



2011-12

Director's Annual Report

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Message from the Director

It is my distinct pleasure to present the [Director's Annual Report 2011-12](#) for the Brant Haldimand Norfolk Catholic School Board.

This past year marked the last year of a three-year strategic plan and I am happy to report that progress has been made in all of our four strategic commitments. This publication celebrates those successes.

The strategic plan is monitored regularly by our senior administration team and ultimately by our Board of Trustees. Last spring we embarked on a series of public consultations. This was achieved by an online survey and by public meetings held in the various counties. A report summarizing these findings was taken to the Board in June. Those findings spotlighted the desire to recommit to our existing Board mission, core values, motto and strategic commitments. The future indeed looks bright as plans develop to continue to focus on Catholicity, student achievement, leadership, and communications as areas of concentration and commitment.

It is with deep appreciation that I recognize the collective work of all staff and the support of volunteers, parents, parish priests and community partners. Each of you makes a significant difference in the lives of the children and young people we serve in our Catholic schools.

For the last three years, our Board themes have focused on how our faith comes alive in our hearts, our schools and our community. I am so proud to have been a part of such a strong community, within which faith has been at the core of our activities.

We are, as our motto suggests, committed to "excellence in learning while living in Christ".

[God Bless,](#)

Cathy Horgan
Director of Education

Message from the Chair



As a Catholic school board Trustee, it is my responsibility to ensure that the views of our Catholic community are reflected in the strategic direction and long-term plans of the system.

I am pleased to share that in the 2011-12 school year, we effectively operated within a balanced budget, embarked on year three of our multi-year strategic plan, built and opened our newest Catholic elementary school, St. Basil, and built an addition at St. John's College. Over the last year, we also implemented an innovative and technologically advanced 21st Century Learning project, continued our commitment to the faith formation of our students and staff, and solidified our reputation as exceptional teachers and learners as demonstrated by our outstanding system EQAO (provincial testing) results.

This year, our mathematics coaching project was highlighted in our educational community as a success and our already solid math EQAO results continued to improve. Of particular focus was our secondary Academic Math results with 89% of students meeting or exceeding the provincial average.

It was a pleasure to work alongside my fellow trustees, senior administrative staff, educators, support staff, and the Catholic community. Congratulations to all on a job well done.

Cliff Casey
Chair of the Board



About Us

The foundation of the Brant Haldimand Norfolk Catholic District School Board is rooted in our history of excellence and support of our Catholic community. It was that same community who came together in collaboration to formulate our Mission, Motto and Strategic Commitments.

MISSION

As a Catholic Learning Community, we provide faith formation and academic excellence, which enable our graduates to live a life of love and service in Christ.

MOTTO

Excellence in Learning ~ Living in Christ

STRATEGIC COMMITMENTS

Catholicity, Student Achievement, Leadership, and Communications

Quick Facts

The Brant Haldimand Norfolk Catholic District School Board provides a Christ-centred education to nearly 10,000 students. We employ over 700 teachers who are supported by a team of consultants, principals and administrators. Over 300 non-academic staff ensure that the best possible facilities, supports and resources are available to teachers, students and the system. The Board encompasses the broad geographical area of the City of Brantford and the counties of Brant, Haldimand and Norfolk. We are unique in that we belong to three Dioceses: Hamilton, St. Catharines, and London.

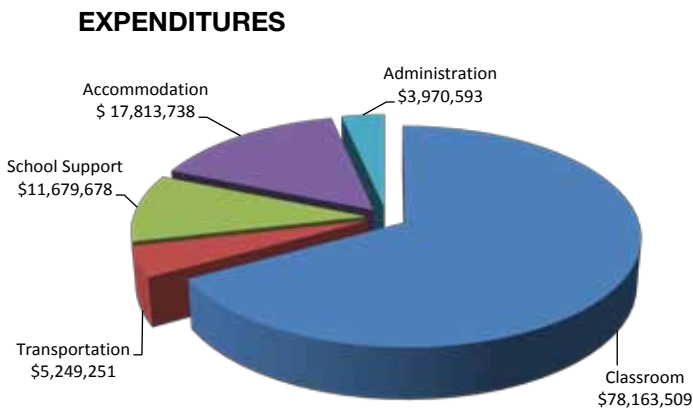
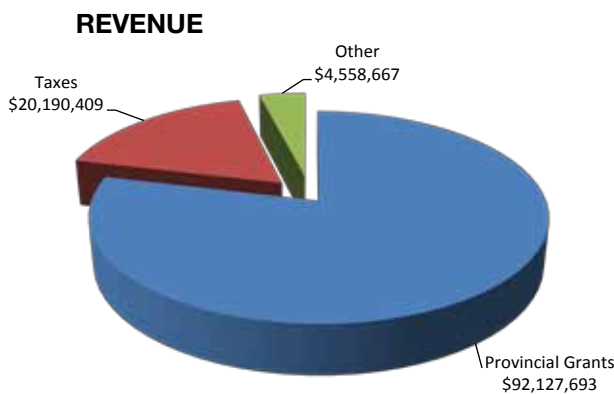
9,883 Nine thousand eight hundred eighty three students (FTE)

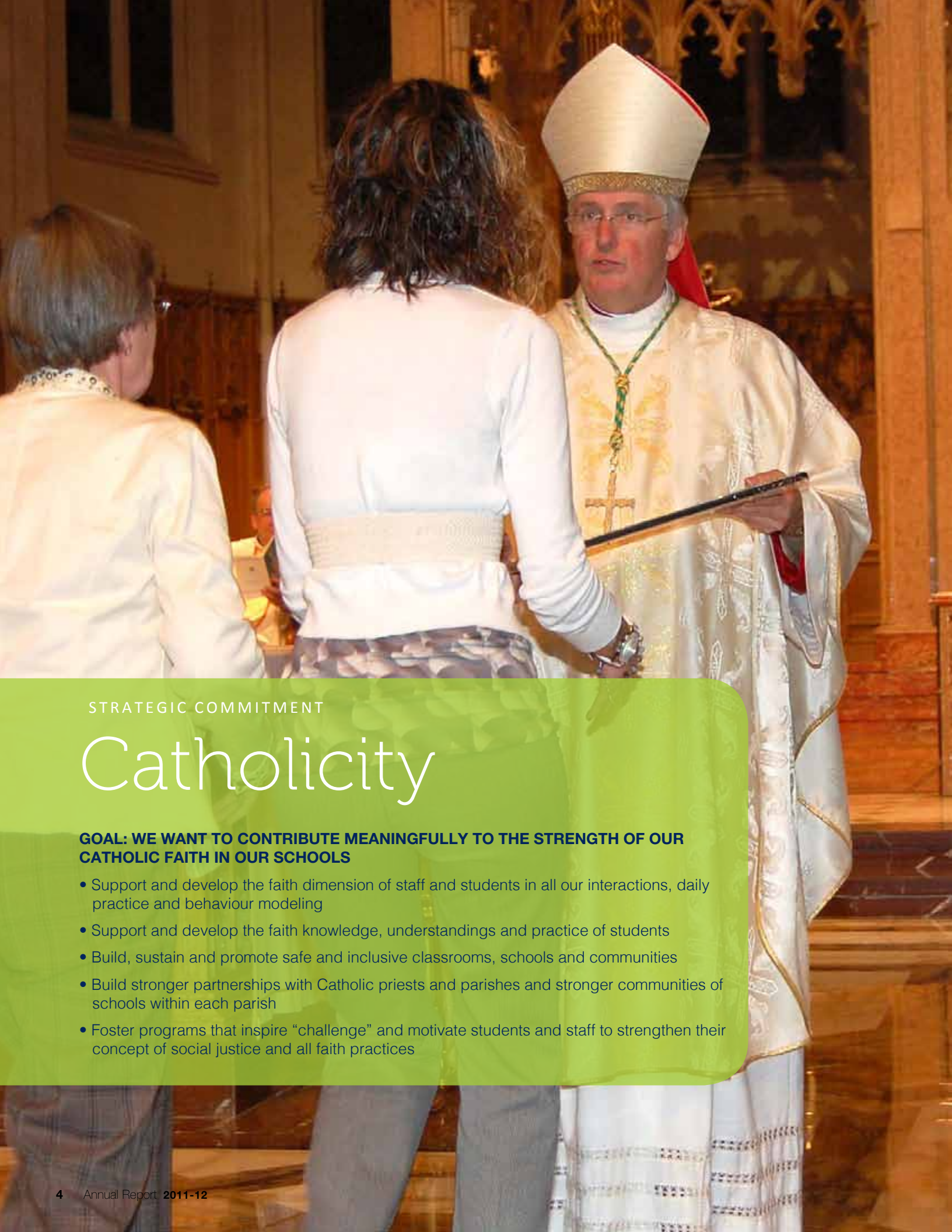
3 Three Catholic secondary schools

32 Thirty two Catholic elementary schools

2011-12 Budget

We are pleased to report that the Board was again able to meet its goals and remain dedicated to its Strategic Commitments while operating within a balanced budget.





STRATEGIC COMMITMENT

Catholicity

GOAL: WE WANT TO CONTRIBUTE MEANINGFULLY TO THE STRENGTH OF OUR CATHOLIC FAITH IN OUR SCHOOLS

- Support and develop the faith dimension of staff and students in all our interactions, daily practice and behaviour modeling
- Support and develop the faith knowledge, understandings and practice of students
- Build, sustain and promote safe and inclusive classrooms, schools and communities
- Build stronger partnerships with Catholic priests and parishes and stronger communities of schools within each parish
- Foster programs that inspire “challenge” and motivate students and staff to strengthen their concept of social justice and all faith practices

Supporting Initiatives and Outcomes

RELIGIOUS EDUCATION AND FAMILY LIFE ARE GIVEN THE HIGHEST PRIORITY WITHIN THE SCHOOL.

- The Grades 7 & 8 refreshed Family Life Program was implemented and an inservice provided for teachers.
- Support materials were made available online for teachers.
- Assessment and Evaluation in Religion was introduced and utilized grade and/or letters on the report card.
- A parent information bulletin regarding changes in reporting was distributed.

ALL STUDENTS WILL BE ENGAGED IN THEIR LEARNING WITH A SENSE OF BELONGING IN A SAFE, NURTURING AND INCLUSIVE ENVIRONMENT.

- Developed Leadership and Mentor program with First Nation, Métis and Inuit students.
- Several schools involved in “Speak Up” projects, Social Justice initiatives, Co-Operative Learning.
- Held Student Symposium “Leading in the Light of Christ” for elementary students.
- Inserviced Safe School representatives (Elementary & Secondary) with an emphasis on “Student Voice”.
- Safe School teams in all schools have implemented strategies which address school needs based on specific data and observations.
- Quarterly newsletter provided to schools to share best practices related to Safe Schools.
- Several professional development workshops focused on Safe Schools, Cyber Safety Training, and Safe Schools Group Support.



STAFF, STUDENTS, PARENTS AND THE BROADER COMMUNITY ARE AWARE OF INCLUSIVE SCHOOLS INITIATIVES.

- Created a Cross Panel for Equity and Inclusion, as well as a framework to support implementation plan for inclusive classrooms.
- Provided professional learning opportunities on Equity & Inclusion – PA Day, conferences, workshops, online resources.
- Issued quarterly newsletters for staff linking Principles of Catholic Social Teaching and Virtues.
- Secondary students involved in Youth Rally, “Room at the Table for All” at the annual When Faith Meets Pedagogy conference.
- Online library for Safe Schools resources established.
- Training provided related to Social Justice and Virtues Document.
- Teaching strategies are evident to support equity and inclusion, i.e., Co-operative Learning, physical environment, Peaceful Playgrounds, “We Belong” Clubs, and Safe Schools Teams.



100% OF OUR ELEMENTARY SCHOOLS WILL ESTABLISH SPECIFIC TARGETS FOR IMPROVING THE CATHOLIC CULTURE OF THE SCHOOL.

- School Improvement Plans were developed and implemented. All plans were reviewed by the Superintendent of Education during school visits and the results were shared with the school community.

DEVELOP STRONG COMMUNICATION LINKS BETWEEN THE SCHOOL AND PARISH COMMUNITY.

- Schools provided with a standard newsletter template which includes a default section for parish information and events.
- At the Board level, electronic files and hard copies (when required) distributed to parishes. Examples include Director's Annual Report, kindergarten registration information; virtues project resources, welcome baby postcards/medallions, public consultation survey information, etc.
- Deanery meetings attended by Director of Education and Religion & Family Life Consultant.
- A Parish-School Relations Focus Group established and have begun meetings, which will continue into the next school year.

100% OF STAFF WILL BE INTRODUCED TO THE SPIRITUAL THEME FOR YEAR THREE: BECAUSE WE BELIEVE OUR CATHOLIC FAITH COMES ALIVE IN OUR COMMUNITY.

- Activities and results were reviewed by Superintendents in consultation with Principals.
- A number of school-based activities took place at the schools, i.e., "From Me to We: Bringing Social Justice Alive in our Schools", Community Builders, etc.
- Several activities/events reflected the Board Theme, i.e., Arts Night, Souper Bowl, Catholic Student Leadership Awards, Sacramental Preparation for Reconciliation and Confirmation for Special Needs Students.
- Various materials such as posters, bookmarks, Principal Package re: Social Justice distributed to classrooms.
- Faith Ambassadors inserviced on Social Justice.
- Compiled a list of resources that could be purchased by schools to support the Board theme.



ASSISTED WITH PLANNING FOR A SOCIAL JUSTICE STUDENT SYMPOSIUM.

- Developed the faith dimension of administrators and teachers so they have the knowledge and skills to work effectively within the schools and parishes.
- Each "Academic Administrative Council" meeting, as well as "Family of Schools" meeting included a faith component. Principals, Vice-Principals, as well as Department Heads and Chaplains, received training on "Respecting Differences".
- Professional Development Day focused on Community, Culture and Caring.
- Principals and Vice-Principals had the opportunity to attend the "When Faith Meets Pedagogy" Conference.
- Retreats for participants in the New Teacher Induction Program and Newly-Appointed Principals/Vice-Principals were held.
- Evening workshop provided for Aspiring Leaders group by Dr. Josie Lombardi focused on Catholic Social Teachings and making links to the Board theme.
- Optional retreats for all staff across the system held during Advent ("Pondering the Lessons of Advent") and during Lent ("Meeting Jesus at the Well").

ESTABLISH GREATER LINKS WITH THE REGIONAL CATHOLIC PARENT INVOLVEMENT COMMITTEE (RCPIC) AND THE SCHOOL COUNCILS REGARDING ALL CATHOLICITY STRATEGIES.

- Held Parent Engagement Symposium (Faith, Family and Culture, Strategies Involving Bullying).
- Inserviced School Councils (Equity and Inclusion/Safe Schools).
- Presentation on Ontario Catholic School Graduate Expectations and The Enduring Gift made at a Regional Catholic Parent Involvement Committee meeting.
- Information regarding Board theme, ratepayer project, Catholic Education Week, etc., created and posted on Board website and/or published in school newsletters.



STRATEGIC COMMITMENT

Student Achievement

GOAL: WE WANT ALL STUDENTS TO BE THE BEST THEY CAN BE

- Create dynamic and faith-centred learning experiences that encourage all students to achieve their full spiritual, academic and personal potential
- Build and sustain safe, supportive and nurturing environments for learning to take place
- Drive constant improvements in student learning and the celebration of achievement

STUDENT ACHIEVEMENT IN THE ONTARIO SECONDARY SCHOOL LITERACY TEST (OSSLT) WILL IMPROVE.

- Initiated Student Achievement Teams in all secondary schools. Grade 9 Applied english classes taught by members of the team.
- Incorporated collaborative inquiry project related to the use of the Ontario Comprehension Assessment (OCA).

GRADES 7 AND 8 STUDENTS WILL MAKE MORE INFORMED DECISIONS REGARDING PATHWAYS.

- Implemented the Robotics program for Grade 8 students.
- Implemented reach-ahead opportunities for Grades 6/7, 7, 7/8 and 8 classes through visits to our secondary schools' technology and careers areas.

STUDENT ACHIEVEMENT IN LITERACY FOR PRIMARY AND JUNIOR STUDENTS WILL MEET BOARD AND MINISTRY TARGETS.

- Schools organized in Networked Learning Communities to facilitate collaboration and capacity building related to teaching best practices.
- The Teaching-Learning Critical Pathways process implemented in all classrooms from Grades 1-8 focused on specific reading and writing curriculum expectations.
- Grade One Support Plan initiated – comprehensive data collection and professional learning program for teachers.
- Executed 21st Century Learning Pilot project to help improve teaching best practice in literacy through the use of technology.
- Assistive technology on-site support provided by a designated Special Education Resource Teacher.
- Utilized Special Education delivery model with a focus on primary and junior reading.
- Training provided to support assessment for, as, and of learning.
- Mathematics coaches supported elementary classroom teachers with job-embedded learning.
- Collaborative Inquiry for Learning - Mathematics (CIL-M) project piloted in five schools. Expanding to more schools next year.



STUDENT ACHIEVEMENT IN GRADE 9 APPLIED AND ACADEMIC MATHEMATICS WILL IMPROVE.

- Implemented Secondary Panel Mathematics Coaching Project.
- Grades 7 & 8 Mathematics Focus Group.
- Mathematics Staff Development Project facilitated by Marian Small (2011).
- Grades 7 & 8 Mathematics Coaching Project expanded to five schools.



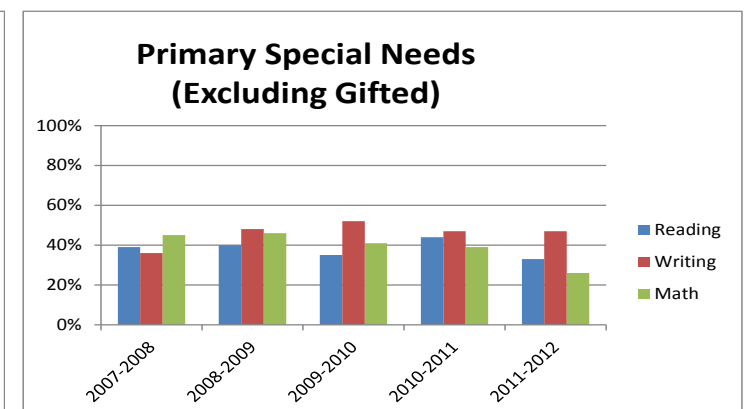
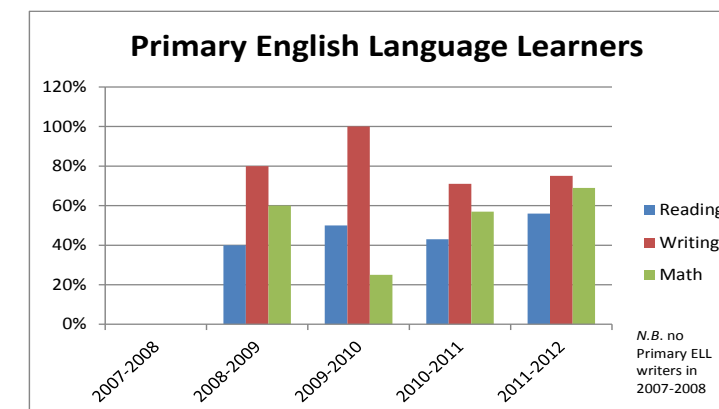
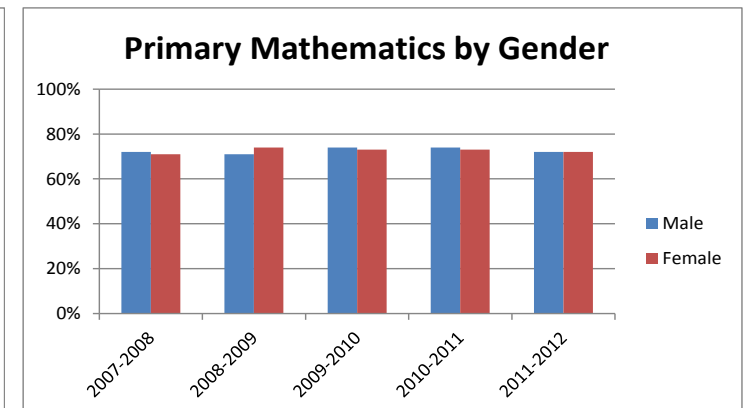
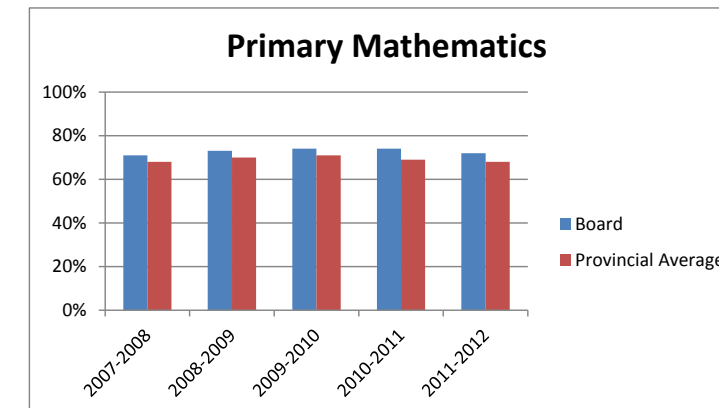
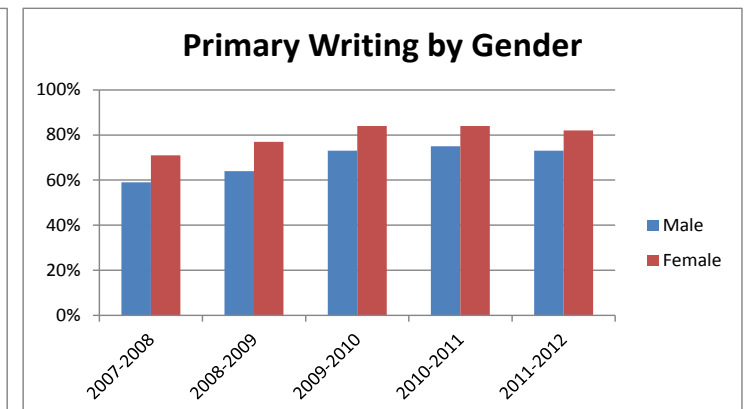
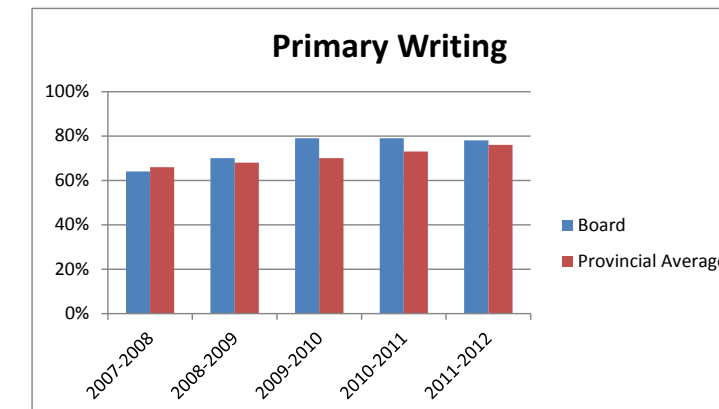
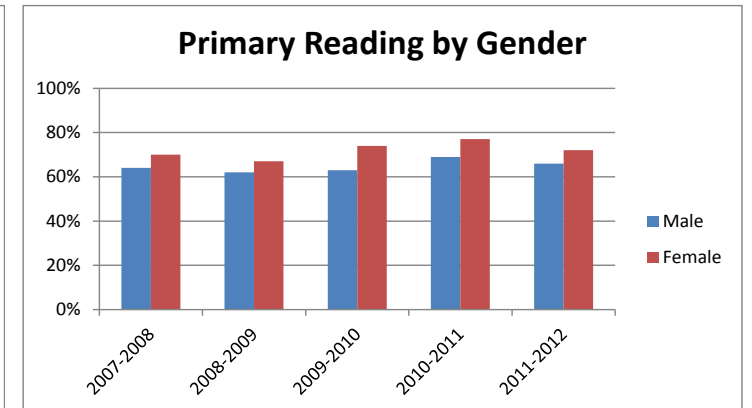
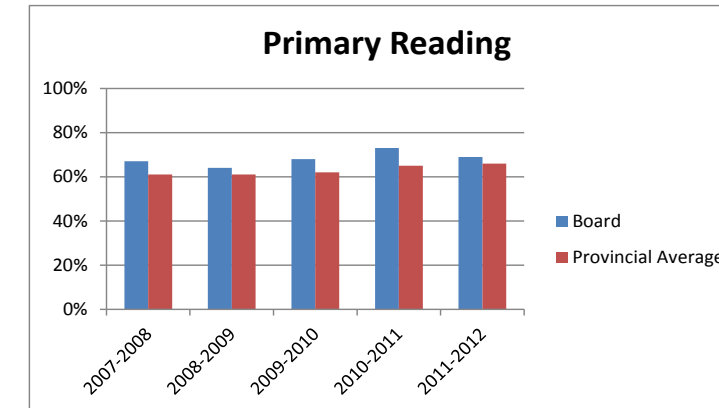


EQAO

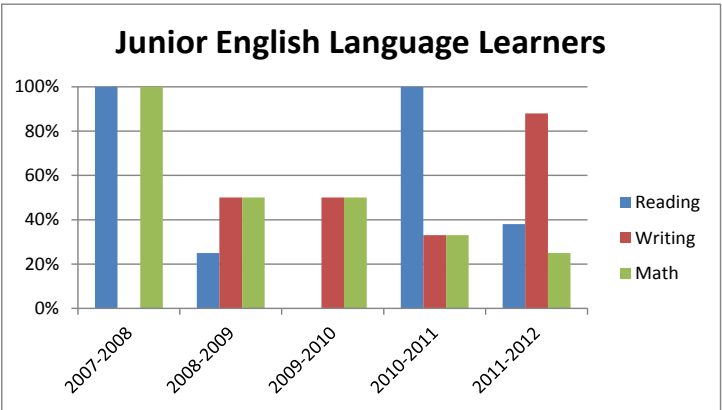
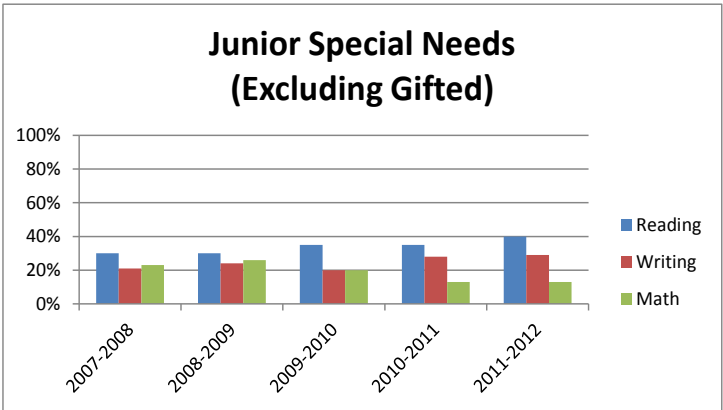
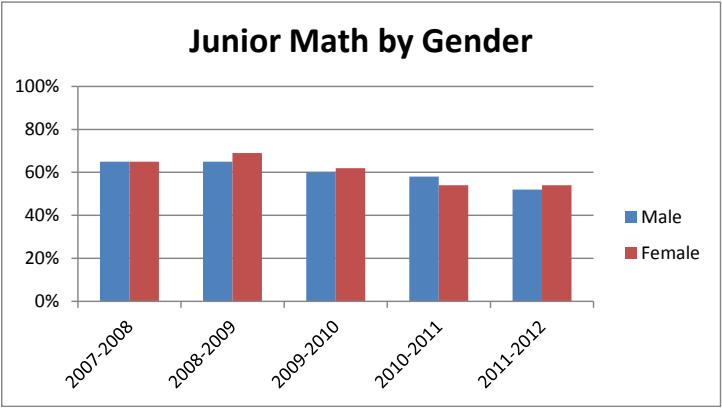
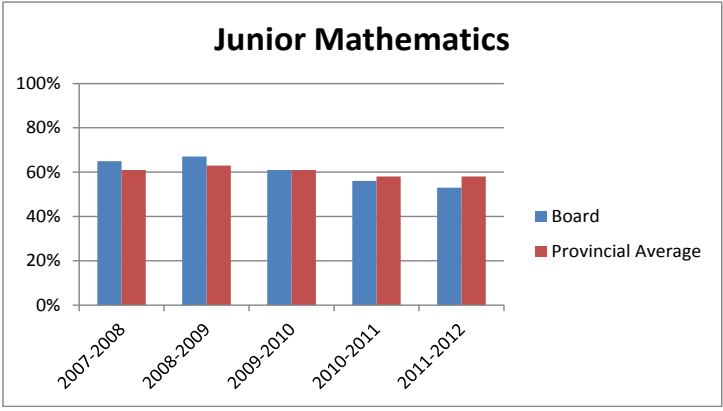
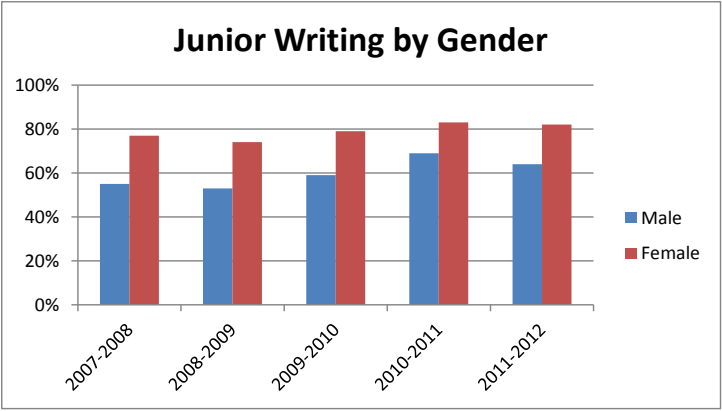
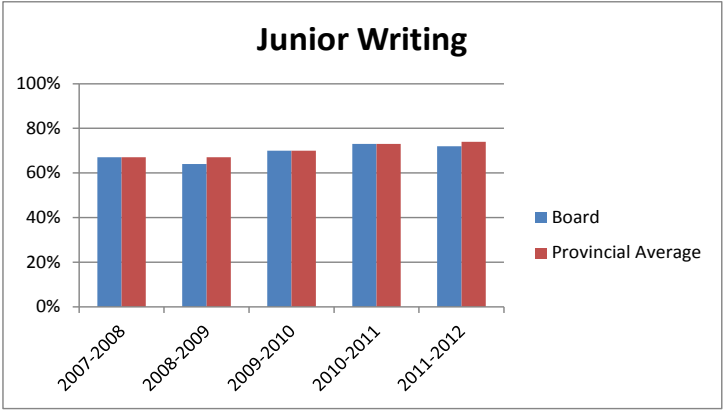
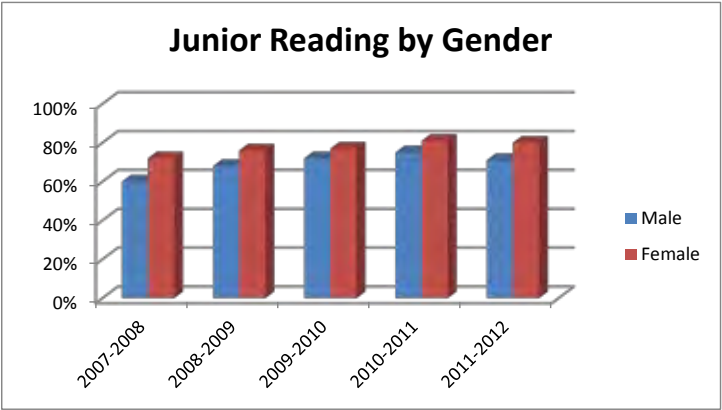
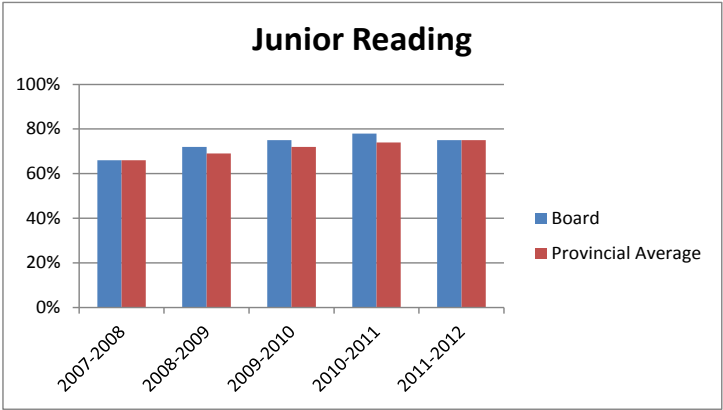
The Brant Haldimand Norfolk Catholic District School Board is pleased to report that our Catholic students continue to perform exceptionally well in the Education, Quality and Accountability Office (EQAO) assessment results.

Our Grade 9 EQAO results were among the highest in the province. Academic math results ascertained that 89% of our students achieved or exceeded the provincial average. Students have benefited from the implementation of a math coaching project initiated three years ago. The Board's EQAO results are reflective of the success of that initiative. Historically, the Board has demonstrated consistent and above average EQAO results and we are pleased to announce that similar coaching strategies will be used to continue to improve results in other areas.

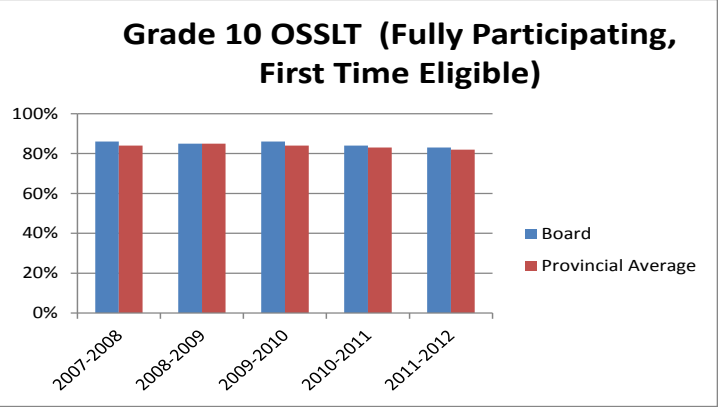
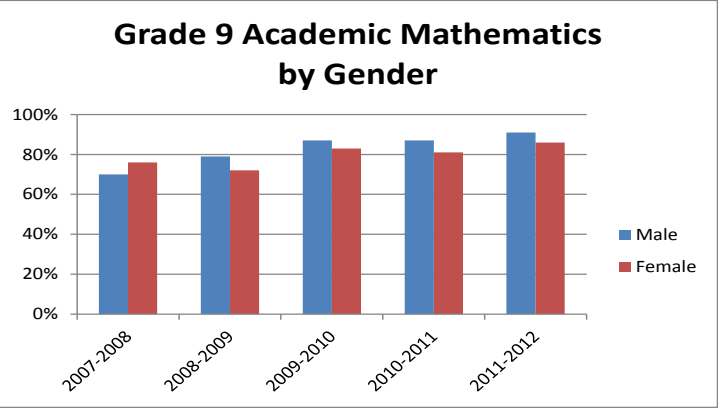
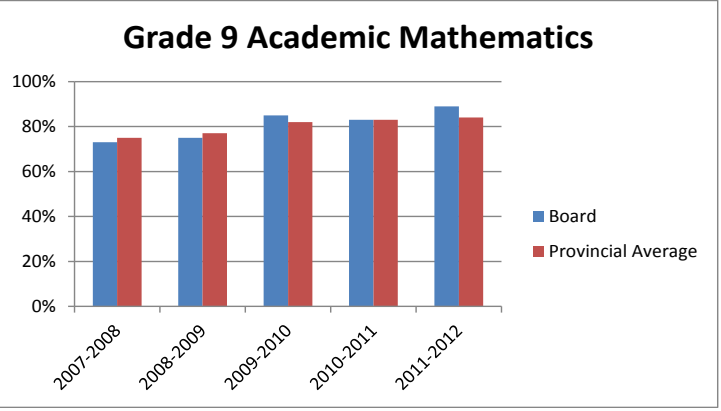
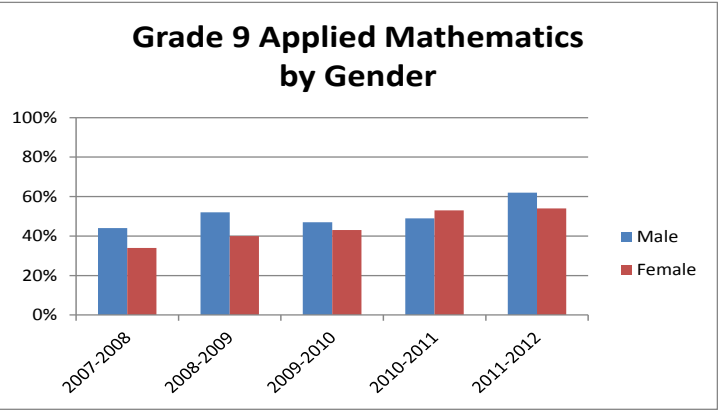
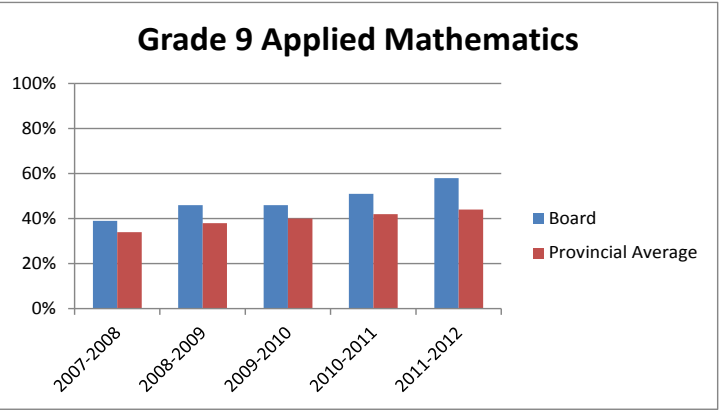
PRIMARY



JUNIOR



SECONDARY





STRATEGIC COMMITMENT

Leadership

GOAL: WE WANT TO ENSURE DYNAMIC AND PROGRESSIVE LEADERSHIP IN THE YEARS AHEAD

- Capitalize on and share our current knowledge and experience with those who will lead tomorrow
- Build capacity to be ready for demographic changes - e.g. retirements - in the years ahead
- Identify and nurture potential leaders at every level of our school system

A PROFILE OF THE LEADER FOR VARIOUS ROLES IS DEVELOPED.

- Communicated the profile of the leader based on practices and competencies essential to each leadership position.

POTENTIAL LEADERS ARE RECRUITED THROUGH FORMAL AND INFORMAL LEADERSHIP PROGRAMS.

- Continued to review and refine the current teacher leadership program (An Introduction to Teacher Leadership: Version 3) in a manner that is aligned with the leadership framework.

PROGRAMS FOR THE PROFESSIONAL LEARNING OF ASPIRING, BEGINNING AND EXPERIENCED LEADERS ARE IMPLEMENTED.

- Developed a formal leadership program (Aspiring Catholic Leaders: Seminar Series-Version 2) in a manner that is aligned with the leadership framework. The program provided opportunities for aspiring leaders to observe and acquire the competencies outlined in the leadership profile.
- Developed a job shadowing (internship) component that developed aspiring principals' abilities to deal with the practical, day-to-day demands of the role.
- Implemented a certificate program in Human Resources and Labour Relations for Principals and Vice-Principals.
- Developed a leadership training program for candidates in the principal and vice-principal pool that are in our school system. Candidates also participated in training sessions through CPCO and EQAO.

CONTINUE TO IMPLEMENT AND MONITOR/EVALUATE THE MENTORING PROGRAM FOR NEW AND EXPERIENCED PRINCIPALS AND VICE-PRINCIPALS.

- Convened the Mentoring Steering Committee to revise and augment the mentoring program.
- Developed and documented a comprehensive transition process for incoming and outgoing school and Board leaders.

REVIEW THE PRINCIPAL/VICE-PRINCIPAL SELECTION PROCESS.

- Instituted a continuous intake process for principal/vice-principal applications to the Board.

IMPLEMENT A PRINCIPAL/VICE-PRINCIPAL PERFORMANCE APPRAISAL SYSTEM BASED ON LEADERSHIP PROFILES.

- Developed an introductory training module for principals/vice-principals and superintendents related to the basic principles of principal performance appraisals.
- Supported annual growth plans and performance plans with coaching opportunities.

FACILITATE TRUSTEE TRAINING RELATED TO STUDENT ACHIEVEMENT AND BILL 177.

- The Director and Trustees continued to access governance training opportunities.



STRATEGIC COMMITMENT

Communications

GOAL: WE WANT TO SHARE OUR CATHOLIC EDUCATION STORIES, ACTIVITIES AND SUCCESSES WITH OUR INTERNAL AND EXTERNAL COMMUNITIES

- Provide timely information to and opportunities for dialogue with all stakeholders
- Increase our public profile and advocate for Catholic education with relevant and contemporary communication strategies
- Establish broader communication networks to connect with all geographic areas we serve
- Increase focus on privacy and information management best practices and guidelines



IMPROVE COMMUNICATION AMONG ALL STAFF AND MEMBERS OF OUR CATHOLIC COMMUNITY.

- Staff can successfully update personal information, access curriculum materials and student data quickly and easily.
- Process implemented whereby feedback from staff informs new features to improve the Intranet project and increase usage.
- Portal sections developed and measured for Curriculum, Administration, Employees, Teachers and Parents.
- Improved the functionality and content of the Board website.
- Released 'From the Boardroom' newsletter following each Board meeting to ensure timely messaging to staff and the community.

WITNESS A STRONG UNDERSTANDING OF THE VALUE OF CATHOLIC EDUCATION IN OUR LOCAL COMMUNITY.

- Sent our publications to our community partners for display.

CREATE CLOSER CONNECTIONS BETWEEN THE SCHOOL AND MEDIA AT THE LOCAL LEVEL.

- Provided media training to principals, senior administrators and trustees.

ESTABLISH A CLEAR, CONSISTENT VISUAL IMAGE THROUGHOUT ALL OF OUR PUBLICATIONS.

- Developed Visual Identity Guidelines.
- Shared templates with designated staff.

IMPROVE KNOWLEDGE OF PRIVACY AND INFORMATION MANAGEMENT BEST PRACTICES AND GUIDELINES.

- Populated Administrative section of the portal with standard Privacy and Information Management reference documents.
- Created privacy breach procedure document for principals to share with staff.



Trustees

From left to right: Cliff Casey, *Chair of the Board, Norfolk County*, Dennis Blake, *Norfolk County*, Rick Petrella, *City of Brantford*, Bonnie McKinnon, *Haldimand County*, Dan Dignard, *County of Brant*, June Szeman, *Vice Chair of the Board, City of Brantford*.

Student Trustee 2011-12 - Maxine Smitiuch

Senior Administrators

From left to right: Tom Grice, *Assistant Superintendent of Business (September 2011-December 2011) / Superintendent of Business and Treasurer (January 2012-present)*, Bill Chopp, *Superintendent of Education*, Trish Kings, *Superintendent of Education*, Cathy Horgan, *Director of Education & Secretary*, Chris N. Roehrig, *Superintendent of Education*, Wally Easton, *Associate Director, Corporate Services & Treasurer (to December 2011)*.



For more information about the Brant Haldimand Norfolk Catholic District School Board or this report:

View the Board's multi-year Strategic Plan found at
www.bhncdsb.ca
(Board | Reports and more | Reports and Plans)

Visit **www.bhncdsb.ca**

Call Communications Services at 519.756.6369 Ext. 234



BRANT HALDIMAND NORFOLK
CATHOLIC DISTRICT SCHOOL BOARD

322 Fairview Drive, P.O. Box 217
Brantford, ON N3T 5M8

T 519.756.6369

E info@bhncdsb.ca

www.bhncdsb.ca