Act/other Legislation citation:

2018: B14 "Update – Education Funding for 2018-19"

O. Reg. 357/06 "Honoraria for Board Members"

Board Policy II 013 "Cost of Governance"

3. *The Board will pay an honorarium to its trustees in accordance with the provisions in legislation. For the term of December 1, 2018 to November 14, 2022, the honorarium will be*
- \$10,609 per year composed of a base amount of \$6,300 and an enrolment amount of \$4,309.*
 - The Chair of the Board will receive an additional honorarium of \$5,000 per year, plus an additional enrolment amount of \$1,108 per year.*
 - The Vice-Chair of the Board will receive an additional honorarium of \$2,500 per year, plus an additional enrolment amount of \$554 per year.*

For clarity, the following amounts will be paid to Trustees on an annual basis:

Trustee: \$10,609

Vice Chair: \$13,663

Chair: \$16,717

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*Bylaw 4.2 "where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred."

Alignment to the MYSP:

Strategic Priority: Building Capacity to Lead, Learn & Live Authentically

Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive

Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions

Background/Comments:

In May of 2018, Trustees approved new rates for honoraria for the 2018-2022 term of office. The rates were calculated based on enrolment, GSN funding levels, and prevailing legislation.

On August 24, 2018, the Ministry of Education issued memorandum 2018: B14 "Update – Education Funding for 2018-19". In the memo, the Ministry noted that the previously announced increase to the base honorarium amount for Trustees (\$400) was rescinded and distributed to other areas.

Because of this, revised approvals are needed to align honoraria with funding provided by the province.

Recommendation:

1. That Trustees select a reduced base honorarium amount of \$5,900.
2. That Policy II 013 "Cost of Governance" policy provision 3 be amended to read as follows:
3. *The Board will pay an honorarium to its trustees in accordance with the provisions in legislation. For the term of December 1, 2018 to November 14, 2022, the honorarium will be*
 - *\$10,209 per year composed of a base amount of \$5,900 and an enrolment amount of \$4,309.*
 - *The Chair of the Board will receive an additional honorarium of \$5,000 per year, plus an additional enrolment amount of \$1,108 per year.*
 - *The Vice-Chair of the Board will receive an additional honorarium of \$2,500 per year, plus an additional enrolment amount of \$554 per year.*

For clarity, the following amounts will be paid to Trustees on an annual basis:

Trustee: \$10,209

Vice Chair: \$13,263

Chair: \$16,317

Prepared/Reviewed By: Loretta Notten
Director of Education

Shesh Maharaj
Executive Superintendent of Corporate Services



Date: September 24, 2018
To: Board of Trustees
From: Director of Education
Subject: Enrolment

Type of Report: ☐ Decision-Making
☐ Monitoring
☒ Incidental Information concerning day-to-day operations

Type of Information: ☐ Information for Board of Trustees Decision-Making
☐ Monitoring Information of Board Policy **XX XXX**
☒ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)

In keeping with our Multi-Year Strategic Plan and Budget Setting Process, it is essential to monitor actual student enrolment in relation to planning and budget setting projection numbers, in order to ensure proper stewardship of resources and appropriate levels of employee hiring. The following report provides an update on student enrolment numbers as of September 17 2018, (the beginning of the 2018-19 school year).

Policy Statement and/or Education Act/other Legislation citation:

Policy I 001 – Ends
Policy IV 005 – Hiring and Promotions
Policy IV 007 - Financial Planning/Budgeting

Alignment to the MYSP:

Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive

Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions.

Background/Comments:

Elementary

Budget 2018/19	16,200
September 12, 2018	16,271
September 11, 2017	15,711

The year over year change is +560 elementary students.

The change over the projected enrolment in budget is +70 elementary students.

Key Statistics for 2018-2019:

- 90.3% of Primary Classes, excluding Kindergarten, are at 20 students or under.
- Average class size for Junior/Intermediate is 24.48.
- There are no Grade 3/4 split classes over 23 students.
- Average class size for all Kindergarten classes is 24.5.

The Largest Increases in Enrolment:

St. John	+79
St. Agnes	+66
St. Anne (K)	+57
St. Aloysius	+50
St. Paul	+46
St. Daniel	+44
Our Lady of Lourdes	+39

The Largest Decreases in Enrolment:

St. Nicholas	-32
Holy Spirit	-22
St. Luke	-21
St. Gregory	-17

Secondary

Average Daily Enrolment Budget 2018-2019	6,510*
Average Daily Enrolment 2017-2018	6,379*
Full-Time Equivalent September 14, 2018	6,727*
Full-Time Equivalent September 20, 2017 (*less visa students)	6,555*

The Average Daily Enrolment projection will be calculated again after October 31, 2018.

Staffing

Sixty-seven teachers have been or will be hired into permanent contracts in elementary for September 2018 and 24 teachers have been hired into secondary. The total number of permanent contracts so far for 2018-2019 is 91.

The high number of permanent hires is due to enrolment increase, retirements, newly funded positions, and a decrease in the pupil-teacher ratio for grades 4 to 8.

Seventy-one teachers have been hired into long-term occasional assignments in elementary for September 2018 and 40 teachers have been hiring into secondary. The total number of long-term occasional assignments so far for 2018-2019 is 111.

Recommendation:

This report is offered for the information of the Board.

Prepared/Reviewed By: Loretta Notten
Director of Education

Jason Connolly
Superintendent of Human Resources

*Bylaw 5.2 “where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred.”

Date: September 24, 2018
 To: Board of Trustees
 From: Director of Education
 Subject: EQAO 2017-2018 (Primary, Junior, Grade 9, and OSSLT)

Type of Report: ☐ Decision-Making
☐ Monitoring
☒ Incidental Information concerning day-to-day operations

Type of Information: ☐ Information for Board of Trustees Decision-Making
☐ Monitoring Information of Board Policy **XX XXX**
☒ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)

Education Quality and Accountability Office Act, 1996

Policy Statement and/or Education Act/other Legislation citation:

Achieving Excellence: A Renewed Vision for Education in Ontario (2014)

School Effectiveness Framework (2013)

Alignment to the MYSP:

Priority Area:

Student Engagement, Achievement, & Innovation

Strategic Direction:

Students are Achieving at their highest potential in a 21st Century world

Goals:

To focus on the 21st century competencies of critical thinking and problem solving, creativity and collaboration

To support our students in meeting the Ontario Catholic Graduate Expectations

Priority Area:

Student Engagement, Achievement, & Innovation

Strategic Direction:

Staff are engaged in cultivating collaborative learning communities

Goal:

To improve student learning and achievement in mathematics

To improve student learning and achievement in Applied Level classrooms

To improve student learning and achievement for those students who have an IEP

Priority Area:*Building Capacity to Lead, Learn, & Live Authentically***Strategic Direction:***Leadership & succession planning is intentional and nurtured***Goal:***To improve and to build collaborative ownership of system goals and priorities so they are owned by all
To support Principals and educators in maintaining high levels of professional judgement and assessment***Background/Comments:**

Ontario's Educational Quality & Accountability Office (EQAO) is an independent agency that creates and administers large scale assessments measuring student achievement in reading, writing, and mathematics at key transition points in their school career: the conclusion of the primary division grades (grade 3); the conclusion of the junior division grades (grade 6); the beginning of secondary school (grade 9; mathematics only); and grade 10 (literacy) – the Ontario Secondary Schools Literacy Test (OSSLT). These assessments align directly with Ontario Curricula and provide an objective measurement of student, school, board, and provincial achievement.

EQAO provides data on a large scale and, as such, exists as a valuable source of information over a significant span of time. It allows access to a diverse array of data from which school, board, and provincial leaders and decision-makers can determine patterns, identify gaps, and set goals. At the WCDSB, EQAO data is used to revise the Board Improvement Plan for Student Achievement (BIPSA), each school's School Improvement Plan for Student Achievement (SIPSA), Student Success Plan, the WCDSB Numeracy Strategy, etc.

Assessment results are made available to schools and Boards by late August thereby affording educational leaders timely data with which to set goals for student achievement, staff professional development, and budget allocation.

Beyond the EQAO indicators, schools are encouraged to include a variety of data sources related to student achievement data *i.e.* teacher-created assessments, CCAT, CAT4, past EQAO assessments, report cards, etc. Schools will be guided and encouraged in use this achievement data to revise their needs, plans and goals for the coming school year *i.e.* BIPSA, SIPSA, classroom/division/department/individual plans.

1. 2017-2018 EQAO Primary & Junior Assessments Highlights

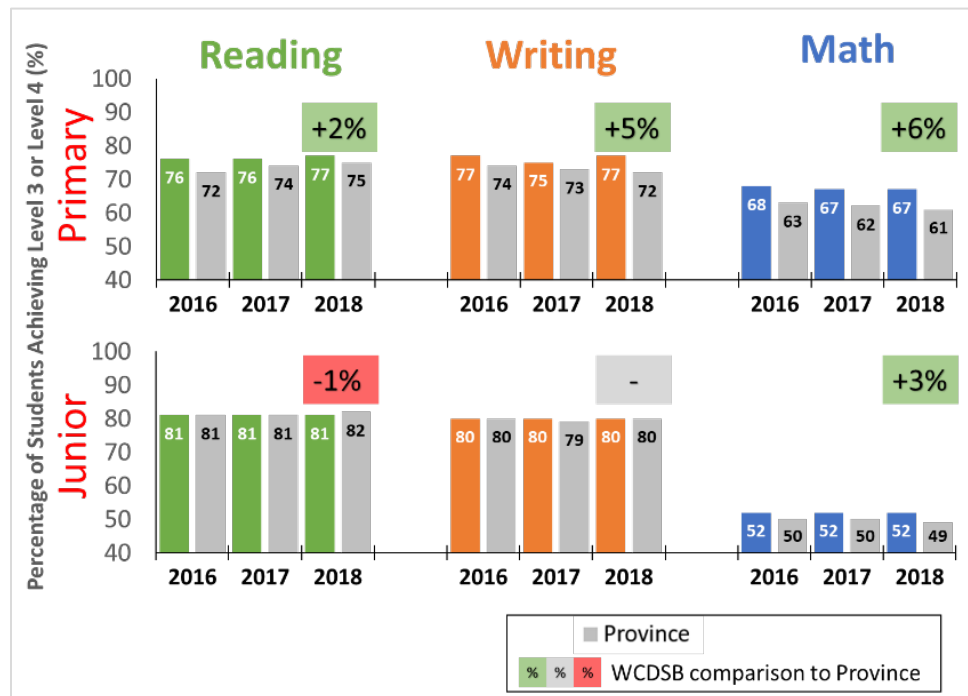
The overall achievement for students writing the Primary and Junior EQAO assessment in 2018 at WCDSB are summarized in the table and figures below, with comparisons to the 2017 assessment and to the overall provincial trends (Table 1, Figure 1). Based on the 2018 Achievement results from the EQAO compared to 2017, we have notable improvements in student achievement in two of the Primary Assessment subtests (Reading and Writing). As well, when we compare our achievement results to the provincial trends, proportionally more students at WCDSB are achieving Provincial standard on all primary subtests, and the junior mathematics subtest.

Table 1: Overall EQAO Achievement for the Primary and Junior 2018 EQAO Assessment

	Primary (Grade 3)				Junior (Grade 6)		
	Reading	Writing	Math		Reading	Writing	Math
WCDSB	77%	77%	67%		81%	80%	52%
WCDSB +/- relative to 16/17	+1%	+2%	-		-	-	-
Province	75%	72%	61%		82%	80%	49%
WCDSB +/- relative to Province	+2%	+5%	+6%		-1%	-	+3%

Figure 1: Overall EQAO Achievement for the Primary and Junior EQAO Assessment

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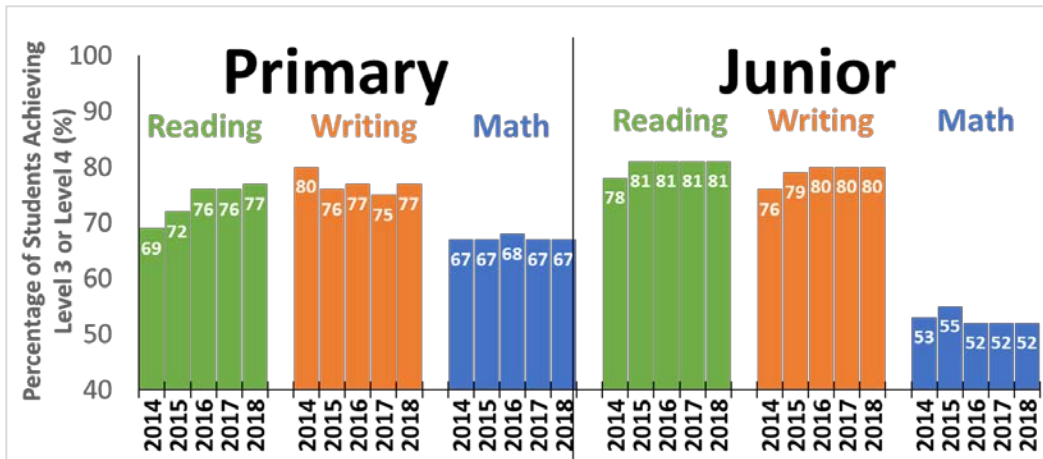
Tracking Student Achievement in Relation to the Provincial Standard over time

The overall achievement for students at WCDSB writing the Primary and Junior EQAO assessment over the past 5 years are summarized in the table and figures below (Table 2, Figure 2). The proportions of students meeting provincial standard over the past 5 years have either stayed the same or rose in two of the three subtests at both the Primary level (Reading and Math) and Junior level (Reading and Writing).

Table 2: Overall WCDSB achievement over the past 5 years

	Primary				Junior		
	Reading	Writing	Math		Reading	Writing	Math
WCDSB 2018	77%	77%	67%		81%	80%	52%
WCDSB 2017	76%	75%	67%		81%	80%	52%
WCDSB 2016	76%	77%	68%		81%	80%	52%
WCDSB 2015	72%	76%	67%		81%	79%	55%
WCDSB 2014	69%	80%	67%		78%	76%	53%
Difference Over Time	+8%	-3%	-		+3%	+4%	-1%

Figure 2: Overall WCDSB achievement over the past 5 years



Tracking Student Achievement in Relation to the Provincial Standard
Primary Division (Grade 3) to Junior Division (Grade 6)

Although the overall EQAO achievement data is recognized as a key indicator of improvement in student achievement, we also look for improved achievement over time when we connect the achievement outcomes from both the Primary and Junior EQAO assessment together. In the figures below, the achievement of those students leaving the Junior Division (May/June, 2018) is compared with their achievement three years earlier as they left the Primary Division (May/June, 2015) (Figure 3 and Figure 4).

Figure 3: Percentage of Junior students maintaining Provincial Standard from Grade 3 to Grade 6 over the last 5 years.

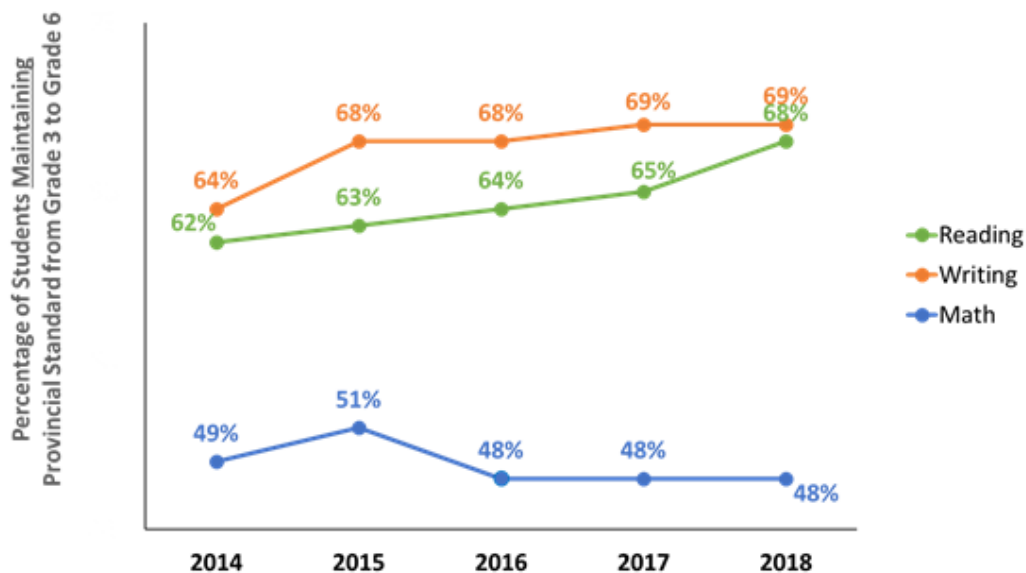
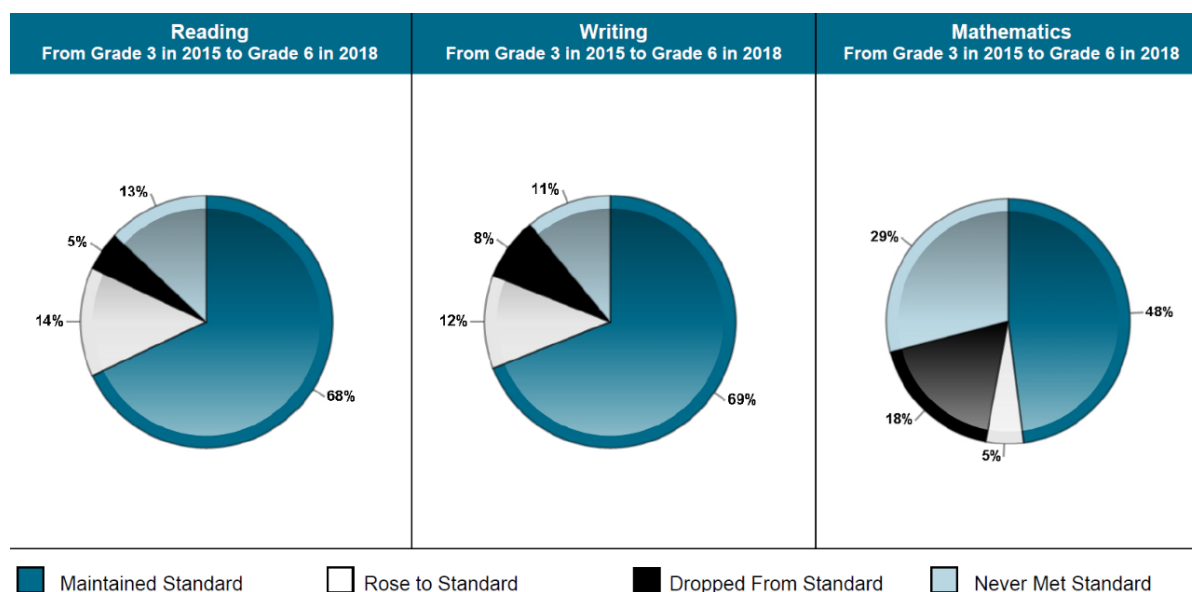


Figure 4: Student Achievement from Grade 3 to Grade 6 EQAO Assessment based on Provincial Standard



Celebrations

- Schools that received the greatest (“Intensive”) support within the WCDSB’s Renewed Math Strategy (RMS) for the past two years have showed increased achievement (average of 15% growth in Primary and 1% growth in Junior among participating schools)
- Schools that received more (“Increased”) support within the WCDSB’s Renewed Math Strategy (RMS) for the past two years are showing increased achievement on the Junior Math Assessment (overall 4% growth among schools and no change in overall achievement in Primary among schools)
- Attainment of the provincial standard in Reading continues to reveal a positive trend over the last five years (8% increase in Primary and 3% increase in Junior)
- Attainment of the provincial standard in Writing continues to reveal a positive trend over the last five years for Junior Students (3% increase in Junior)
- Compared to 2014, attainment of the highest standard (Level 4) in Mathematics has increased by 5% in Primary (14% in 2018 compared to 9% in 2014) and 3% in Junior (13% in 2018 compared to 10% in 2014)
- Compared to 2014, attainment of the highest standard (Level 4) has increased in Primary Reading by 8% and in Junior Writing by 7%.
- When compared to the Province, proportionally more students writing the Junior EQAO are achieving Provincial Standard in Math (+3% more students from WCDSB compared to Provincial average of 49%), and an equal proportion of students are achieving Provincial Standard in Writing (80%)
- When compared to the Province, proportionally more students writing the Primary EQAO are achieving Provincial Standard in all subject areas: +2% in reading (76%), +5% in writing (75%) and +6% in math (67%).

Areas of Concern

- Attainment of provincial standard in Mathematics over five years has not changed in Primary and has fallen 1% in Junior.
- Results continue to indicate an achievement gap in favour of female students. This gap is of most concern in Writing.
- 52% of students are meeting the provincial standard in Junior Mathematics

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2. 2017-2018 EQAO Grade 9 Mathematics Assessment Highlights

The overall achievement for students writing the Grade 9 Mathematics EQAO assessment in 2017-2018 school year at WCDSB are summarized in the table and figures below, with comparisons to the 2016-2017 assessment and to the overall provincial trends (Table 3). Compared to the previous year, WCDSB students writing the Academic level assessment increased their overall achievement compared to the previous assessment (84% in 2017-2018 compared to 83% in 2016-2017) and matched the Provincial achievement level for the third year in a row.

Table 3: Overall EQAO Achievement for the Grade 9 2017-2018 EQAO Math Assessment

	Grade 9 Applied	Grade 9 Academic
WCDSB	52%	84%
WCDSB +/- relative to 16/17	-3%	+1%
Province	45%	84%
WCDSB +/- relative to province	+7%	-

Tracking Student Achievement in Relation to the Provincial Standard over time

The overall achievement for students at WCDSB writing the Grade 9 Math EQAO assessment over the past 5 years are summarized in the table and figures below (Table 4). Compared to Provincial data, proportionally more students writing the Applied level assessment continue to achieve Provincial Standard. Students writing the Academic level assessment continue to mirror Provincial trends.

Table 4: Overall WCDSB achievement over the past 5 years by subject Level

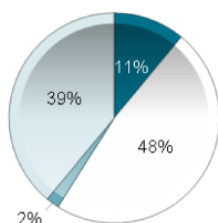
Grade 9 EQAO (Applied)						
Percentage of Students Meeting or Exceeding the Provincial Standard of Level 3:						
Groupings		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
ALL	WCDSB	59 %	59 %	49 %	55 %	52%
	Province	47 %	n/a	45 %	44 %	45%
By Gender	Female	55%	55%	48%	51%	48%
	Male	62%	61%	49%	60%	55%

Grade 9 EQAO (Academic)						
Percentage of Students Meeting or Exceeding the Provincial Standard of Level 3:						
Groupings		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Academic FTE	WCDSB	83%	83%	83%	83%	84%
	Province	85%	n/a	83%	83%	84%
By Gender	Female	81%	80%	83%	79%	83%
	Male	85%	85%	82%	86%	86%

Figure 5: Student Achievement from Grade 6 to Grade 9 EQAO Assessment based on Provincial Standard

Applied Course

The mathematics results for the 273* students in the applied course in the cohort are as follows:

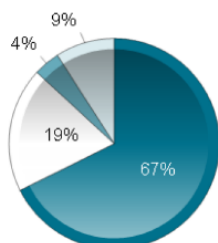


- **11%** (31) met the provincial standard in Grade 6 and Grade 9;
- **48%** (130) did not meet the standard in Grade 6 but met it in Grade 9;
- **2%** (5) met the standard in Grade 6 but did not meet it in Grade 9; and
- **39%** (107) did not meet the standard in Grade 6 and did not in Grade 9.

■ Maintained Standard □ Rose to Standard ■ Dropped from Standard □ Never Met Standard

Academic Course

The mathematics results for the 856* students in the academic course in the cohort are as follows:



- **67%** (576) met the provincial standard in Grade 6 and Grade 9;
- **19%** (162) did not meet the standard in Grade 6 but met it in Grade 9;
- **4%** (38) met the standard in Grade 6 but did not meet it in Grade 9; and
- **9%** (80) did not meet the standard in Grade 6 and did not in Grade 9.

■ Maintained Standard □ Rose to Standard ■ Dropped from Standard □ Never Met Standard

Celebrations

- In academic math, 84% of our students are meeting the provincial standard
- Over time we have closed the gap between provincial and Board attainment of the provincial standard in academic and continue to match provincial trends (-2% below Province in 2013-2014)
- In applied math, 52% of our students meet the provincial standard, 7% above the provincial average.
- Compared to the 2016-2017 assessment, the gender gap has decreased by 2% in applied (gender gap was 9% in 2016-2017 and 7% in 2017-2018) and decreased by 4% in academic (gender gap was 7% in 2016-2017 and 3% in 2017-2018)

Areas of Concern

- Applied learners (52%) continue to perform well below academic learners (84%)
- Boys (55%) in applied mathematics score higher than girls (48%); in academic mathematics girls (83%) score lower than boys (86%)
- 41% of students on IEPs in applied mathematics scored at the provincial standard in contrast to 79% of students on IEPs in academic mathematics

3. 2016-2017 Ontario Secondary School Literacy Test (OSSLT) Assessment Highlights

The overall achievement for students writing the Secondary School Literacy Test (OSSLT) in 2017-2018 school year at WCDSB are summarized in the table below with comparisons to the 2016-2017 assessment and to the overall provincial

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trends (Table 5). Proportionally more students (2%) enrolled in the Applied level English course have achieved Provincial Standard when compared to the 2017 achievement, as well as Provincial achievement in 2018.

Table 5: Overall OSSLT Achievement for the Secondary Literacy EQAO Assessment in 2018

	Applied	Academic
WCDSB	41%	89%
WCDSB +/- relative to 2017	+3%	-2%
Province	39%	90%
WCDSB +/- relative to province	+2%	-1%

The Board and Provincial trends over time are provided for all students (Table 6), and by Grade 10 English course enrollment level (Table 7).

Table 6: Board and Provincial OSSLT achievement over the past 5

OSSLT - Fully Participating Percentage of Students Meeting or Exceeding the Provincial Standard of Level 3:						
		2014	2015	2016	2017	2018
OSSLT	WCDSB	83 %	85 %	82 %	79%	79%
	Province	83 %	82 %	81 %	81 %	79%

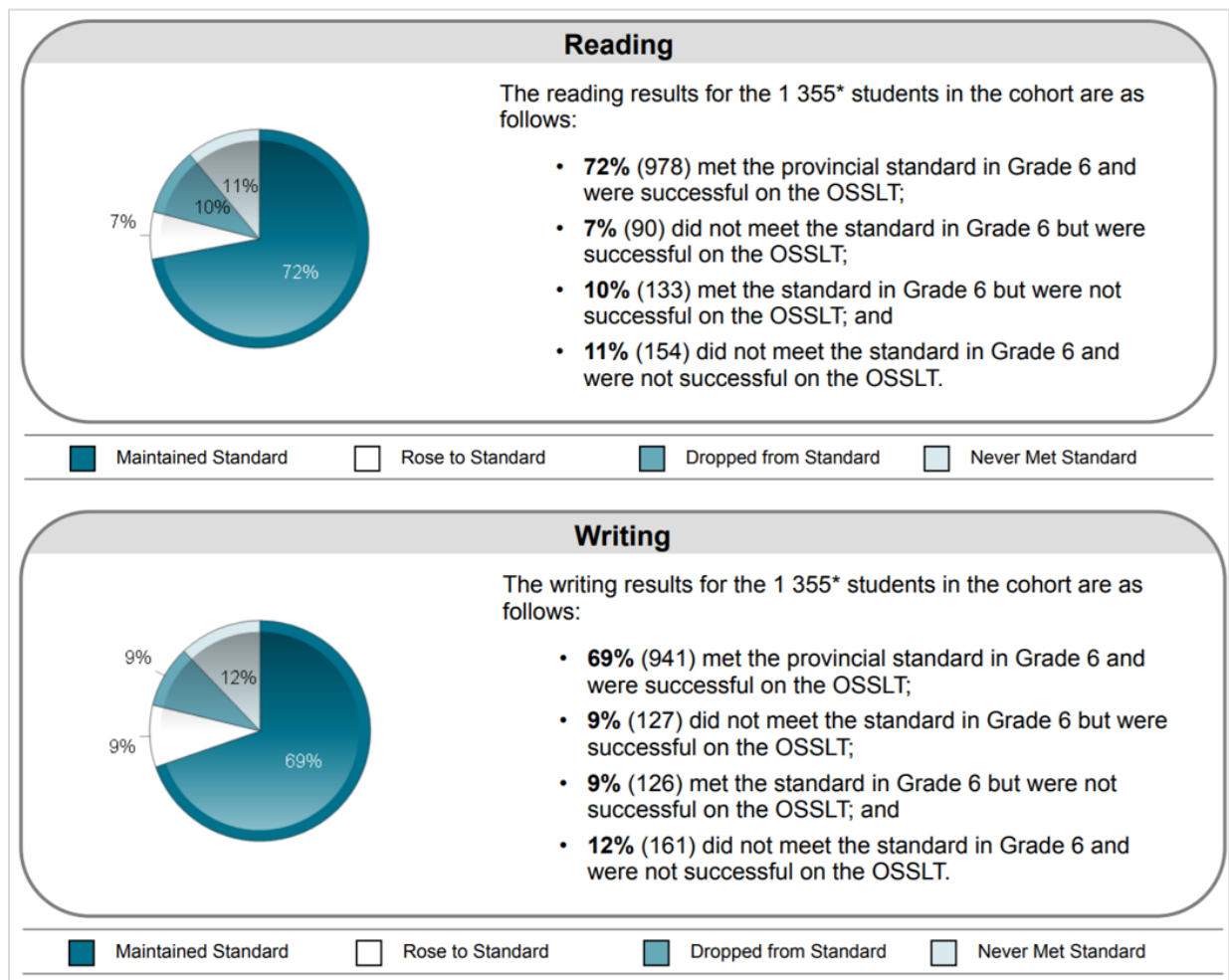
Table 7: Board and Provincial OSSLT achievement over the past 5 years by Subject Level

OSSLT (Applied) - Fully Participating Percentage of Students Meeting or Exceeding the Provincial Standard of Level 3:						
Groupings		2014	2015	2016	2017	2018
Applied Fully Participating	WCDSB	48 %	54 %	52 %	38 %	41%
	Province	50 %	50 %	47 %	44 %	39%

OSSLT (Academic) - Fully Participating Percentage of Students Meeting or Exceeding the Provincial Standard of Level 3:						
Groupings		2014	2015	2016	2017	2018
Academic Fully Participating	WCDSB	94 %	94 %	92 %	91 %	89%
	Province	94 %	93 %	92 %	92 %	90%

In the figures below, you will find the achievement comparison of those students writing the Grade 10 OSSLT Literacy Assessment in 2018 with their achievement 4 years earlier as they left the Junior Division in May/June of 2014 (Figure 6).

Figure 6: Student Achievement from Grade 6 to Grade 10 OSSLT Assessment based on Provincial Standard for Reading and Writing



Celebrations

- OSSLT achievement at the Applied level has increased 3% compared to last year (38% in 2017 to 41% in 2018) and sits 2% above the Provincial trend for 2018 (WCDSB achieved 41% compared to the Provincial trend of 39%)
- When comparing how student achievement on the OSSLT compared to their Grade 6 achievement, 72% of the cohort (978 students) maintained Provincial Standard in Reading and 69% of the cohort (941 students) maintained Provincial Standard in Writing.
- When considering students who did not meet standard on the Grade 6 Assessment and were successful on the OSSLT, 7% (90 students) of the students rose to provincial standard in Reading and 9% of Students (127 students) rose to standard on Writing.

Areas of Concern

- Our board is mirroring a provincial downward trend observed in both the academic and applied level courses when we look at proportions of students meeting standard over the past 5 years (Table 7).
- 41% of applied learners across the district attained the provincial standard

Strategies in Place to Address Assessment Indicators

Quality • Inclusive • Faith-based • Education
w w w . w c d s b . c a

Provincial priorities continue to emphasize mathematics instructional capacity building – a welcome focus, given the WCDSB’s results in EQAO. The Focusing on Fundamental Mathematics initiative (formerly Ontario’s Renewed Math Strategy) is an Early Years to Grade 12 strategy that focuses on professional learning opportunities connected to student learning. It, “... takes the latest research along with what we have learned from our successful journey to improve literacy achievement among elementary students and pass rates among secondary students and applies that knowledge to support better outcomes in mathematics.”

The WCDSB continues to provide capacity building supports and programming expectations for its administrators and teachers in the areas of literacy and numeracy.

- Ongoing prioritization of the curriculum content in mathematics and the sequence of learning (*i.e.* consolidation phase of lessons and re-visiting concepts through such strategies as spiraling)
- A concentration on the importance of building students’ flexibility, fluency, & efficiency with mental math through such strategies as number sense routines, number strings, and number talks (with a continued focus on fractions)
- Building the capacity of lead mathematics teachers in every school (2-3 per elementary school; 2 per secondary school)
- A focus on Grades K-8 through Numeracy Coaches and Instructional Coaches
 - o The assignment of four numeracy coaches, five instructional coaches, and three consultants to support math instructional capacity in all elementary schools
 - o Increase (proportionately) greater human supports (coaches) in schools deemed in need of “Intensive” or “Increased” support schools
- Identifying four secondary schools as requiring increased support
- When planning for secondary school mathematics giving priority to more clearly and effectively meeting the needs of students taking applied level mathematics:
 - o Use of a Gap Closing Teacher to support Grade 9 Applied Math in each secondary school
 - o The use of a reporting tool to monitor and reflect on growth in student achievement in grade 9 Applied Math
- Providing a Mathematics Additional Qualifications course (AQ) within the WCDSB to approximately 100 teachers
- Providing support at most schools for students in grades three and six beyond instructional hours to prepare for the EQAO assessment (Homework Clubs and Skills Builders)
- Encouraging and modelling the use of effective questioning techniques (*i.e.* questions that target all categories of the Achievement Chart within our curriculum document)
- Provide professional development to support educators to navigate and utilize the data platform (*enCOMPASS*) to identify student learning needs and responding with precise programming for all students
- Provide professional learning opportunities for educators and administrators to develop an increased understanding of effective literacy assessment practices with a focus on responsive teaching and precise instruction
- Use of a Gap Closing Teacher to support Grade 9 and 10 Applied English in 4 of 5 high schools
- The use of a reporting tool to monitor and reflect on growth in student achievement in Grade 9 and 10 Applied English
- *Resilient Readers Ministry Project*, a cross-curricular focus on Grade 9 and 10 Applied learners providing a variety of reading comprehension strategies
- Building capacity in Literacy instruction in all subject areas through job-embedded *Lunch and Learn* sessions at the secondary schools
- Building capacity through a cross-panel *Literacy Network*, with a focus on making inferences through vocabulary development and understanding language structure
- Use of predictive analytics to identify Intermediate students for targeted intervention

By looking at intersections of EQAO data and considering this information alongside other school and classroom information, school communities can have richer discussions about their programs and practices and how they might be improved to better meet their students’ needs. The WCDSB’s Learning Services staff will support school improvement teams to effectively analyze EQAO data to identify successes, gaps, and next steps. The WCDSB Research Coordinator will be conducting a detailed analysis using a variety of student data indicators (e.g. EQAO achievement, credit

accumulation, Report Card, etc.) to identify opportunities of improvement to maximize student achievement for all students at the WCDSB.

Recommendation:

This report is presented to Trustees as information.

Prepared/Reviewed By: Loretta Notten, Director of Education
John Klein, Superintendent of Learning
Richard Olson, Superintendent of Learning

*Bylaw 5.2 "where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred."



Date: September 24th, 2018

Subject: Student Trustee Report

To: The Board of Trustees

From: Izabella Tyc, Meghan Nemeth

As the school year kicks to a start our high schools have been working hard at helping each student begin their new year at high school.

Each Link Crew has worked hard to find different techniques and activities that help the grade nine in their feeder schools transition into their next four years at high school. The first day back at school included new games and activities that engaged students into getting to know one another and be more comfortable with the school environment such as scavenger hunts. Most schools also created a warmer environment for the grade nines through barbeques/free lunches and a Niner Dance. St. Mary's added a social justice lense onto their niner dance, by making admission \$2.00 or students had the option to bring in one canned food item. St. David's additionally had a speaker present about community involvement and promote school event for grade nines to participate in. Resurrection also held minute to win it games specifically for the grade nines.

Our high schools are also bringing out fun plans for the entire student body to enjoy as they return for another year as well. Monsignor Doyle has begun Music Mondays where students with special needs are given the opportunity to have fun with there fellow peers and classmates in a musical atmosphere where they can sing, dance, and hang out with others. Resurrection and St. David's held an Activities Fair where various teams, and clubs are able to provide information to students about the different opportunities that they have to offer. This provides students with the ability to explore their interests and develop a better sense of the different options high school school provides for them. St. Benedict's has also started auditions for two school productions for the fall, they are titled: *The 10 ways to Survive the Apocalypse*, and *Brothers Grimm Spectaculathon*. Finally Resurrection has also tried to boost school spirit with an event called Funky Friday in which a kahoot was held in their cafeteria and spirit wear for their school was given out as prizes.

Many more events are in store for the coming months and our Student Activity Councils are prepare and are already creating plans for events to better the student body. The teamwork the members have demonstrated so far can be partially at cause of the SAC Retreats that each Student Council took to develop a better understanding of what it means to function as a SAC.

Osta is preparing currently for their Fall General Meeting and currently the Catholic Board Council is focussing on three different initiative similar to the year prior. However, the initiatives will be focussed on by the whole Catholic Board Council and will take place in certain terms of the year so that we can focus on all three of our topics equally. Currently ideas are being brainstormed to bring to FGM for our first theme.

The year is gearing up and so many steps have taken place so far to try to prepare students and guide them based off of their needs in each high school individually.

2018 Trustee Candidate Research Project

The Ontario Education Services Corporation (OESC) would like to share information about a new research project focused on school board trustees. Ryerson University is conducting a study about candidates who are seeking election to school boards in the upcoming Ontario Municipal & School Board Elections.

In 2014, almost 1500 candidates ran for the office of school board trustee across Ontario's four school systems. As we look forward to the October 2018 elections, OESC and Ryerson wish to better understand the demographic profile of trustee candidates and what motivates an individual to run for the office of school board trustee.

By and large, trustees are an understudied group. We anticipate the research will provide much-needed information the school board associations can use to promote the role of trustee, diversify the candidate pool and increase voter-turn out rates – all contributing to broader civic engagement in school board elections.

Ryerson hopes to survey as many trustee candidates as possible. Researchers are very interested in hearing from sitting trustees who are again running in 2018.

OESC has worked with Dr. Myer Siemiatycki, Dr. Michael McGregor, and Dr. Adrienne Davidson, of the Department of Politics & Public Administration at Ryerson University to undertake the study. Their objective is to develop a comprehensive portrait of who runs for school board trustee to help better understand school boards and local elections.

Research findings will be shared with the school board associations in 2019. Ryerson University will also share findings from the study at national research conferences and in academic publications.

How can you participate?

If you are again running for trustee in October 2018, we invite you to participate in the study. You have likely already been contacted via email to complete a survey online. If you wish to participate, you will be asked to provide demographic information and answer a small number of questions on matters such as your motivation for running. The survey will take approximately 10 minutes to complete.

Please note: Survey participation is optional and confidential. Ryerson will ensure the confidentiality of all participants in the research and will not share private information with anyone outside of the research team. All data collected and stored will comply with privacy legislation.

For more information please contact:

Adrienne Davidson, Research Director: adrienne.davidson@ryerson.ca



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Beverley Eckensweiler, *President*
Michelle Griepsma, *Vice President*
Nick Milanetti, *Executive Director*

September 13, 2018

MEMORANDUM

TO: Trustees and Directors of Education
- All Catholic District School Boards

FROM: Nick Milanetti, Executive Director

SUBJECT: **Trustee Candidate Research Project**

Some of you may have recently received an invitation from a Research Director at Ryerson University requesting your participation in a survey that is part of the 2018 Trustee Candidate Research Project. The project was established with the support of the Ontario Education Services Corporation (OESC) as part of OESC's efforts to improve and develop services and initiatives to support trustees in Ontario. The information gathered is to be used to promote the role of the trustee and improve civic engagement.

Unfortunately, it has come to our attention that earlier this week the survey was prematurely issued to trustees without the review and approval of OESC. The version of the survey that was issued contained a few concerning and objectionable questions, one of which questioned trustees on the merger of Ontario's school systems.

OCSTA is appreciative of those members who contacted the Association to make us aware of this survey. We immediately contacted OESC who indicated to us that the survey was issued prematurely without final review.

The Ryerson Research Director has been informed and the offensive questions have been removed. While you may choose to complete the revised survey, please do not feel obliged to participate.

Attached for your reference is a letter from OESC explaining the 2018 Trustee Candidate Research Project in greater detail.

If you have any questions, please do not hesitate to contact me.



Date: September 24, 2018
To: Board of Trustees
From: Chair of the Board
Subject: Chair's Report

Type of Report: ☒ Incidental Information

Type of Information: ☒ Information only of the activities of the Chair

Policy Statement and/or Education Act/other Legislation citation:

Policy I 001 Ends
Policy II 003 Board Job Description
Policy II 004 Advocacy and Advertising

Comments:

- Participated in conversation with Michelle Griepsma (VP of OCSTA) with Director Notten.
- Attended and offered greetings at opening of new St Vincent de Paul.
- Attended and participated in OCSTA Regional Trustee seminar in Walkerton.
- Attended the Diocesan Mass in Georgetown.
- Attended and brought greetings on behalf of Board of Trustees at the official blessing and opening of the new St Brigid School.

Prepared/Reviewed By: Wendy Price
Chair of the Board

BOARD EVALUATION

Policy II 002 – Governing Style – states “Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance process and Board-Staff Relationship categories.”

The Board Evaluation form is designed to gather your view of how well the Board of Trustees has accomplished the work of the Board over the past year. The items for evaluation are based on goals set by the original Board work plan and best practices of highly functioning Boards.

To complete the form, place an “X” in the space the most corresponds to your assessment of Board performance against the item.

Please return the completed form to Wendy Price by Friday, September 7, 2018 The results will be compiled and reported to the Board at the September 24 meeting for discussion.

	Category / Item	Never	Infrequently	Sometimes	Frequently	All of the time
		1	2	3	4	5
1.	The Board of Trustees adequately reviews finances and financial results against operating plans, budget and capital plans.				6	2
2.	The Board of Trustees ensures compliance with Board policies, Ministry of Education and other externally imposed operating requirements.				3	5
3.	Trustees understand their legal obligations and ensure they are being met.				3	5
4.	The Director of Education's performance is formally assessed on an annual basis with feedback from trustees.					8
5.	The Board of Trustees ensures that the system's affairs are managed with an appropriate degree of care and control within the context of Catholic values.				5	3
6.	The Board of Trustees sufficiently considers recommendations made in the auditor's report and management letter.				4	4
7.	Trustees' knowledge and understanding of the Board's values, mission, strategic plan, and operating plan is reflected in how they deal with key issues.				3	5
8.	Trustees focus on strategic issues and delegate operational matters to staff.				1	7
9.	The Board of Trustees is effective in making decisions that help the School Board achieve its mission.				4	4
10.	The Board of Trustees ensures that specific strategies, goals and actions plans are in place to move us to the desired future state.				6	2
11.	The Board of Trustees ensures that mechanisms are in place to gather community and other stakeholder input to support strategic planning and decision making.				7	1

	Category / Item	Never	Infrequently	Sometimes	Frequently	All of the time
		1	2	3	4	5
12.	The Board of Trustees understands the nature and scope of work it needs to accomplish.				5	3
13.	Board meetings promote the level of strategic discussion necessary to benefit the Director of Education.			1	5	2
14.	The Board of Trustees understands and fulfils its role in terms of community relations and building stakeholder and community support.				5	3
15.	Board planning and fiscal strategies anticipate future trends and priorities.				7	1
16.	Trustees serve as ambassadors for the system and understand who can serve as the official spokesperson for the Board.				4	4
17.	There is sufficient opportunity for trustees to be heard and views to be discussed before decisions are made.				2	6
18.	Where proposals require Board of Trustee approval before implementation, there is sufficient time for staff to present the risks and benefits, assumptions and alternatives for the Board to provide constructive input.				6	2
	General					
19.	Ongoing Trustee education is both adequate and relevant.			3	5	
20.	The Board of Trustees undertakes the appropriate planning relative to the nature and scope of the work it needs to accomplish.				7	1
21.	Board meetings are productive, effectively addressing agenda topics.				6	2
22.	There is sufficient time allotted for in-camera meetings.			4	3	1
23.	The Board of Trustees deals with in-camera business appropriately.				5	3
24.	Materials are appropriate and prepare Trustees to make decisions.				5	3
25.	The Board of Trustees uses committees and/or work groups in an effective manner to accomplish the work of the Board.				5	3
26.	The Board has effective and appropriate communication vehicles and uses them to communicate clearly and regularly with appropriate staff, and stakeholders.			1	6	1

Comments:

- 1) I feel that the Board as a whole is functioning very well and I am proud of our accomplishments over the last year and the passion for Catholic Education that is brought to the board table. This board continuously demonstrates respect for each other, the Director of Education and the senior staff. My only "could use improvement" comments would be Trustee Education-while we have learned a lot about governance in the last few years, it is important for us to continue this pursuit. I'd like to see some discussion on Trustee professional development in the coming year and have a plan established for the new board.
- 2) This board has worked very well together and are generally very good at ensuring that all voices around the table are heard.
- 3) Overall I am impressed with how our board works together at accomplishing our goals and the impact we have on the entire system. We have worked hard building strong relationships with key partners and stakeholders which has created a positive impact overall and opens the doors for important discussions within the community.

- 4) #11-We do a good job at ensuring there are mechanisms in place for gathering community and stakeholder input when making important decisions. With that being said, I feel our delegation process (by-laws 5.1) slightly limits our stakeholders from coming forward in a timely and effective manner when interested in discussing items on the agenda. Currently, a delegation request is due before the agenda is made available, meaning delegates would need to wait until the next meeting to discuss an item. This process could be discouraging and the item coming forward may not seem relevant at a different meeting. Changing the deadline for submission to Friday afternoon may provide more opportunity for people to come forward if they wish.
- 5) #22-On a couple of occasions our “In Camera” meeting has extended past the start time for our regular board meeting. It is important for us to have a consistent process in place to either schedule the “In Camera” after the regular board meeting or take a recess and reconvene. This will allow for full discussions and provide clear expectations.

Number: II 002
Subject: Governing Style

Approval Date: May 26, 2008

Effective Date: May 26, 2008

Revised: May 25, 2009; January 28, 2013; May 27, 2013; December 12, 2016

Policy Statement:

The board will govern with an emphasis on a) outward vision rather than an internal preoccupation, b) encouragement of diversity of viewpoints from within the system and the community, c) strategic leadership more than administrative detail, d) clear distinction of board and chief executive roles, e) collective rather than individual decisions, f) considering past, present and future, and g) proactivity rather than reactivity.

On any issue, the Board must ensure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.

More specifically, the Board will:

1. Operate with a clearly stated governance model that demonstrates its legal and moral obligation to represent the interests of the Catholic ratepayers of Waterloo Region and details the responsibilities that fulfill this obligation.
2. Allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling this commitment.
3. Direct, control and inspire the organization with thoughtful establishment of the broadest organizational policies reflecting the Board's values.
4. Cultivate a sense of group responsibility. The board will be responsible for excellence in governing. The board will be an initiator of policy and the board will use the expertise of individual members to enhance the knowledge and ability the board as a body, rather than to substitute their individual judgments for the board's values.
 - a. In accordance with this discipline, the board will only allow itself to address a topic after it has answered these questions:
 - i. What is the nature of the issue?
 - ii. What is the value that drives the concern?
 - iii. Is this a shared issue?
 - iv. Whose issue is this? Is it the board's or is it the CEO's?
 - v. Has the board dealt with this subject in policy? If so, what has been said? Does the board wish to change what it has already said?
 - vi. If the matter is several levels below board level, what is the broadest way to address the issue so that it is still under existing board policy? Is that policy sufficient to deal with the concern?
 - b. It is out of order for board members to talk about content until these questions of appropriateness are settled.
5. Enforce upon itself whatever discipline is needed to govern with excellence, in compliance with Policy II 007.
6. Ensure that continual board development will include orientation of new members in the board's governance process and on-going discussion of process improvement
7. Monitor and discuss the board's process and performance within a scheduled review process.



Number: III 006
Subject: CEO Compensation & Benefits

Approval Date: April 28, 2008
Effective Date: April 28, 2008
Revised: November 24, 2014

Policy Statement:

The Board shall negotiate a contract with the CEO that will stipulate compensation and benefits based on fair market value for services within the context of fiscal responsibility and relevant legislation.

The Board will review benefits and adjustments to the range annually in April. In the event of a multi-year agreement, in April of the year the contract ends.