

August 13, 2008

Mr. Roger Lawler  
Director of Education  
Waterloo Catholic District School Board  
35 Weber Street West, Unit A  
PO Box 91116  
Kitchener, ON N2G 4G2

Dear Mr.  Lawler,

I am pleased to provide you with the attached Operational Review Report for Waterloo Catholic District School Board.

The Ministry of Education strives to promote a strong, vibrant, publicly funded education system that is focused on three goals: improved levels of student achievement, reduced gaps in student achievement, and increased levels of public confidence in the education system. As part of the plan to achieve these goals, the ministry is conducting operational reviews of school boards to help increase system effectiveness, efficiency, transparency, and responsiveness.

The objective of the operational reviews is to build management capacity in the stewardship of non-academic functions of school boards. The reviews focus on governance, financial management, human resource management, and school operations and assess each board's level of adoption of leading business practices.

As a follow up to the operational review initiative, and to ensure continuous improvement in building capacity in student transportation, the review team will revisit your board in the Spring of 2009 to conduct a follow-up assessment and update on the status of recommendations identified in this report.

I would like to extend my appreciation to you and your staff for volunteering to participate in Wave I and Wave II of the Operational Reviews. I would also like to acknowledge the hard work, collaboration and preparation that went into the review and the value of your feedback in the debrief process.

If you have any questions or concerns regarding the follow up visit, please contact Cheri Hayward at (416) 327-7503, or [cheri.hayward@ontario.ca](mailto:cheri.hayward@ontario.ca).

Thank you again for your contribution to this important initiative.

Sincerely,



Nancy Naylor  
Assistant Deputy Minister  
Business and Finance Division

Enclosure

cc: Wayne Buchholtz, Chair, Waterloo Catholic DSB  
Helen Mitchell, Senior Business Official, Waterloo Catholic DSB