



Board Meeting
Tuesday, December 14, 2010 7:00 p.m.
Boardroom

Members:

Trustees:

Cliff Casey (Chair), June Szeman (Vice Chair), Dennis Blake, Dan Dignard, Bonnie McKinnon, Rick Petrella, Ayna Poremba (Student Trustee)

Senior Administration:

Cathy Horgan (Director of Education), Wally Easton (Associate Director, Corporate Services & Treasurer), Bill Chopp, Trish Kings and Chris Roehrig (Superintendents of Education), Tom Grice (Assistant Superintendent of Business)

1. Call to Order

- 1.1 Opening Prayer – Cliff Casey, Chair
- 1.2 Attendance

2. Routine Matters

- 2.1 Approval of the Agenda
- 2.2 Declaration of Interest
- 2.3 Approval of Minutes from the Board Meeting – November 23, 2010 Pages 3-8
- 2.4 Approval of Minutes from Inaugural Board Meeting – December 7, 2010 Pages 9-10
- 2.4 Business Arising from Minutes

3. Presentations and Delegations

The Board will recognize Amber Jung, a Grade 8 student at St. Joseph's School in Simcoe, for her winning design of the annual Board Christmas card.

The Board will recognize June Szeman, Chair of the Board, 2008-2010.

4. Committee and Staff Reports

- 4.1 Strategic Action Plan (2010-2012) Pages 11-37
Presenters: Senior Administration
- 4.2 Accommodation Review – St. Bernard Brantford and St. Pius X Schools Pages 38-39
Presenter: Wally Easton, Associate Director, Corp. Services & Treasurer



- 4.3** Excursion – “Mission Trip”, Nashville, TN Page 40
Presenter: Chris Roehrig, Superintendent of Education
- 4.4** Unapproved STSBHN Committee Meeting Minutes – November 5, 2010 Pages 41-48
Presenter: Cliff Casey, Trustee Representative on the STSBHN Committee
- 4.5** Student Trustee Report Page 49
Presenter: Alyna Poremba, Student Trustee
- 5. Information and Correspondence**
- 5.1** Committees with Trustee Representation (December 2010 – November 2011) Pages 50-51
- 6. Notices of Motion**
- 7. Trustee Inquiries**
- 8. Business In-camera**
207. (2) Closing of certain committee meetings. A meeting of a committee of a board, including a committee of the whole board, may be closed to the public when the subject-matter under consideration involves,
- a. The security of the property of the board;
 - b. The disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
 - c. The acquisition or disposal of a school site;
 - d. Decisions in respect of negotiations with employees of the board; or
 - e. Litigation affecting the board.
- 9. Report on the In-Camera Session**
- 10. Future Meetings and Events** Pages 52-53
- 11. Moment of Silent Reflection**
- 12. Adjournment**



Board Meeting
Tuesday, November 23, 2010 7:00 pm
Boardroom

Present: **Trustees:**
June Szeman (Chair), Joe McPherson (Vice Chair), Cliff Casey, Dan Dignard,
Bonnie McKinnon, Alyna Poremba (Student Trustee)

Absent: Dennis Blake

Senior Administration:

Cathy Horgan (Director of Education), Wally Easton (Associate Director, Corporate Services & Treasurer), Bill Chopp, Trish Kings and Chris Roehrig (Superintendents of Education),
Tom Grice (Assistant Superintendent of Business)

1. Call to Order

1.1 Opening Prayer

The meeting was opened with prayer led by June Szeman. Chair Szeman read a memorial statement for Sylina Cutler, student at St. John's College, Brantford.

2. Routine Matters

2.1 Approval of the Agenda

Moved by: Bonnie McKinnon
Seconded by: Joe McPherson

THAT the Brant Haldimand Norfolk Catholic District School Board approves the Agenda of the November 23, 2010 meeting.

Carried

2.2 Declaration of Interest

Trustee Szeman declared a conflict of interest on Item 4.1 – Retreat/Conference Attendance.

2.3 Approval of Minutes from the Board Meeting of October 26, 2010

Moved by: Dan Dignard
Seconded by: Cliff Casey

THAT the Brant Haldimand Norfolk Catholic District School Board approves the Minutes from the October 26, 2010 meeting.

Carried



2.4 Business Arising from Minutes - Nil

3. Presentations and Delegations

On behalf of the Board, Chair Szeman congratulated Dave Szuty, IT Consultant with the Special Education Department, who was awarded the *Champion of Inclusion Award* at the recent Coaching to Inclusion Conference. Dave was commended as an individual who is inclusive in every aspect of his work and involvement with both students and staff Board wide.

Ian Carson, Chair of School Council for St. Mary School, Brantford, made a presentation regarding the St. Mary Accommodation Review report presented at the November 16, 2010 Committee of the Whole meeting.

4. Committee and Staff Reports

4.1 Unapproved Minutes and Recommendations from the Committee of the Whole Meeting of November 16, 2010

Vice Chair Joe McPherson reviewed the unapproved minutes and recommendations to the Board from the November 16, 2010 meeting of the Committee of the Whole. A request was made to address separately the recommendations regarding the "Accommodation Review – St. Mary, St. Bernard and St. Pius X Schools", as well as the "Retreat/Conference Attendance". Approval was requested for the following:

Moved by: Dan Dignard

Seconded by: Joe McPherson

THAT the Brant Haldimand Norfolk Catholic District School Board receives the unapproved minutes from the Committee of the Whole Meeting of November 16, 2010.

Carried

Moved by: Joe McPherson

Seconded by: Bonnie McKinnon

THAT the Committee of the Whole recommends the Brant Haldimand Norfolk Catholic District School Board approves the implementation of the Early Learning Kindergarten Program for September 2012, subject to Ministry of Education approval, at the following schools:

- 1) St. Joseph's School, Simcoe
- 2) St. Frances Cabrini School, Delhi
- 3) Notre Dame School, Brantford
- 4) St. Cecilia's School, Port Dover
- 5) South West Brantford School, Brantford
- 6) St. Peter School, Brantford
- 7) St. Theresa School, County of Brant
- 8) Resurrection School, Brantford

Carried



THAT the Committee of the Whole recommends that the Brant Haldimand Norfolk Catholic District School Board approves the 2011 insurance renewal premium, payable to the Ontario School Board's Insurance Exchange, in the amount of \$213,439, plus PST.

Carried

THAT the Committee of the Whole recommends that the Brant Haldimand Norfolk Catholic District School Board approves the formation of an Audit Committee and approves the Audit Committee Guidelines.

Carried

THAT the Committee of the Whole recommends that the Brant Haldimand Norfolk Catholic District School Board approves the request from Assumption College School for an excursion to Boston, MA from Thursday, April 28, 2011 to Sunday, May 1, 2011.

Carried

THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board rescinds the following policies:

200.02 – Transportation of Students – Inclement Weather

200.15 – Entering School – An Inclusive Approach

400.10 – Transportation of Students – Expectations and Responsibilities

400.13 – Transportation of Students – Accident/Incident Reporting

Carried

Following a brief discussion regarding the Accommodation Review for St. Mary School in Brantford, the following motion was made:

Moved by: Joe McPherson

Seconded by: Cliff Casey

THAT the recommendation that the "Brant Haldimand Norfolk Catholic District School Board approves the closure of St. Mary School, Brantford, effective June 30, 2012 and transfers the students of St. Mary School to Holy Cross School, subject to additional public input" be postponed until the January 18, 2011 Board meeting.

Carried

Moved by: Dan Dignard

Seconded by: Joe McPherson

THAT the Committee of the Whole recommends that the Brant Haldimand Norfolk Catholic District School Board closes St. Bernard School and St. Pius X School in Brantford and builds a new school on the St. Pius X school site to accommodate the students of both schools, effective September 1, 2013, provided the Ministry of Education allocates funding for this purpose, subject to additional public input.

Carried



Vice Chair Joe McPherson assumed the Chair for the following item and declared his intention to vote.

Moved by: Dan Dignard
Seconded by: Bonnie McKinnon

THAT the Committee of the Whole recommends that the Brant Haldimand Norfolk Catholic District School Board approves the attendance of June Szeman at the "Loving the Two Halves of Life: The Further Journey" Conference, with expenses not to exceed \$1,000.

Carried

4.2 Unapproved Policy Committee Meeting Minutes and Recommendations from November 16, 2010

Trustee McKinnon, Chair of the Policy Committee, reviewed the minutes from the November 16, 2010 meeting and requested approval of the following recommendations:

Moved by: Bonnie McKinnon
Seconded by: Joe McPherson

THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board approves the Facility Partnerships Policy.

Carried

THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board rescinds the Workplace Violence Prevention Policy (Interim) and approves the Workplace Violence Prevention Policy 300.20.

Carried

THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board rescinds Policy 200.13 *Student Assault on Board Personnel*.

Carried

THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board rescinds the Workplace Harassment Policy (Interim) and approves the Workplace Harassment Policy 300.01.

Carried

THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board:

- rescinds the Safe Schools Policy (Interim) and approves the Safe Schools Policy 200.26
- rescinds the Student Discipline Policy (Interim) and approves the Student Discipline Policy 200.27
- rescinds the Bullying Prevention & Intervention Policy (Interim) and approves the Bullying Prevention & Intervention Policy 200.28.

Carried



THAT the Policy Committee recommends that the Brant Haldimand Norfolk Catholic District School Board approves the Equity and Inclusive Education Policy (Interim).

Carried

4.3 Unapproved Faith Advisory Committee Meeting Minutes from November 11, 2010

Trustee Szeman, Chair of the Faith Advisory Committee, updated trustees on the Committee's recent activities.

Moved by: Joe McPherson

Seconded by: Dan Dignard

THAT the Brant Haldimand Norfolk Catholic District School Board receives the unapproved minutes from the Faith Advisory Committee Meeting of November 11, 2010.

Carried

4.4 Student Trustee Report

Student Trustee Alyna Poremba provided an update on Student Senate plans and activities, with a focus on increasing the cooperation between the three secondary school councils. A brief overview of recent community outreach and secondary school activities was also provided.

Moved by: Cliff Casey

Seconded by: Bonnie McKinnon

THAT the Brant Haldimand Norfolk Catholic District School Board receives the Student Trustee Report for November 2010.

Carried

5. Information and Correspondence:

Trustee Casey provided a brief update on the recent Trustee Orientation Session facilitated by the Ministry of Education. The session focused on Bill 177, an Act that amends the Education Act with respect to student achievement, school board governance and certain other matters.

Moved by: Dan Dignard

Seconded by: Bonnie McKinnon

THAT the Brant Haldimand Norfolk Catholic District School Board receives the information and correspondence items since the last meeting.

Carried

6. Notices of Motion: Nil

7. Trustee Inquiries:

Trustee McPherson reiterated his concern regarding the number of Catholic voters who are not listed as Catholic voters and requested that the Board be diligent in pursuing the Ministry of Education and the Ontario Catholic School Trustees Association (OCSTA) regarding the issues with the MPAC Catholic Voters List. Trustee Casey will take this request forward to the OCSTA executive.



8. Business In-Camera

Moved by: Dan Dignard
Seconded by: Joe McPherson

THAT the Brant Haldimand Norfolk Catholic District School Board moves to an in-camera session of the Board.

Carried

9. Report on the In-Camera Session

Moved by: Dan Dignard
Seconded by: Joe McPherson

THAT the Brant Haldimand Norfolk Catholic District School Board approves the business of the in-camera session.

Carried

10. Future Meetings and Events

Chair June Szeman drew trustee attention to list of upcoming meetings and events.

11. Moment of Silent Reflection

12. Adjournment

Prior to adjourning, Chair Szeman, on behalf of the Board, staff, students and school communities, presented Vice-Chair Joe McPherson with a gift of appreciation for his seven years of leadership and dedicated service and support to Catholic education as a Trustee, Board Chair and Vice-Chair. Vice-Chair McPherson expressed his sincere appreciation for the opportunity of being a part of the success of students across the system, witnessing and being a part of many wonderful events over the years, and reiterated his commitment to continuing to promote and defend Catholic education.

Moved by: Joe McPherson
Seconded by: Bonnie McKinnon

THAT the Brant Haldimand Norfolk Catholic District School Board adjourns the meeting of November 23, 2010.

Carried



**Inaugural Board Meeting
Tuesday, December 7, 2010 7:00 p.m.
Norfolk Room**

Members: Trustees:

Dennis Blake, Cliff Casey, Dan Dignard, Bonnie McKinnon, Rick Petrella, June Szeman, Alyna Poremba (Student Trustee)

Senior Administration:

Cathy Horgan (Director of Education & Secretary), Wally Easton (Associate Director, Corporate Services & Treasurer), Bill Chopp, Trish Kings and Chris Roehrig (Superintendents of Education), Tom Grice (Assistant Superintendent of Business)

1. Call to Order

1.1 Opening Prayer

The meeting opened with prayer, lead by Director Horgan.

1.2 Attendance and Welcome

Director Horgan welcomed trustees and senior administrators.

2. Routine Matters

2.1 Approval of Agenda

The agenda was approved, as distributed.

2.2 Declaration of Interest - Nil

3. Certification of Election Results by the Municipal Clerks

Director Horgan read the official election results, as follows:

For the Corporation of the City of Brantford, Rick Petrella and June Szeman - declared

For the County of Brant, Dan Dignard – acclaimed

For the County of Haldimand, Bonnie McKinnon – acclaimed

For the County of Norfolk, Dennis Blake and Cliff Casey - declared

She congratulated all trustees and thanked them for their commitment to Catholic education.

4. Declaration of Office and Oath of Allegiance

Trustees read and signed the Declaration and Oath of Allegiance forms.

5. Appointment of Scrutineers

Director Horgan appointed Chris Roehrig and Trish Kings, Superintendents of Education, as Scrutineers for the nomination and election of the Chair and Vice Chair of the Board.



6. Nomination and Election of Chair

Director Horgan requested that ballots for the nomination of the Chair of the Board be distributed. Cliff Casey and Bonnie McKinnon were nominated. Cliff Casey agreed to let his name stand. Director Horgan declared trustee Casey acclaimed to the position of Chair of the Board.

Moved by: Dennis Blake

Seconded by: Dan Dignard

THAT the Brant Haldimand Norfolk Catholic District School Board destroys all ballots in the nomination of Chair of the Board.

Carried

7. Nomination and Election of Vice Chair

Newly elected Chair Casey assumed the Chair and requested that ballots for the nomination of the Vice Chair be distributed. Dennis Blake and June Szeman were nominated as Vice Chair of the Board and agreed to let their names stand. Ballots for the election of Vice Chair were distributed and voting took place by secret ballot. A tie was declared, and trustees Blake and Szeman drew lots as per Section 208(8) of the Education Act. Chair Casey declared Trustee Szeman as Vice Chair.

Moved by: Bonnie McKinnon

Seconded by: Dan Dignard

THAT the Brant Haldimand Norfolk Catholic District School Board destroys all ballots in the nomination and election of Vice Chair of the Board.

Carried

8. Appointment of Board Auditor

Associate Director Easton recommended that the Board continue to use the services of Millard, Rouse & Rosebrugh, Chartered Accountants, as auditors for the year ending August 31, 2011.

Moved by: Dan Dignard

Seconded by: June Szeman

THAT the Brant Haldimand Norfolk Catholic District School Board approves the appointment of Millard, Rouse & Rosebrugh, Chartered Accountants, as auditors for the year ending August 31, 2011.

Carried

9. Inaugural Address by the Chair of the Board

Chair Casey thanked trustees for their support and confidence and said that he is looking forward to continuing to serve the students and staff of the Board and to further protect Catholic education. He expressed the Board's appreciation to former Chair, June Szeman, for her skilled leadership and hard work over the past two years as Chair. Chair Casey commented on the recent legislative changes resulting from Bill 177 that will significantly change the role of school board trustees, particularly the increased accountability for student success and student well being. He also noted that the Board has significant work ahead including the current construction and renovation of two schools, the expansion of the full day Early Learning Kindergarten Program, ongoing focus on the Board's Mission, Vision and Strategic Plan, infusion of information technology at the primary level, and the Accommodation Review process.

10. Adjournment

The meeting was adjourned at 7:50 p.m.

REPORT TO THE BRANT HALDIMAND NORFOLK CATHOLIC DISTRICT SCHOOL BOARD

Prepared by: Cathy Horgan, Director of Education & Secretary
Presented to: Board of Trustees
Submitted on: December 14, 2010
Submitted by: Cathy Horgan, Director of Education & Secretary

STRATEGIC ACTION PLAN 2010-12

Public Session

BACKGROUND INFORMATION:

In February of 2009, the Board began a strategic planning process. In June of that year, the Board passed, in principle, a revised mission statement, motto, core values and four (4) strategic commitments. In September 2009, the Board passed an action plan for each of the strategic commitments and throughout the 2009-10 school year, reports were received by the Board regarding the status of these plans (Appendix A). The whole strategic plan underwent an extensive vetting process whereby the Director of Education engaged staffs, Regional School Council, various work sites and the deaneries to gather input on the validity and direction of the plan. In June 2010, the Board passed the Strategic Plan with direction to develop action plans for the next two years.

DEVELOPMENTS:

The Brant Haldimand Norfolk Catholic District School Board's Strategic Plan fulfills the requirements of Bill 177 whereby one of the major responsibilities of the Board is to develop, approve and monitor a multi-year plan. The plan is intended to have a mission statement, beliefs and strategic directions. Its emphasis should be on student achievement and have goals that span three years. It should also be the result of consultation and the public should have access to it. A "user friendly" version is recommended to be posted on the Board's website. More detailed operational plans are expected to be developed to support the plan and guide its implementation.

The marks of a good plan are that it addresses student achievement and well being, effective use of resources, and the delivery of effective appropriate educational programs. A good plan should limit the number of goals in order to provide clarity for the system and focused implementation.

In September, senior staff were each assigned a strategic commitment and asked to continue the action plan into the next two years (Appendix B). They gathered feedback from various stakeholders, analyzed the status of the work as of June 2010, and created goals and strategies intended to be implemented over the next two years.

Strategic Plans, though expected to be implemented over three years, need to be constantly monitored and adjusted as needed. The process of monitoring will be continued from last year's practice and become part of a reporting cycle to the Board.

RECOMMENDATION:

THAT the Brant Haldimand Norfolk Catholic District School Board approves the 2010-12 Strategic Action Plan.

Catholicity: *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
- Build stronger partnerships with Catholic priests and parishes and stronger communities of schools within each parish
- Foster programs that inspire challenge and motivate students to strengthen their concept of social justice and all faith practices

Expected Outcomes	Strategies	Indicators of success	Timeline	Responsibility	Status (as of Feb. 23/10)	Status (year end)
100% of our elementary schools will establish specific targets for improving the Catholic Culture of the school.	<p>Using the tool “Because we Believe: Our Catholic Faith Comes Alive”, our Religion and Family Life Consultant, will train the principals and faith ambassadors on the self- review process in the fall.</p> <p>Establish a timetable for the reviews and link them to the District School Improvement Reviews.</p> <p>Each school will target two areas of the self-assessment in the Community Culture and Caring section of their school improvement plans. Specific indicators will be reflected in the work of the school.</p>	<p>100% of School Improvement Plans will track the selection of the targets and their progress.</p> <p>Annually School Superintendents will review the implementation of the School Improvement Plan and the results.</p>	<p>Nov 2009</p> <p>May 2010</p>	<p>School Superintendent, Principal, Religion and Family Life Consultant</p> <p>Principal School Superintendent</p>	<p>All schools have included specific activities in their School Improvement Plans related to the Board theme.</p> <p>Principals have been introduced to the Tool</p>	<p>School Improvement Plans reflected Catholicity goals and results were monitored.</p> <p>Deferred to 2010-11 in line with Board’s Year 2 theme, “Because We Believe, Our Faith Comes Alive in Our Schools.”</p>
A Virtues Education Foundational document will be used as a reference in our board policies, procedures and programs.	<p>A writing committee will write the document using a variety of Catholic sources.</p> <p>The document will be used to create a teacher resource for integrating virtues education in lessons and school cultures.</p>	<p>The two documents are produced and distributed to all staff in January by the principals.</p> <p>A survey will be developed by the writing team to ensure that we know if parents, students and staff are aware of the virtues project.</p>	<p>Jan 2010</p> <p>May 2010</p>	<p>Religion and Family Life Consultant</p> <p>Curriculum Writing Team</p>	<p>Final draft completed awaiting printing. Linking materials are being developed.</p> <p>Writing team established.</p>	<p>Final draft completed awaiting printing. Linking materials are being developed. Distribute document August, 2010.</p> <p>Writing team established. To be completed Fall, 2010.</p>

Expected Outcomes	Strategies	Indicators of success	Timeline	Responsibility	Status (as of Feb. 23/10)	Status (year end)
	<p>Principals will be inserviced on the new document by the writing team in February.</p> <p>Principals will use the material in the school agendas next spring so that parents are engaged.</p>	<p>Where suitable, the document will be referenced in all new policies and when existing policies are revised.</p>	<p>Ongoing</p>	<p>Director</p>	<p>Principals have been introduced to the document.</p> <p>Completed. Drafts gone to supplier.</p>	<p>Deferred o 2010-11.</p> <p>Completed. In 2010-11 student agendas.</p>
<p>100% of staff will be introduced to a spiritual theme for the next three years:</p> <p>Year one: <i>Because we believe our Catholic faith comes alive in our hearts.</i></p> <p>Year two: <i>Because we believe our Catholic faith comes alive in our school.</i></p> <p>Year three: <i>Because we believe our Catholic faith comes alive in our community.</i></p>	<p>An opening faith day will introduce the theme.</p> <p>Various publications will be completed by the communication officer to publicize the themes: banners, bookmarks, and posters. The theme will be featured on the website.</p> <p>Materials will be distributed by the Religion and Family Life consultant for classrooms and whole school activities.</p> <p>Elementary Curriculum committee will develop resources linking the board theme and the liturgical calendar and classroom activities.</p>	<p>A survey will be developed by the director's office to ensure parents, students and staff are engaged in the theme.</p> <p>Through supervision and report back on the School Improvement Plan principals will demonstrate that local school activities have been designed to animate the theme during the year.</p>	<p>Ongoing for the next three years</p> <p>January 2010</p> <p>December 2009</p>	<p>Religion and Family Life Consultant</p> <p>Director Communications Officer</p> <p>Religion and Family Life Consultant, Principals, School Superintendent</p>	<p>Posters/banners in each school. Faith Day successfully held in September.</p> <p>Classroom materials relating our Board theme to the liturgical year have been distributed and are being created on an ongoing basis.</p>	<p>Ongoing; Year 1 completed. Surveys indicate a high degree of engagement as 87% of sample staff participated in activities pertaining to the Board theme.</p> <p>Materials produced. Teachers reports the need for greater accessibility. Recommendations for 2010-2012:</p> <ul style="list-style-type: none"> - continue objectives and activities with a view to producing more user-friendly materials - make more explicit connections with parishes

Strategic Commitment: Catholicity

Expected Outcomes	Strategies	Indicators of success	Timeline	Responsibility	Status (as of Feb. 23/10)	Status (year end)
<p>Increase contacts with parishes by 100% as compared to the current rate and share information.</p> <p>Increase participation of the clergy in the schools and schools in the parishes by 100% compared to the current rate.</p>	<p>Principals will meet with Pastors to set school calendars for events.</p> <p>Board and school newsletters will be inserted into parish bulletins.</p> <p>Populate the parish page on the board and school website.</p> <p>Director and Religion and Family Life Consultant to attend the deanery meetings.</p> <p>Director to attend Catholic Women’s League and Knights of Columbus meetings.</p>	<p>Increased presence of the clergy in schools.</p> <p>Parishioners are aware of activities at the local school as evidenced by increased clergy participation in the school activities as compared to the current rate.</p> <p>Parents have access to information links to the parishes.</p>	<p>September 2009 ongoing</p> <p>Ongoing</p>	<p>Director, Religion and Family Life Consultant, Principals</p> <p>Principals Communications Officer</p>	<p>Principal committee has drafted a list for principals regarding Best Practices.</p> <p>Parish bulletins being used.</p> <p>Deanery meetings regularly attended.</p> <p>Not recommended by Catholicity/Faith Advisory Committees.</p>	<p>New Administrative Procedure developed.</p> <p>Parish bulletins being used. Surveys indicate varying levels of clergy/parish engagement. Greater focus needed in this area.</p> <p>Deanery meetings regularly attended.</p> <p>Not recommended by Catholicity/Faith Advisory Committees</p>

Recommendations

- New outcomes developed for next year:
- open communication and clarify processes for school-parish relations
 - support and develop faith dimension of administrators and develop the knowledge and skills to work within the schools and parishes

Student Achievement: *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

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of March 30, 2010)	Status (year end)
Our Catholic faith permeates all areas of the curriculum and student life.	<p>Ensure preferential timetabling is in place for Religion and Family Life Program and appropriate Catholic curriculum documents and resources are used in the classroom.</p> <p>Develop a comprehensive professional learning program for staff related to the delivery of the Religion and Family Life programs.</p> <p>Develop plans to enhance the prayer life of the school and classrooms.</p>	<p>The learning goals and expectations of the Religion and Family Life programs are achieved across all grade levels.</p> <p>Staffs are supported in their learning and their knowledge, and skills are strengthened.</p> <p>Prayer is a central focus of the schools and within classrooms.</p> <p>The parish priests support the Religion and Family Life Programs within the schools and parents are aware of the knowledge, skills and attitudes being developed in the programs.</p>	September 09 – June 10	<p>Superintendents</p> <p>Principals/Vice Principals and School Staff</p> <p>Religion & Family Life Consultant</p>	<p>Superintendents have reviewed timetables and discussed the Religion and Family Life programs during school visits. Through budgeting process, updated resources have been provided to support programs as needed, i.e.. Family Life Program and Literacy resources.</p> <p>Professional learning programs have included Faith Day, conferences/ W.F.M.P., New Teacher Induction Program, Religion Courses, Faith Ambassadors.</p> <p>All School Improvement Plans include strategies to enhance the prayer life within the schools and classrooms. Liturgical packages are being prepared for schools.</p>	<p>Superintendents have reviewed timetables and discussed the Religion and Family Life programs during school visits. Through budgeting process, updated resources have been provided to support programs as needed, i.e.. Family Life Program and Literacy resources.</p> <p>Professional learning programs have included Faith Day, conferences/ W.F.M.P., New Teacher Induction Program (NTIP), Religion Courses, Faith Ambassadors, NTIP and new Principals year-end retreats.</p> <p>All School Improvement Plans include strategies to enhance the prayer life within the schools and classrooms. Liturgical packages are being prepared for schools. The Key Learnings Document has been posted on Board's website so parents can be aware of the knowledge, skills and attitudes being developed in the programs.</p>

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of March 30, 2010)	Status (year end)
Our Catholic faith permeates all areas of the curriculum and student life (continued)	<p>Develop strategies with parish and home to support curriculum within the schools.</p> <p>Implement draft document “Cognitive Content” to support <u>Born of the Spirit</u> 1 – 6 and <u>We are Strong Together</u> 7 and 8.</p>	Draft document will be used to support Religion program.			<p>Religion Department has been providing inserts for school newsletters.</p> <p>“ Key Learnings for Religion Programs”, which has been developed through Curriculum Committee for Religious Education, will be introduced to principals and school staff in third term.</p>	<p>Religion Department continues to provide inserts for school newsletters.</p> <p>Document has been introduced and is posted on the board’s website. Parents can now be aware of the knowledge, skills and attitudes being developed in the programs</p>
Student achievement in literacy for primary and junior students will meet Board targets.	<p>Focus on non-negotiable elements in all schools and classrooms.</p> <p>Data collection and analysis is used to inform instruction.</p> <p>Specific training is provided for Grade 3 and 6 teachers and principals/vice principals related to EQAO.</p>	<p>Evidence of non-negotiable elements are present in all schools and classrooms.</p> <p>Data from a number of sources, EQAO, CCAT, DRA, report cards, classroom assessments is collected, analyzed and used for focused instruction.</p> <p>Designated targets and standards for students will be achieved as outlined in the Board Improvement Plan and School Improvement Plan.</p> <p>Intervention programs and strategies demonstrate improved results for struggling and “at risk” students.</p>	<p>September – June 2010</p> <p>June and August 2010</p> <p>October, March and June 2009 – 10</p>	<p>Superintendents</p> <p>Principals of Program</p> <p>Principals/Vice Principals, Support Staff</p>	<p>Non-negotiables have been introduced to the schools and have been reviewed with school principals through dialogue and walk-throughs at school level.</p> <p>Data is collected through Academic Warehouse in October, January and at the end of March (D.R.A. Report Cards and C.C.A.T.) and reviewed by Superintendents.</p> <p>EQAO Board and school targets have been identified (January) for Ministry “Mid-Year Conversation”.</p> <p>EQAO training for Grades 3 and 6 teachers and principals/vice principals has taken place through EQAO Outreach Team.</p>	<p>Non-negotiables have been introduced to the schools and have been reviewed with school principals through dialogue and walk-throughs at school level.</p> <p>Data from Academic Warehouse was collated and reviewed as part of the Improvement Plan assessment process in June, 2010.</p> <p>Participated in three visits by the Ministry during 2009-10 with a focus on student achievement and the Board Improvement Plan.</p> <p>Concepts, strategies and directions provided through training were incorporated in preparation for and administration of the EQAO assessments completed in May/June, 2010.</p>

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of March 30, 2010)	Status (year end)
<p>Student achievement in literacy for primary and junior students will meet Board targets. <i>(continued)</i></p>	<p>Job-embedded supports, as well as a comprehensive PD plan are in place to support all staff.</p> <p>School-based Catholic Professional Learning Communities are in place in all schools to support School Improvement Planning.</p> <p>School networks are established to facilitate collaboration and capacity building.</p>		<p>August 2010</p> <p>December, March and June 2009 – 10</p>	<p>Special Education Teachers, classroom teachers and volunteers</p> <p>School Improvement Teams, Information Technology Consultants</p> <p>Classroom Teachers</p>	<p>Four schools are participating in EQAO Symposium March 29 & 30.</p> <p>Intervention programs and strategies have been implemented for at risk students:</p> <ul style="list-style-type: none"> • STRONG START (JK-1) in 7 schools • Booster Groups (Gr. 1) in selected schools • IBM Reading Upgrade for Grade 3 at risk students <p>Literacy teachers and coaches continue to provide job-embedded learning.</p> <p>Catholic Professional Learning Communities are in place in all schools and meet on a regular basis. Agendas and minutes are reviewed by SOs.</p> <p>School Networks have been established in 18 schools and focus on shared needs for growth in literacy or numeracy.</p>	<p>Four schools participated in the EQAO Symposium, including Principals and School Improvement Teams. Principals shared new learnings with colleagues at the April AAC meeting.</p> <p>Based on the three intervention programs, data was collected and utilized as evidence of student improvement.</p> <p>Feedback provided by Literacy Teachers/Coaches as well as Principals/Vice Principals indicate support and positive results in terms of job embedded learning.</p> <p>Catholic Professional Learning Communities took place in all schools on a monthly or bi-monthly basis with agendas and minutes reviewed.</p> <p>Four networks were established involving twelve schools.</p>

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of March 30, 2010)	Status (year end)
<p>Student achievement for junior boys in writing will meet Board targets.</p> <p>Mathematics results for grade 7 and 8 students show improvement.</p>	<p>Intervention programs/strategies will be implemented to support struggling and at risk students.</p> <p>Grades 7 and 8 teachers will use Mathematics Organization Framework. Specific Grades 7 and 8 teachers will be involved in coaching groups.</p>	<p>Junior boys writing will meet expected targets in EQAO.</p> <p>Non-fiction writing will be a focus in all junior classrooms.</p> <p>Integration of technology will be utilized to engage boys more effectively.</p> <p>Results for Grades 7 and 8 mathematics demonstrate improvement as evidenced on report cards.</p>			<p>Digital Journey is being implemented in 22 schools to support boys' writing. Non-fiction writing is a focus in all junior classrooms.</p> <p>Grades 7/8 focus groups have met throughout the year. Coordination has taken place between sec. and elem. teachers to work towards improvement on the Grade 9 EQAO.</p>	<p>Digital Journey was successfully implemented in 22 schools. Results show an improvement in boys' writing as evidenced in March report card results: 3% gain for Grade 3 boys and 7% gain for Grade 6 boys.</p> <p>Continue support for next year; examine expansion into a coaching pilot program.</p>
<p>To improve student achievement in Grade 9 Applied and Academic Mathematics.</p>	<p>Mathematics Coaching project – three coaches (one per secondary school) being trained by a lead coach.</p> <p>EQAO training for Grade 9 teachers of Mathematics.</p> <p>Cooperative Learning Focus Group (intensive training for two Mathematics Coaches.)</p> <p>Mathematics Coaching training offered by the Ministry.</p> <p>Differentiated Instruction (D/I) Focus Groups – selected Mathematics teachers will participate in intensive training on Differentiated Instruction.</p>	<p>Improved EQAO scores in Grade 9 Applied Mathematics for year one of the project.</p> <p>Greater alignment between student achievement measured by the schools and the EQAO.</p>	<p>August 2010</p>	<p>Superintendent of Education</p>	<p>Coaching project has begun and reflection on the Winter administration of the test is complete. Results will be released summer 2010. Project is ongoing and expected to grow with the addition of three secondary coaches for 2010-2011.</p> <p>EQAO training with experts from the office is complete. Testing support materials and moderated marking is complete.</p> <p>Differentiated instruction focus groups are continuing – mathematics and literacy coaches are participating.</p>	<p>Coaching project is moving into the second phase. Preliminary results indicate a 6% increase in the number of students achieving at or above level 3 in Grade 9 applied math.</p> <p>Focus groups will continue to expand in membership and will be organized in family of school groupings.</p> <p>Differentiated instruction focus groups will continue in 2010-11 and will expand to include additional teachers.</p>

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of March 30, 2010)	Status (year end)
To improve student achievement in Grade 9 and 10 Locally Developed English as well as Grade 9 and 10 Applied English.	English Advisory Team has been created to consult on the construction of a three-year plan based on a coaching model. Begin Literacy Coaching project in second semester for 2001-2010.	Creation of a three year plan. Improved student achievement in semester two locally developed classes at all three schools.	June 2010	Superintendent of Education	English Advisory Team has concluded consultations and has endorsed the Literacy Coaching Project. Coaching project has begun in the three secondary schools. The Literacy and Mathematics Coaches have developed a coaching framework to define the parameters of their work.	Literacy coaching project will continue in Semester 1 (2010-11) and will move to Phase 2 in Semester 2 to include more teachers and classrooms.
To improve Pathways decisions for Grade 7 and 8 students.	Create a Pathways Steering Committee to gather evidence of the effectiveness of current practice and create a three year plan to support improvements in decisions related to pathways. Create a Skills Canada Committee to improve the number of events being held and the number of students participating in Skills Canada challenges.	Creation of a committee. Evidence of effectiveness. Improve participation in Skills Canada by 100%.	June 2010	Superintendent of Education	The Pathways Steering Committee has begun deliberations. A detailed analysis of college and university destination data has begun. Skills Canada Committee work is complete for this year – competitions have been held – some groups are competing at Provincial Skills. Participation target was greatly exceeded.	Student Destination Data report will be completed in September, 2010. Student participation in Board competitions more than doubled in 2009-10.
To provide a safe, secure and affirming environment for all students.	The Board's Safe School Policies and Procedures will continue to be developed and implemented. i) Progressive Discipline ii) Bill 157 iii) Equity & Inclusive Education	All administrators, staff and parent community will be aware of the Board's Safe Schools Policy and Procedures and accompanying programs.	September 2009 – June 2010	Superintendents Safe Schools and Equity Officer	Safe Schools Policies and Procedures have been reviewed and revised as per Bill 157 – Keeping Our Kids Safe at School (Student Discipline, Progressive Discipline, and Bullying Prevention and Intervention) and will proceed as directed by the Policy Development and Implementation process.	Safe Schools Policies and Procedures have been reviewed and revised as per Bill 157 – Keeping Our Kids Safe at School (Student Discipline, Progressive Discipline, and Bullying Prevention and Intervention) and will proceed as directed by the Policy Development and Implementation process.

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of March 30, 2010)	Status (year end)
<p>To provide a safe, secure and affirming environment for all students. <i>(continued)</i></p>	<p>A School Climate Survey will be developed to support the Community, Culture and Caring component of the Board Improvement Plan.</p> <p>The results of the survey will provide information and next steps for program planning and strategies.</p> <p>Each school's Safe Schools Team will develop a School Code of Conduct consistent with the Provincial Code of Conduct and Board Code of Conduct in consultation with staff, students and parents.</p>	<p>The survey is developed and implemented.</p> <p>Programs and strategies are in place at a Board and school level.</p> <p>A Code of Conduct is in place at each school.</p>		<p>Principals/Vice Principals and</p> <p>Safe Schools Team</p>	<p>School teams from every school have been in-serviced on Bill 157, highlighting specific changes with the expectation that all staff is then in-serviced.</p> <p>School Climate survey samples have been reviewed and survey developed for distribution to staff, students and parents with results driving next steps in terms of Board plan and school plan.</p> <p>An in-service (PA Day, April 16) is planned for principals/vice principals with respect to development of school Codes of Conduct, to be completed by the end of June.</p>	<p>Principals, Vice Principals and Safe Schools teams provided training to school staff with respect to Bill 157.</p> <p>School Climate surveys will be implemented in the Fall of 2010.</p> <p>A training day took place with elementary Principals and Vice Principals in May as a review of changes to Safe Schools' expectations; a template was provided for School Codes of Conduct.</p>

Leadership: *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

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of April 27, 2010)	Status (Year end)
Create a profile of the leader upon which selection and training programs will align.	Establish a Leadership Steering Committee (LSC) made up of principals, vice-principals and senior staff to provide input into the profile of the leader - use evidence and research based on the Ontario Leadership Strategy and the Ontario Institute for Education Leadership (the Catholic Leadership Framework).	Committee created and minutes/agendas of meetings documented. Publication and communication of the profile of the leader to the system.	February 2010 June 2010	Director of Education Superintendent of Education (Staffing)	The LSC has been formed and has met a number of times to guide system direction. The LSC has analyzed data to determine system needs. A profile of the leader of the system has been drafted and incorporated into the hiring package for vice-principal and principal applications.	The LSC has been formed and has met a number of times to guide system direction. The LSC has analyzed data to determine system needs. A profile of the leader of the system has been drafted and incorporated into the hiring package for vice-principal and principal applications.
Develop programs for aspiring, beginning and experienced leaders that align with the leadership framework and core leadership capacities.	LSC to support the development of locally developed courses for aspiring leaders aspiring and experienced leaders. Survey the system using the Leadership Self-Review Tool to clarify the next steps for the system. Develop and implement a mentoring program for new and experienced principals and vice-principals.	Outline of courses produced and published. Survey data collected, analyzed and summarized for next steps. Principals and vice-principals engaged in a mentoring program.	June 2010 November 2009 November 2009	Superintendent of Education (Staffing) Superintendent of Education (Staffing) Superintendent of Education (Elementary)	The first course has been developed and will begin ahead of schedule – April 28, 2010. Data was compiled and analyzed – subsequently the committee completed another survey to uncover obstacles to formal leadership. The mentoring program has been a success. It was aided by an outside facilitator (Fran Craig from the CCC).	Completed. 71% of teachers surveyed were aware of the teacher leadership modules. Course evaluations indicate extremely high level of success. Data was compiled and analyzed – subsequently the committee completed another survey to uncover obstacles to formal leadership. Information will be used for Year 2 plan. Completed/ongoing. Results of program participant evaluations indicate a high level of success. Recommendations will be used in Year 2 plan.

Expected Outcome	Strategies	Indicators of success	Evaluation Cycle	Responsibility	Status (as of April 27, 2010)	Status (Year end)
Develop programs for aspiring, beginning and experienced leaders that align with the leadership framework and core leadership capacities. <i>(continued)</i>	Implement a performance appraisal (PPA) process for principals and vice-principals that have professional growth as a foundation.	Principals and vice-principals participating in all aspects of PPA.	November 2009	Superintendent of Education (Staffing)	Training sessions took place to prepare principals and vice-principals for the new process. School superintendents have begun the first cycle of PPAs using the new format.	Completed. Year One schedule of PPAs engaged principals and Supervisory Officers in rich professional dialogue and professional growth. Completed. Recommendation to focus professional development and engage principals in shared practice models of professional learning.
	Create a professional development program for principals and vice-principals that align with system goals.	All principals and vice-principals participate in professional learning program.	June 2010	Principal Assigned to Professional Learning	Ongoing PD has been developed at AAC meetings by our Principal assigned to professional learning. The highlight is the April session with Father Ray Carey.	
Develop a recruitment and selection process for hiring leaders that aligns with our profile of the leader.	Using the profile of the leader – establish a subcommittee to develop the recruitment and selection process for vice-principals and principals	Produce an outline of the recruitment and selection process for vice-principals and principals.	June 2010	Superintendent of Education (Staffing)	The recruitment and selection system has been created. Applicants for the vice-principal pool and principal pool will use the new system based on the Core Leadership Capacities.	Completed.

Communications: *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 with relevant and contemporary communication strategies
- Establish broader communication networks to connect with all geographic areas we serve

Expected Outcome	Strategies	Indicators of Success	Evaluation Cycle	Responsibility	Status (as of May 25/10)	Status (year end)
Have a full-service, intuitive Intranet that is the 'hub' of our Board's internal communication system and is used by all employees	Select a Document Management Solution.	Document Management Solution selected.	December 2009	Information Technology / Corporate Services	Item modified. In Process	Item modified. In process.
	Solicit feature list input from Senior Advisory Council.	Senior Advisory Council polled for input as to what they believe our Intranet should contain/feature.	January 2010	Corporate Services / Communications Office	Currently researching Document Management Solutions and Portal Software. Connecting with other Boards to see which applications may be appropriate for us.	Currently researching Document Management Solutions and Portal Software. Connecting with other Boards to see which applications may be appropriate for us.
	Write a Product Requirements Document (PRD) to ensure that all user needs are addressed.	Product Requirements Document developed and agreed to (by the Information Technology Department)	February 2010	Corporate Services / Communications Office / Information Technology	Large project with large impact. Ensuring that the specifications and use cases are accurate before development begins.	Large project with large impact. Ensuring that the specifications and use cases are accurate before development begins.
	Write a clear specification for the Board's Intranet project.	Specification written and time lines approved.	March 2010	Communications Office / Information Technology		
	Complete a designated number of items on the feature list.	Items that users identified as 'most important' are completed, tested and ready to use.	May 2010	Communications Office / Information Technology		

Expected Outcome	Strategies	Indicators of Success	Evaluation Cycle	Responsibility	Status (as of May 25/10)	Status (year end)
	Run concurrently with the existing BHNResource during testing.	New Intranet tested and ready for announcement (that it is on the way) in September 2010.	July 2010	Communications Office / Information Technology		
<p>A stronger connection with our Catholic communities</p> <p>Increase contact with Parish Priests and our Bishops and increase the amount of Board information that is provided to them by:</p>	Provide Parish bulletin inserts once a term.	Bulletin inserts provided in October, January and April.	January 2010	Director's Office / Communications Office	<p>Established and ongoing.</p> <p>Inserts for Kindergarten Registration provided in January 2010. Paper and electronic format.</p> <p>Inserts to raise awareness for Catholic ratepayers provided in April 2010. Paper and electronic format.</p>	<p>Established and ongoing.</p> <p>Inserts for Year Two Board theme , "Faith Day Information", will be complete by June 30, 2010.</p>
	Principals meet with Pastors to collect Parish information to include on school monthly calendars.	Each month, the school calendar contains Parish events.	December 2010	Director's Office/ School Principals	<p>Established and ongoing.</p> <p>Catholicity Committee meeting detailed new process that is being recommended to all principals. This process includes meeting early with the Parish priest, providing information and dates of school activities and providing a student agenda.</p>	<p>Established and ongoing.</p> <p>New Administrative Procedure developed by Catholicity Committee, with input from principals and parish priests.</p> <p>Recommendation for a "principal kit" (agenda, calendar, etc.) to be given to the parish priest will be evaluated in 2010-11.</p>
	Provide the Catholic Women's League and the Knights of Columbus with Board to home and school to home information.	Catholic Women's League and Knights of Columbus sent bulletin-type information, Board to home and school to home information. Connect with a sample of members to determine if the information is valuable.	January 2010	Communications Office / School Principals	<p>Modified.</p> <p>This strategy was not acted upon under the advice of the Deanery. CWL and KoC members that attend church regularly receive these publications in their church bulletins.</p>	<p>Modified.</p> <p>This strategy was not acted upon under the advice of the Deanery. CWL and KoC members that attend church regularly receive these publications in their church bulletins.</p>

Strategic Commitment: Communications

Expected Outcome	Strategies	Indicators of Success	Evaluation Cycle	Responsibility	Status (as of May 25/10)	Status (year end)
	Develop stronger Parish sections on all school and Board websites.	Completed Parish sections on all school and Board websites including links to and from Parish sites if applicable. Run report on page/hyperlink activity.	February 2010	Office / School Principals Director's Office / Communications Office	Established and ongoing. All elementary schools have an 'Our Parish' page. These pages contain Parish information, links to newsletters (if applicable) and contact information.	Established and ongoing. All elementary schools have an 'Our Parish' page. These pages contain Parish information, links to newsletters (if applicable) and contact information. In the Fall, 2010, schools will be required to add a link to the Parish website, if applicable.
	Feature a more predominate Catholic Faith/Catholic Communities section in the Director's annual report.	Provided a well-developed Catholic Faith/Catholic Communities section in the Director's annual report. Examine reviews of annual report.		Director's Office / Communications Office	Established and ongoing. Annual report was published with a complete 'Our Faith' sections populated with information from our schools and our Religion and Family Life Coordinator.	Established and ongoing. Annual report was published with a complete 'Our Faith' sections populated with information from our schools and our Religion and Family Life Coordinator.
	Director and Religion & Family Life Consultant to attend Deanery meetings.	At least one meeting per Deanery attended	February 2010	Director's Office	Established and ongoing. Regular meetings with Deanery have occurred over the course of the year.	Established and ongoing. Regular meetings with Deanery have occurred over the course of the year. This proved invaluable in the dialogue between schools and parishes.
More numerous, accurate and timely media coverage of our Board, schools and initiatives.	Provide local media with a monthly "Look Ahead" summary list.	An increase of "list item" event coverage and more accurate information about our schools in the news, particularly, a notable increase of May event coverage during the month of May, 2010.	January 2010	Communications Office	Modified, established and ongoing. Rather than a list, local media were contacted prior to each event with a formal invitation, a community services announcement and a phone call or email. Media coverage has been excellent. The Catholic Leadership Awards, Celebration of the Arts, Board Art Show and Catholic Education Week were well-covered. Media presence was obvious and our relationship strengthened.	Modified, established and ongoing. Rather than a list, local media were contacted prior to each event with a formal invitation, a community services announcement and a phone call or email. Media coverage has been excellent. The Catholic Leadership Awards, Celebration of the Arts, Board Art Show and Catholic Education Week were well-covered. Media presence was obvious and our relationship strengthened.

Strategic Commitment: Communications

Expected Outcome	Strategies	Indicators of Success	Evaluation Cycle	Responsibility	Status (as of May 25/10)	Status (year end)
	Train the media to subscribe to our Really Simple Syndication (RSS) Feeds.	Have all media outlets subscribe to feeds. Track users.	April-May 2010	Communications Office	On hold. Direct contact (rather than electronic messages) was a January 2010 item. This was also used to build relationships. Until these relationships are solid and media representation is absolute, information will continue to be passed on a personal level rather than via an electronic fee.	On hold. Direct contact (rather than electronic messages) was a January 2010 item. This was also used to build relationships. Until these relationships are solid and media representation is absolute, information will continue to be passed on a personal level rather than via an electronic fee.
	Annual media gathering to build positive relationships and collect communication method preferences.	Attendance and participation	August 2010		Future task. Faith Day (Sept 2, 2010) attendance confirmed.	Future task. Faith Day (Sept 2, 2010) attendance confirmed.

Catholicity: *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
- Build stronger partnerships with Catholic priests and parishes and stronger communities of schools within each parish
- Foster programs that inspire challenge and motivate students to strengthen their concept of social justice and all faith practices

Expected Outcomes	Strategies	Indicators of success	Timeline	Responsibility
100% of our elementary schools will establish specific targets for improving the Catholic Culture of the school.	<p>Using the tool “Because we Believe: Our Catholic Faith Comes Alive”, our Religion and Family Life Consultant, will train the principals and faith ambassadors on the self- review process in the fall.</p> <p>Establish a timetable for the reviews and link them to the District School Improvement Reviews.</p> <p>Each school will target two areas of the self-assessment in the Community Culture and Caring section of their school improvement plans. Specific indicators will be reflected in the work of the school.</p>	<p>100% of School Improvement Plans will track the selection of the targets and their progress.</p> <p>Annually School Superintendents will review the implementation of the School Improvement Plan and the results.</p>	<p>Nov 2010</p> <p>May 2011</p>	<p>School Superintendent, Principals, Religion and Family Life Consultant</p> <p>Principal School Superintendent</p>
Develop strong communication links between the school and parish community.	<p>Communication of information will be reciprocal between school and parish, and vice versa, using the following tools:</p> <ul style="list-style-type: none"> • websites: school and parish • email groupings • establish bulletin boards • school/parish newsletters 	Both parishes and schools will provide evidence (various examples) of communication for parents regarding school and parish activities.	May 2012	<p>Principals</p> <p>Parish Liaison on School Councils</p> <p>Manager of Communications</p>
<p>100% of staff will be introduced to a spiritual theme for the next three years:</p> <p>Year one: <i>Because we believe our Catholic faith comes alive in our hearts.</i></p>	<p>An opening faith day will introduce the theme.</p> <p>Various publications will be completed by the communication officer to publicize the themes: banners, bookmarks, and posters. The theme will be featured on the website.</p>	<p>A survey will be developed by the director’s office to ensure parents, students and staff are engaged in the theme.</p> <p>Through supervision and report back on the School Improvement Plan principals will demonstrate that local school activities have been designed to animate the theme during the year.</p>	<p>Ongoing for the next two years</p>	<p>Religion and Family Life Consultant</p> <p>Director Communications Officer</p>

Expected Outcomes	Strategies	Indicators of success	Timeline	Responsibility
<p>Year two: <i>Because we believe our Catholic faith comes alive in our school.</i></p> <p>Year three: <i>Because we believe our Catholic faith comes alive in our community.</i></p>	<p>Materials will be distributed by the Religion and Family Life consultant for classrooms and whole school activities.</p> <p>Elementary Curriculum committee will develop resources linking the board theme and the liturgical calendar and classroom activities.</p>			<p>Religion and Family Life Consultant</p> <p>Principals</p> <p>School Superintendent</p>
<p>Develop the faith dimension of administrators and teachers so they have the knowledge and skills to work effectively within the schools and parishes.</p>	<p>Conduct a needs assessment among staff to inform the learning goals of a professional development program.</p> <p>Implement a professional development and retreat program.</p>	<p>All administrators and teachers are engaged in a professional program that develops their knowledge and skills to work within our schools and parishes.</p>	<p>May 2012</p>	<p>Religion and Family Life Consultant</p> <p>Principals</p> <p>School Superintendent</p>

Student Achievement: *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

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
<p>Religious Education is given the highest priority within the school.</p> <p>The climate of the school reflects a safe, respectful and caring community.</p>	<p>The <i>Key Learnings Document for the Religion Program Grades 1-8</i> and the refreshed Family Life Program for Grades 5 and 6 will be implemented in all schools.</p> <p>“Student Voice” in school programs and activities, such as peer mediation, restorative justice, conflict resolution, social justice and mentorship, will be encouraged in all schools.</p>	<p>The learning goals and success criteria for the Religion and Family Life Programs are achieved across all grade levels.</p> <p>Students will be involved in a number of activities over the year to ensure their voices are heard to meet the expected outcome.</p>	<p>Annually (September – June)</p> <p>Annually (September – June)</p>	<p>Superintendent of Education</p> <p>Principals / Vice Principals</p> <p>Religion and Family Life Consultant Principals / Vice Principals</p>
<p>All students will be engaged in their learning and experience a sense of belonging in a safe, nurturing and inclusive environment.</p> <p>All students, staff and parents will be aware of the Board’s Safe School’s Policies, including Student Discipline, and Bullying Prevention and Intervention.</p>	<p>Using the results of the School Climate Surveys, the Board and the school’s ‘Safe Schools Team’ will identify strategies in their School Improvement Plan based on their findings from the School Climate Surveys.</p> <p>Specific training will be provided for all staff regarding Safe School’s Policies and Procedures.</p> <p>A specific communication strategy will be developed to inform schools, parents and the broader community of key elements of the Safe School’s Initiative.</p>	<p>The schools will have a plan to support a safe environment.</p> <p>School communities and the broader community will be aware and develop an understanding of the Safe School’s Policies and initiatives.</p>	<p>Annually (September – June)</p> <p>Annually (September – June)</p>	<p>Principals / Vice Principals</p> <p>Safe Schools Team</p> <p>School Staff</p> <p>Superintendent of Education</p>

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
<p>Staff will be aware of the Board's Equity and Inclusive Education Policy and Procedures.</p>	<p>The Board will establish an Equity and Inclusive Education Committee as part of the policy development and implementation process.</p> <p>The Equity and Inclusive Education Policy and Procedures will be developed and vetted.</p> <p>A training plan will be developed based on key elements.</p>	<p>A policy will be in place and the training plan outlined for future implementation.</p>	<p>Annually (September – June)</p>	<p>Superintendent of Education</p> <p>Safe Schools and Equity Officer</p>
<p>Student achievement in literacy for primary and junior students will meet Board and Ministry targets.</p>	<p>Schools have been organized in Networked Learning Communities to facilitate collaboration and capacity building in specific areas.</p> <p>The Teaching-Learning Critical Pathways process is implemented in all classrooms from Grades 1-8 focused on specific reading and writing curriculum expectations.</p> <p>Specific strategies to support achievement in boys' reading and writing will be implemented.</p> <p>Intervention programs will be expanded in the primary grades including STRONG START (K-1) and Reading Upgrade (Grade 3).</p> <p>Assistive technology on-site support will be provided by designated consultant.</p> <p>Special Education delivery model will focus on primary and junior reading.</p> <p>Training will be provided to support assessment for, as and of learning.</p>	<p>Improvement in reading and writing results as evidenced on report cards, Board-wide assessments and provincial assessments.</p>	<p>Annually (September – June)</p>	<p>Superintendents of Education</p> <p>Principals / Vice Principals</p>

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
Student achievement in numeracy for primary and junior students will meet Board and Ministry targets.	Math coaches will support Grades 3-6 classroom teachers as job-embedded learning by: <ul style="list-style-type: none"> • Building capacity in creating a positive climate and culture for math. • Facilitating the learning and implementation of learning goals and success criteria. • Linking literacy strategies dealing with robust and critical thinking to math. • Learning and teaching through problem-solving, math talk and technology. 	Improvement in math results as evidenced on report cards and provincial assessments.	Annually (September – June)	Superintendent of Education Principals / Vice Principals
Student achievement in Grade 9 Applied and Academic Mathematics will improve.	Secondary Panel Mathematics Coaching Project Grades 7 & 8 Mathematics Coaching Project. Grades 7 & 8 Mathematics Focus Group. Mathematics Staff Development Project facilitated by Marian Small (2010).	Total number of teachers participating in the coaching projects to reach twenty by 2012. Improvement over time in EQAO scores for Grade 9 Applied Mathematics between 2008–2012.	Annually (September – June)	Superintendent of Education
Student achievement in the OSSLT will improve.	Secondary Literacy Coaching Project. Cross-Panel Differentiated Instruction Focus Group. Secondary Writing Inquiry Groups. Secondary Cooperative Learning Workgroup (Demonstration Classrooms)	Total number of teachers directly participating in projects to reach 35 by 2012. Improvement over time in EQAO scores for the OSSLT between 2008– 2012.	Annually (September – June)	Superintendent of Education

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
	Secondary and Elementary Coaches Learning sessions facilitated by K. McGill (2010).			
Grades 7 and 8 students will make more informed decisions regarding Pathways.	<p>Continue to provide and increase authentic learning experiences and opportunities in Grades 7-12:</p> <ul style="list-style-type: none"> • Career Cruising • Guidance / SST visits • Career Exploration Fairs • Course Selection Information evenings • Skills Canada School, Board, regional events and competitions • Reach Ahead activities: promoting Skilled Trades • Job shadowing • Guest speakers <p>Expand participation in local Skills Canada competitions. Technology Teachers to be trained in implementing Skills Canada challenges into course programs.</p>	<p>Improvement over time in the number of student participating in programs suited for students heading to college, apprenticeship, and workplace destinations between 2008 – 2012.</p> <p>Improvement over time in the number of students participating in local Skills Canada competitions between 2008-2012.</p>	Annually (September – June)	Superintendent of Education

- Leadership:** *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

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
We will develop a profile of the leader for various roles.	Communicate the profile of the leader based on practices and competencies essential to each leadership position.	The profile is based on the Catholic Leadership Framework and is embedded in leadership postings, the Board website, reflected in professional learning plans (e.g. aspiring leaders' programs), communicated electronically throughout the system.	December 2010	Chris N. Roehrig Tracey Austin
We will develop programs for and support the professional learning of aspiring, beginning and experienced leaders.	Continue to review and refine the current teacher leadership program (<i>An Introduction to Teacher Leadership</i>) in a manner that is aligned with the leadership framework.	A post module feedback mechanism with success criteria to evaluate the relevancy, impact and next steps for future leadership programs will be developed.	May 2011 & May 2012	Chris N. Roehrig Tracey Austin
	Participate in the King's University Leadership seminar. Emphasis is on the historical context of Catholic education in Ontario.	Current teacher leaders (curriculum consultants and teachers with system roles shall participate).	November 2010	Chris N. Roehrig
	Develop a formal leadership program (<i>Aspiring Catholic Leaders: Seminar Series</i>) in a manner that is aligned with the leadership framework. The program shall provide opportunities for aspiring leaders to observe and acquire the competencies outlined in the leadership profile.	As part of the Aspiring Catholic Leaders: Seminar Series, a tool will be developed to assist potential leaders in self assessing.	March 2011 & March 2012	Chris N. Roehrig

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
We will identify and recruit potential leaders through formal and informal leadership programs.	Develop a formal leadership program for teachers in the vice-principal pool.	The candidates in the program will complete the components of the program and provide feedback to organizers for subsequent program planning.	October 2011	Chris N. Roehrig
	Develop a certificate program in Human Resources and Labour Relations for vice-principals and principals in a manner that is aligned with the leadership framework.	Conduct a needs assessment among the participants to inform the learning goals of the program. All principals and vice-principals have completed the certificate program within two years of the commencement of the program. The Board shall develop and administer a feedback mechanism with success criteria to evaluate the relevancy, impact and next steps for future leadership programs.	October 2011 (Program Begins) February 2012, 2013 (Feedback)	Chris N. Roehrig
	Develop a leadership training program for candidates in the principal and vice-principal pool that are in our school system.	Participants shall participate in a job shadowing (internship) component as well as leadership training program that will develop the aspiring principals' ability to deal with the practical (day-to-day) demands of the role.	October 2011	Chris N. Roehrig
We will continue to implement and monitor/evaluate the mentoring program for new and experienced principals and vice-principals.	Convene the Mentoring Steering Committee to revise and augment the mentoring program that is currently in place.	Principals and vice-principals are engaged in the mentoring program.	October 2011	Trish Kings
	Develop and document a comprehensive transition process for incoming and outgoing school and Board leaders.	The documentation of the process shall be evaluated for next steps by the Leadership Steering Team.	October 2011	Chris N. Roehrig
We will implement a principal/vice-principal performance appraisal system based on leadership profiles.	The Board shall support annual growth plans and performance plans with coaching opportunities.	Annual growth plans are reflective of the Board's profile of a Catholic leader. Annual growth plans and/or performance plans will demonstrate movement towards goals. Principals and vice-principals that request coaching opportunities will determine the desired outcomes.	October 2010 – October 2013	Chris N. Roehrig

Expected Outcome	Strategies	Indicators of success	Timeline	Responsibility
We will facilitate Trustee training related to student achievement and Bill 177.	The Board shall access the OCSTA modules to support learning on selected topics.	The Board shall develop monitoring strategies embedded in the Board Multi-Year Plan. The Board shall develop a Trustees Code of Conduct.	2010-2012 January 2011	Chair of the Board Trustees Director of Education

Brant Haldimand Norfolk Catholic District School Board

2010-12 Strategic Action Plan
Strategic Commitment: Communications

- Communications:** *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

Expected Outcome	Strategies	Indicators of Success	Timeline	Responsibility
Improved communication among all staff and members of our Catholic Community	Have a full-service, intuitive Intranet that is the 'hub' of our Board's internal communication system and is used by all employees.	Initial sections of the Intranet are released and well received/used by staff.	February 2011	Communications Office Information Technology Corporate Services
		Staff can successfully update personal information, access curriculum materials and student data quickly and easily.	June 2011- June 2012	
		Feedback from staff contains items and new features that could potentially improve the Intranet project and increase usage.	Ongoing to 2012	
		Curriculum, Administration, Employee, Teachers, Parents: All sections of the Intranet developed, tested and measured.	2011-2012	
	Utilize pre-determined detailed paths (a list depicting information flow) when sharing information.	Groups who need the information receive it in an accurate, complete and in an appropriate amount of time.	June 2011 (utilized and measured until December 2011)	Communications Office
	Institute the use of a feedback loop when sharing information.	Report high levels of success in communication process.	September 2011	Communications Office
Improve the functionality and content of the Board website.	Information is available and found in an appropriate amount of time. Website reports show increased usage and improved search results.	February 2012	Communications Office Information Technology	

Brant Haldimand Norfolk Catholic District School Board

2010-12 Strategic Action Plan
Strategic Commitment: Communications

Expected Outcome	Strategies	Indicators of Success	Timeline	Responsibility
Witness a strong understanding of the value of Catholic education in our local community.	Conduct a 'contact audit'.	There is evidence of understanding and support of Catholic education in our local community.	September 2011	Director's Office Communications Office
	Execute a Catholic ratepayer information campaign.	More Catholics direct their municipal taxes to the Catholic system.	February 2011	Director's Office Corporate Services Communications Office
	Create and share an events calendar with our local community.	Our local community, the media and our politicians are aware and present at our events.	Ongoing	Director's Office Communications Office
Observe timely and proportionally 'fair' event coverage by our local media.	Principals are able to successfully share information about upcoming school events, in a timely fashion, with the media.	Heightened awareness of BHCNDSB and increased media coverage of Faith based events in our schools and at the Board level.	May 2011	Communications Office Principals
	Generate media interest via a summary of Board meeting activities.	We observe more numerous, accurate and timely coverage of our Board, schools and initiatives.	November 2011	Communications Office

**REPORT TO THE BRANT HALDIMAND NORFOLK CATHOLIC
DISTRICT SCHOOL BOARD**

Prepared by: G. Wallace Easton, Associate Director, Corporate Services & Treasurer
Presented to: Board of Trustees
Submitted on: December 14, 2010
Submitted by: Cathy Horgan, Director of Education & Secretary

**ACCOMMODATION REVIEW – ST. BERNARD,
BRANTFORD AND ST. PIUS X SCHOOLS**

Public Session

BACKGROUND INFORMATION:

At the November 2010 Committee of the Whole Meeting, the Director of Education presented a report on the Accommodation Review of St. Mary, St. Pius X and St. Bernard, Brantford schools. Trustees voted to proceed with the recommendation to close St. Pius X and St. Bernard, Brantford schools, subject to additional community input. The Board's policy requires that a public meeting be held not sooner than 30 days after the recommendation is presented to the Board. The purpose of the public meeting is to provide an opportunity for the public to make presentations to the Board concerning the Accommodation Review Report. The Board is also required to provide notice of the date at which the Board intends to make its final decision.

The Board has also received a recommendation regarding St. Mary School, but has decided to postpone that motion until January, 2011.

DEVELOPMENTS:

Staff has reviewed the Board's policy and the Ministry's guidelines and has developed the attached schedule for the public meeting and the Board meeting for the final decision. Once approved, these dates will be advertised in a local newspaper, in school newsletters and on the Board's website.

RECOMMENDATION:

THAT the Brant Haldimand Norfolk Catholic District School Board approves the date of January 25, 2011 at 6:00 p.m. for the public meeting to hear comments regarding the Accommodation Review of St. Bernard, Brantford and St. Pius X schools and approves the date of March 29, 2011 for the Board meeting at which a final decision will be made regarding the Accommodation Review.

ACTION	DATES FOR ST. BERNARD, BRANTFORD /ST. PIUS X	TIMELINE REQUIREMENTS PER POLICY
Board receives recommendations from staff.	November 23, 2010	
Board establishes dates for Board meeting for public input and for Board meeting to decide accommodation.	December 14, 2010	As scheduled by Board.
Notice of dates of Board Meeting for public input and Board Meeting to decide accommodation.	December 15, 2010	A minimum of two (2) weeks' notice of the Public Meeting.
Board Meeting for public input.	January 25, 2011 6:00 p.m.	As scheduled by the Board, but not sooner than 30 days after Staff's Report and recommendations are presented to the Board in public session.
Staff's follow-up report on accommodation.	February 22, 2011 7:00 p.m.	Next regularly-scheduled Board meeting.
Board Meeting to decide accommodation.	March 29, 2011 7:00 p.m.	At a regularly-scheduled Board meeting which will not occur sooner than 60 days after presentation of Staff's Report, 30 days after the Board Meeting for public input and 15 days after Staff's follow-up report is released publicly.
Notice of decision on accommodation.	March 31, 2011	Within one (1) week of decision.

**REPORT TO THE BRANT HALDIMAND NORFOLK CATHOLIC
DISTRICT SCHOOL BOARD**

Prepared by: Chris N. Roehrig, Superintendent of Education
Presented to: Board of Trustees
Submitted on: December 14, 2010
Submitted by: Cathy Horgan, Director of Education & Secretary

EXCURSION - "MISSION TRIP", NASHVILLE, TN
Public Session

BACKGROUND INFORMATION:

A request has been received on behalf of Assumption College School, Holy Trinity Catholic High School and St. John's College for an excursion, "Mission Trip" to Nashville, Tennessee during the period of Saturday, January 29, 2011 to Saturday, February 5, 2011.

DEVELOPMENTS:

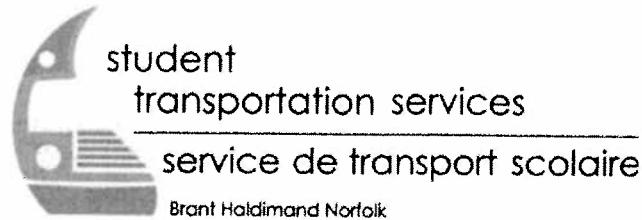
Up to twenty (20) Grades 11 and 12 students will be selected through an application process to participate. Supervising teachers will include Dante Dalia and other chaperones. Students will be involved with the Mennonite Disaster Service (through the Old Order Amish group) in a small construction and cleanup project as a result of the Great Flood. The cost of the trip will be covered through donations received. Arrangements will be made to ensure that all classroom and evaluation responsibilities are met.

This is the 17th mission trip of its type that has been organized by Board staff.

All information has been provided in accordance with Board policy and procedures.

RECOMMENDATION:

THAT the Brant Haldimand Norfolk Catholic District School Board approves the request from Assumption College School, Holy Trinity Catholic High School and St. John's College for an excursion, "Mission Trip" to Nashville, TN from Saturday, January 29, 2011 to Saturday, February 5, 2011.



**GRAND ERIE DISTRICT SCHOOL BOARD
BRANT HALDIMAND NORFOLK CATHOLIC DISTRICT SCHOOL BOARD
CONSEIL SCOLAIRE DE DISTRICT CATHOLIQUE CENTRE-SUD**

STUDENT TRANSPORTATION SERVICES OF BRANT HALDIMAND NORFOLK (STSBHN)

**Governance Committee Meeting
Friday, November 5, 2010
1:00 p.m.**

Brant Haldimand Norfolk Catholic District School Board – Norfolk Room
349 Erie Avenue, Brantford

PRESENT: Jamie Gunn, Superintendent of Business & Treasurer (GEDSB)
Don Werden, Trustee (GEDSB)
Wally Easton, Associate Director and Treasurer, Chair (BHNCDSD)
Cliff Casey, Trustee (BHNCDSD)
Philip Kuckyt, Manager of Transportation, Secretary (STSBHN)
Paula Curran, Recording Secretary (GEDSB)

VIA TELECONFERENCE: Mario Nantel, Director of Transportation and Payroll (CSDCCS)
Bobby Somaroo, Superintendent of Business (CSDCCS)

MINUTES ONLY: John Forbeck, Director of Education & Secretary (GEDSB)
Cathy Horgan, Director of Education & Secretary (BHNCDSD)
Bernard Lavalee, directeur de l'éducation (CSDCCS)

MINUTES

- 1.0 Call to Order, Welcome and Introductions – Jamie Gunn
- 2.0 Approval of Agenda for May 25, 2010
 - 2.1 Additions to Agenda
Other Business – 6.1 Full Day Learning Transportation Memo – D Werden

Moved by: Don Werden
Seconded by: Cliff Casey

“THAT the agenda be amended to include 6.1 Full Day Learning Transportation Memo”
CARRIED

3.0 Approval & Signing of Minutes from May 25, 2010

Moved by: Cliff Casey
 Seconded by: Wally Easton

“THAT the Governance Committee approve the Minutes of May 25, 2010 to be signed by the Chair”
CARRIED

4.0 Business Arising from Previous Meeting(s)

4.1 Draft Consortia Policy and Procedures Approval – P Kuckyt

- Revisions agreed upon during final review of the policies and procedures are listed below:
- 018 Joint Custody and the concern of a second delivery address for a minor child will be discussed further at future meetings

Number	Procedure Name	Question / Concern	Response
001	Administrative Detail	None	N/A
002	Transportation Eligibility	Calculation of distances	<ul style="list-style-type: none"> • large property frontages or other anomalies will be reviewed individually by Transportation Manager • no changes required.
003	New Transportation Request	None	N/A
004	Responsibility of Student	None	N/A
005	Responsibility of Parents and Guardians	Concern for safety of parents who must cross a busy road to bring JK/SK student to bus stop	<ul style="list-style-type: none"> • Operators received a memo advising the expectation of STSBHN that, though not common practice, drivers are expected to extend the courtesy of keeping lights flashing and stop sign lowered until the parent is safely back on the other side. • The policy will not be amended, but each appropriate situation will be granted the courtesy
006	Responsibility of Principal	Item number 4 iii) incorrectly names policy “036 Recorded Surveillance” Item number 11 does not reference “Policy 028”	<ul style="list-style-type: none"> • Amend to indicate correct title, “036 Video Cameras on School Buses” • Will be amended to read, “Authorize all emergency transportation requests and provide written documentation to the bus driver, on school letterhead, confirming the request has been approved according to “Policy 028 Emergency / Temporary Transportation Requests”
007	Responsibilities of the School Bus Operators and Bus Drivers	School Bus Operators pluralize the word “school” Bus Drivers and safe stop locations Bus Drivers and notification in situations involving unattended child re Item number 14	<ul style="list-style-type: none"> • Amend item number 4 to read “Notify, by phone, STSBHN and all affected schools” • Amend item number 6 to read “Notify STSBHN through their operator about unsafe bus stops. In certain situations drivers will be permitted to make a temporary change to a stop location if unsafe conditions exist. No permanent changes can occur until approved by STSBHN.” • Amend item number 11, bus check to read “Check at the end of each trip to ensure that no students or personal objects have been left on the bus. Notify your dispatcher immediately of any students remaining on bus or any objects that were left on the bus.”

008	Responsibility of STSBHN	None	N/A
009	Walking distances to the bus stop	Distance for each board listed	<ul style="list-style-type: none"> Amend item number 9 to read, "JK-Grade 12 students who are eligible to receive transportation may be required to walk up to 0.8 kilometres in order to reach their assigned bus stop location." Remove list of boards.
010	Public Transit	None	N/A
011	Transportation of Co-op students	Redundant	Deleted, as provided only under Policy 017 Courtesy Transportation
012	Out of Area Students	Clarification that this is usually a temporary unusual situation; any request that would result in additional costs to STSBHN will be taken to the respective boards	N/A
013	Duration of Bus Trip	Redundant	Included under 031 Service Parameters
014	Alternate Addresses	Redundant	Included under 002 Transportation Eligibility
015	Accompaniment at Bus stop	None	N/A
016	Pickup and Drop Off Locations	Redundant	Included under 005 Responsibility of Parent and Guardian
017	Courtesy Transportation	<p>Procedures were written to permit flexibility, but concerns that increased costs will result from inefficiencies of courtesy transportation approvals</p> <p>Concern that not all parents have access to internet to check online portal for changes to courtesy transportation</p>	<ul style="list-style-type: none"> Intention is that STSBHN staff will not assign any courtesy transportation that involves establishing an additional stop, except where hazardous situations exist Rare that courtesy transportation would be discontinued within a school year, but in that case, STSBHN will notify school who will notify parents MOE encourages waning of direct communication between parent and consortium Amend item number 2 under 'STSBHN, in cooperation with the school principal', to read "Update the student database with accurate transportation information. Parents and student can check the online portal to see if there has been a change to transportation availability."
018	Joint Custody	Joint Custody Alternating Each Week – Parents claiming court orders give them right to transportation at alternate addresses	<ul style="list-style-type: none"> Courts do not have this authority Two travel codes will artificially increase the ridership and drive cost up; data clean up function would remove them each week; need to re-enter manually STSBHN has responsibility to ensure accurate records which safeguard students Amend item number 2 to read, "On a permanent basis, when a student resides alternately for one week with his/her father or guardian, and the next week with his/her mother or guardian, transportation services cannot be granted to the second address by STSBHN other than through the available courtesy transportation."

019	Child Booster Seats, Car Seats	None	N/A
020	Special and Medical Transportation	Contains reference to forms that are not included in the policy	<ul style="list-style-type: none"> Amend steps one and two under, "The Principal in consultation with the Special Education Department shall: <ol style="list-style-type: none"> Complete and sign Specialized Transportation Request form (TF012), available from www.stsbhn.ca, or the Board specific form which contains similar student data. If the request was made for medical reasons, a medical practitioner completes a Request for Special Transportation Medical form (TF011), available from www.stsbhn.ca, which stipulates in specific terms why a student's health necessitates the provision of transportation for an entire school year."
021	EPIPEN Emergency Procedures	None	N/A
022	Emergency procedures – First Aid- CPR	<p>First Aid vs First Aide</p> <p>Clarification that drivers are trained in first aid, but not mandated to perform CPR</p>	<ul style="list-style-type: none"> Amend so all references are to First Aid Amend item numbers 3 and 4 under Responsibilities to read, The Driver Must: <ol style="list-style-type: none"> Assess the situation and determine whether to perform emergency first aid and / or CPR on the student. Contact the dispatcher immediately to indicate the location of the incident, and to request that emergency services be dispatched immediately"
023	Accident or Incident Procedures	Concern re only appropriate accidents reported	<ul style="list-style-type: none"> Amend Item number 3 under Responsibilities of Staff of STSBHN to read, "Inform the members of the STSBHN Management Committee who will notify the appropriate contacts in their respective boards."
024	Inclement Weather Bus Cancellation	None	N/A
025	Progressive Discipline	None	N/A
026	Bell Time Changes	Policy Statements	<ul style="list-style-type: none"> Amend paragraph two to read, "In order to minimize the number of school bus routes, schools may be requested to change their bell times (start and end times) in order for STSBHN to find efficiencies by sharing routes with other schools or Boards. " Delete paragraph three.
027	Process for Appealing decisions	None	N/A
028	Temporary Transportation Requests	How are the requests tracked?	<ul style="list-style-type: none"> 001 new change request form
029	Lost Child	How much time lapses before police notified	<ul style="list-style-type: none"> each situation is different; err on side of caution; police notified as soon as possible when appropriate
030	Hazard Transportation Eligibility	Hazards are not described in detail	<ul style="list-style-type: none"> E&E requires regular review; STSBHN reviews annually during summer and updates Amend Procedure item number 3, to read, "Parents will be notified of changes to routes that occur when determination is made that a hazard no longer exists." Delete statement, "STSBHN has the sole discretion to determine if a walking route is hazardous for students."
031	Service parameters	Clarification on Maximum No of Students Transported on a Bus	<ul style="list-style-type: none"> Buses are loaded per weighting in administrative agreement, some natural cushion built in to allow for diverse sizes of children

032	Code of Conduct for Bussed Students	Redundant	Included under 004 Responsibility of Student
033	Transportation for Child Care	Redundant	Included under 002 Transportation Eligibility
034	Transportation of Equipment	None	N/A
035	Transportation for Field Trips	Two references to 032 Code of Conduct for Bussed Students	<ul style="list-style-type: none"> Amend both to read, "Students are to know and follow 004 Responsibility of the Student"
036	Recorded Surveillance/ Video Cameras on School buses	MOE considers locked bus a secure location for storage of video	<ul style="list-style-type: none"> Amend School Transportation Vehicles, item number 2, to read, "Storage devices (e.g. videotapes) currently being used on a transportation vehicle shall be maintained in a secure location by the driver."
037	Responsibilities of Taxi Operators and Drivers	<p>No provision for first aid assistance</p> <p>Not permitted to refuse transportation to students who misbehave</p>	<ul style="list-style-type: none"> Not required under contract Amend Taxi Drivers Must, item number 11, to read, "A taxi driver must report a student's misconduct to the school principal using the (TF017) Report of Student Misconduct on Bus form. The principal will be responsible for taking the necessary disciplinary measures according to (006) Responsibilities of the School Principal."
038	Responsibility Parent Drivers	None	N/A
039	Transporting Students with Service Dogs	None	N/A
040	Other Contractual Agreement	None	N/A
041	Life Threatening and Prevention Plan	None	N/A
042	Purchasing Policy Modified	<p>Typographical Errors in Approval Authority Levels Value</p> <p>Typographical Errors in Dollar Threshold Values</p> <p>Surplus Furniture and Equipment</p>	<ul style="list-style-type: none"> Correct the values in the designated purchasing authorities to read as follows: Transportation officer: \$0 - \$2,500 Manager of Transportation Services: \$0 - \$50,000 Administrative Committee: \$0 - \$100,000 Governance Committee: \$0 - \$100,000+ Correct the value in the third dollar threshold: \$10,001 - \$25,000: obtain a minimum of three (3) written quotations following the request for quotation (RFQ) process. Correct the value in the fifth dollar threshold: \$100,000+: use an open competitive procurement process of either a Request For Tender (RFT) or a Request For Proposal (RFP), etc. Amend, item number 2, Purchase of Surplus, to read, "Surplus assets for personal use only can only be acquired through purchase at public auction or sealed tender"
043	Performance Reviews	None	N/A
044	Operation and Facility Audits	Clarification	<ul style="list-style-type: none"> currently developing standard of performance for next school year; checking contractual compliance STSBHN Manager auditing operator Transportation operators are conducting driver and route audits

045	Processing of Payables	None	N/A
046	Criminal Record and Vulnerable Sector Checks	Redundant	Included under 007 Responsibilities of the School Bus Operators and Bus Drivers and 037 Responsibilities of Taxi Operators and Drivers
047	Procedure Development	Schedule regular review	<ul style="list-style-type: none"> Amend procedure index to include review schedule staggered over three years; i.e., one third of procedures to be reviewed each year
048	Budget Development and Review	Boards need information in time for Budget planning Budget Review and Reconciliation - procedure	<ul style="list-style-type: none"> the Administrative Committee will be able to provide the Governance Committee with preliminary numbers in May Amend the first paragraph to read, "The administrative and operational costs for the consortium will be reviewed by the Administration Committee during scheduled meetings. Budget update reports will be provided at each Governance Committee meeting."

Moved by: Cliff Casey
Seconded by: Don Werden

"THAT the Governance Committee approve the procedures as written or amended"

CARRIED

4.2 E&E Update and Review – P Kuckyt

- Working through the requirements, E&E team confirmed only review once and will not revisit unless their opinion is that an extremely high score may be achieved in second review
- Ministry has confirmed funding gap will be based on 09-10 school year which will benefit STSBHN due to efficiencies achieved
- Made significant gains in route data and vehicles; sticking tightly to adopted policy
- Working toward operational items, especially documentation of items identified
- Contract addendums for current school years; will be signed prior to new calendar year
- Recommendations for short term goals underway
- Compiling documentation for gaps in staff training; hoping to mirror the high achievers
- Hope to invite second E&E review for summer 2011

4.2.1 STSBHN Strategic Goals and Objectives (attached)

- Review and explanation of how short- and long-term goals are laid out
- Incorporation was identified by E&E as medium- to long-term goal; may be moved up

Moved by: Don Werden
Seconded by: Bobby Somarro

"THAT the Governance Committee approve the Strategic Goals and Objectives of STSBHN as amended."

CARRIED

4.2.2 Key Performance Indicators (KPI) Review & Approval – P Kuckyt

- Method of identifying and tracking key items required to meet the needs of the Consortia; purpose is to establish a baseline
- Will poll other boards to determine practice of KPI as a standing item on the Governance Committee agenda
- Report frequency is established by the Governance Committee
- Report should include comments on the quality of the report and the achievements of the STSBHN Manager

Moved by: Cliff Casey
Seconded by: Bobby Somarro

“THAT pending comparison from other boards the KPI Report become a standing item on the Governance Committee agenda”

4.3 Status of Consortia Incorporation – W Easton

- Have received letters patent for the incorporation
- Has shell of draft bylaws, but need to complete for Governance Committee approval
- Should be available for review by trustees in January and by Governance Committee at February meeting

4.4 Appointment of Chair for 2010-11 School Year – Chair

- Agenda will be revised to reflect J Gunn appointed as chair during May 2010 meeting

5.0 New Business

5.1 Staffing Request Report (attachment) – P Kuckyt

- Comparisons of other transportation consortia indicate the STSBHN is understaffed
- Effects of understaffing are exacerbated by the continually changing expectations of the MOE
- Current staff each has smaller geographic area, but significantly more challenging duties
- Hired temporary person to assist with review of the routes; resulting in cleaner, more accurate data and reduction of 30 routes
- Historically, route maintenance only occurred annually; the 7% reduction in costs this year proves the value of regular staff review of data; as well new transparency guideline requires data be updated within 48 hours of change
- Operational Structure provided in report will be updated to identify structure of workforce in more detail showing assigned staff for audits and safety and will indicate the cross functional training required in E&E
- Committee agreed that the Consortium must be equipped with sufficient human, financial and technical resources to meet the requirements that it is charged with

Moved by: Bobby Somarro
Seconded by: Cliff Casey

“THAT the Governance Committee approve the hiring of one additional staff member to be assigned to STSBHN in the role of ‘Transportation Officer’ ”

CARRIED

6.0 Other Business – Chair

6.1 Full Day Learning Memo – D Werden

- MOE requiring Consortia to assess potential financial and service impacts if 100% JK/SK were full day learners instead of the current 15%
- Consortium will take snapshot as if all JK / SK students are full day learners and construct a matrix indicating the number of routes and costs; with data analysis and a forecast of the financial impact
- Data to be given to MOE in May

6.2 2010-11 Start Up – C Casey

- Noticed fewer calls this year at start up
- Changes and policy reinforcement were communicated effectively by STSBHN; needs to also be communicated through schools and school council

7.0 Meetings:

7.1 Next Meeting

Tuesday, February 15, 2011
Brant Haldimand Norfolk CDSB (Room Location to be determined)
322 Fairview Drive
1:00 pm

8.0 Adjournment – Chair 4:13 pm

Moved by: Don Werden
Seconded by: Cliff Casey

“THAT the Governance Committee meeting of November 5, 2010 be adjourned”

CARRIED

Jamie Gunn, Chair

Date

DRAFT

**REPORT TO THE BRANT HALDIMAND NORFOLK CATHOLIC
DISTRICT SCHOOL BOARD**

Prepared by: Alyna Poremba, Student Trustee
Presented to: Board of Trustees
Submitted on: December 14, 2010
Submitted by: Cathy Horgan, Director of Education & Secretary

STUDENT TRUSTEE REPORT

Public Session

BACKGROUND INFORMATION:

The Student Senate last met on Tuesday, November 23, 2010.

DEVELOPMENTS:

The Student Senate has selected two keynote speakers whom they would like to invite to speak at the 2011 Student Leadership Symposium. They hope that these speakers will be able to address the needs of each school's student councils, as well as enhance the participants' Catholic faith. The Senate is also enthusiastic about the possibility of holding a Student Council Symposium in early 2011 to encourage collaboration, teamwork, and idea-sharing between the student councils of all three Catholic high schools.

SCHOOL NEWS:

Assumption College School's senior and junior football teams won both the BCSSAA and CWOSSA championships. The senior team had the opportunity to compete at OFSAA; their game was played at the Rogers Centre in Toronto. ACS hosted a game show themed "Battle of the Houses" between the four grade levels, and also held a successful coffee house. Their annual Pennies For Heaven campaign has also kicked off, and the school is well on its way to exceeding last year's total, with some classes raising \$600 or more in a matter of days.

Holy Trinity's student council participated in a Christmas Parade competition, and won in the school division category. They also held a coffee house fundraiser, and a two-day Vow of Silence campaign, which raised over \$4000 for Free the Children. Thankful Thursdays are continuing, and a poinsettia campaign fundraiser has been kicked off by the leadership classes and student council.

St. John's College held their annual Remembrance Day service, featuring the debut of their new video production, "God, Honour, Country." Many veterans attended the service, as well as the Minister of National Defense, Peter MacKay. The SJC senior girls' basketball team advanced once again to the OFSAA championship, where they placed fourth. Several fundraisers have occurred, including a coffee house where the school's Glee Club debuted, and an "Are you smarter than a ninth grader?" competition between grade 9 students and teachers. In honour of student Sylina Cutler who passed away last month, money is being raised to donate to her memorial fund.

RECOMMENDATION:

THAT the Brant Haldimand Norfolk Catholic District School Board receives the Student Trustee Report for December 2010.



COMMITTEES WITH TRUSTEE REPRESENTATION

December 2010 – November 2011

STANDING COMMITTEE OF THE BOARD			
COMMITTEE	STAFF RESOURCE	DESCRIPTION	TRUSTEES
COMMITTEE OF THE WHOLE <i>ALL TRUSTEES</i>	<i>Cathy Horgan</i>	<i>Meets monthly (except Dec.), 7pm</i>	Cliff Casey (Chair), June Szeman (Vice Chair) Dennis Blake, Dan Dignard Bonnie McKinnon, Rick Petrella
STATUTORY COMMITTEES OF THE BOARD			
COMMITTEE	STAFF RESOURCE	DESCRIPTION	TRUSTEES
SUPERVISED ALTERNATIVE LEARNING FOR EXCUSED PUPILS (S.A.L.E.P.) <i>1 TRUSTEE REP</i>	<i>Bill Chopp</i>	Gives permission for a student to be excused from school to participate in SALEP, a program that provides practical experience to those students who no longer consider regular classroom studies suitable to their needs. The program combines an academic program with work experience. <i>Meets as required (avg. 3-4 per year; typically late afternoons/evening mtgs.)</i>	_____ (1 trustee)
SPECIAL EDUCATION ADVISORY COMMITTEE (SEAC) <i>1 TRUSTEE REP</i>	<i>Bill Chopp</i>	Acts, advises and makes recommendations to the Board with respect to any matter affecting special education programs and services for exceptional pupils of the Board. <i>Meets monthly (2nd Wednesday), 7 pm</i>	_____ (1 trustee)
DISCIPLINE COMMITTEE (AS PER BILL 212) <i>(CHAIR, VICE CHAIR + 1 TRUSTEE)</i>	<i>Chris Roehrig</i>	Hears suspension/expulsion appeals. <i>Meets as required (average 2-3/year).</i>	Cliff Casey (Chair) June Szeman (Vice Chair) _____ (1 trustee)
AD-HOC COMMITTEES OF THE BOARD			
COMMITTEE	STAFF RESOURCE	DESCRIPTION	TRUSTEES
ACCESSIBILITY STEERING COMMITTEE <i>1 TRUSTEE</i>	<i>Wally Easton / Bill Chopp</i>	Reviews Accessibility Plan for people with disabilities at BHNCD SB; reports annually to the Board. <i>(1-2 mtgs/year)</i>	_____ (1 trustee)
ACCOMMODATION COMMITTEE <i>3 TRUSTEES (1 TRUSTEE ASSUMES CHAIR)</i>	<i>Wally Easton</i>	Reviews and recommends amendments to the Long-Term Capital Plan; reviews long-term accommodations plan for additions and new school construction and/or closure; reviews attendance boundaries and makes recommendations to Ctte. of the Whole; receives public input. <i>(Meets approx. 4-6 times/year)</i>	_____ (1 trustee) _____ (1 trustee) _____ (1 trustee)
AUDIT COMMITTEE (EFFECTIVE JANUARY 31, 2011) <i>2 TRUSTEES</i>	<i>Wally Easton</i>	Provides advice to the Board in the areas of financial reporting, external audit process and risk management and internal controls and ensuring compliance with Ministry of Education Acts and Regulations. (NOTE: Board Chair appoints Chair of Audit Ctte.) <i>(Meets minimum 3 mtgs./year)</i>	_____ (1 trustee) _____ (1 trustee)
AD-HOC COMMITTEES OF THE BOARD			

COMMITTEE	STAFF RESOURCE	DESCRIPTION	TRUSTEES
BUDGET 3 TRUSTEES (1 TRUSTEE ASSUMES CHAIR)	<i>Wally Easton</i>	Provides guidance and direction regarding the dissemination of the allocation of the Board's budget. <i>(Meets as required, approximately 5-6 times/year)</i>	_____ (1 trustee) _____ (1 trustee) _____ (1 trustee)
CATHOLICITY 2 TRUSTEES (1 TRUSTEE ASSUMES CHAIR)	<i>Cathy Horgan</i>	Advocates for Catholic education by promoting activities with parishes, Catholic School Councils and other partners to seek input, and build support for our system. <i>(Meets 4 times/year)</i>	_____ (1 trustee) _____ (1 trustee)
FAITH ADVISORY 2 TRUSTEES (1 TRUSTEE ASSUMES CHAIR)	<i>Cathy Horgan</i>	Reviews and recommends programs, policies and procedures to the Board regarding Religious Education and Family Life education. <i>(Meets 4 times/year)</i>	_____ (1 trustee) _____ (1 trustee)
JOINT ADVISORY COMMITTEE (WITH CITY OF BRANTFORD, GEDSB & PARKS & REC) (2 TRUSTEES)	<i>Wally Easton</i>	Discusses common areas of concern and recommends proposals to their respective authority for a more coordinated development in the City of Brantford and the Corporation of the County of Brant. <i>(Meets 2-4 times/year)</i>	_____ (1 trustee) _____ (1 trustee)
POLICY 3 TRUSTEES (1 TRUSTEE ASSUMES CHAIR)	<i>Cathy Horgan</i>	Reviews new and revised policies and makes recommendations to the Ctte. of the Whole. <i>(Meets 7-9 times/year)</i>	_____ (1 trustee) _____ (1 trustee) _____ (1 trustee)
REGIONAL SCHOOL COUNCIL (PARENT INVOLVEMENT COMMITTEE – PIC) 1 TRUSTEE REP	<i>Bill Chopp</i>	Promote Catholic School Councils by acting as a forum for information dissemination, discussion, training, sharing of best practices. Acts as vehicle of communication for parents within the Board; provides advice and input to the Board. <i>(Approx. 2-3 mtgs./year)</i>	_____ (1 trustee)
STUDENT TRANSPORTATION SERVICES BRANT HALDIMAND NORFOLK (STSBHN) 1 TRUSTEE REP	<i>Wally Easton</i>	Provides guidance and direction regarding the transportation of students for the consortia boards. <i>(Approx. 3-4 mtgs./year)</i>	_____ (1 trustee)
TEACHER-TRUSTEE LIAISON COMMITTEE (CHAIR, VICE CHAIR)	<i>Cathy Horgan</i>	As per Sections 4.09 of the Elementary Teachers' Collective Agreement and the Secondary Teachers' Collective Agreement, the Committee acts as a liaison between the Teachers and the Board. The Committee consults about issues related to the workplace which affect the parties or any employee bound by the collective agreements, including issues related to the collective agreements. Matters under grievance are not discussed by the Committee. Committee recommendations are submitted to the Board for consideration. <i>(4 meetings/year)</i>	Cliff Casey (Chair) June Szeman (Vice Chair)



2010-11 Trustee Meetings and Events

Date	Time	Meeting/Event
December 14, 2010	7:00 pm	Board Meeting
December 20 – 31, 2010		CHRISTMAS BREAK
January 3, 2011		Classes resume
January 10, 2011		PA Day (elementary only)
January 12, 2011	7:00 pm	SEAC Meeting @ FRC
January 14-15, 2011	2 days	OCSTA Trustees' Professional Development Seminar
January 18, 2011	6:00 pm 7:00 pm	Laptop Overview Committee of the Whole
January 25, 2011	6:00 pm 7:00 pm	Accommodation Review Public Input (St. Bernard/St. Pius) Board Meeting
February 3, 2011		PA Day (system-wide; not St. Cecilia's)
February 9, 2011	7:00 pm	SEAC Meeting @ FRC
February 15, 2011	7:00 pm	Committee of the Whole
February 15, 2011	1:00 pm	STSBHN Governance Mtg.
February 22, 2011	7:00 pm	Board Meeting
February 24, 2011	1:30 pm	Faith Advisory Committee Mtg.
March 2, 2011	1:30 pm	Catholicity Committee Mtg.
March 9, 2011	7:00 pm	SEAC Meeting @ FRC
March 14 – 18, 2011		MARCH BREAK
March 22, 2011	7:00 pm	Committee of the Whole
March 29, 2011	7:00 pm	Board Meeting
April 7, 2011	5:00 pm	Catholic Leadership Awards (ACS; with Bishop Crosby)
April 8, 2011		PA Day (secondary only)
April 13, 2011	7:00 pm	SEAC Meeting @ FRC
April 19, 2011	7:00 pm	Committee of the Whole
April 26, 2011	7:00 pm	Board Meeting
April 28 – May 1, 2011		OCSTA AGM (Royal York, Toronto)
May 1 – 6, 2011		Catholic Education Week
May 3, 2011	5:30 pm 6:30 pm	Celebration of the Arts (Sanderson Centre) – art viewing Celebration of the Arts - performances
May 4, 2011	TBD (eve)	St. Bernard (B) 50 th Anniversary
May 5, 2011	1:30 pm	Faith Advisory Committee Mtg.
May 11, 2011	7:00 pm	SEAC Meeting @ FRC
May 13, 2011		PA Day (St. Cecilia's only)
May 17, 2011	7:00 pm	Committee of the Whole
May 17, 2011	1:00 pm	STSBHN Governance Mtg.
May 24, 2011	7:00 pm	Board Meeting
May 25, 2011	1:30 pm	Catholicity Committee Mtg.
May 26, 2011	6:00 pm	OECTA Retirement Dinner (Brantford Golf & Country Club)
June 2-5, 2011		CCSTA Convention (Regina)
June 6, 2011		PA Day (elementary only)
June 8, 2011	7:00 pm	SEAC Meeting @ FRC
June 21, 2011	7:00 pm	Committee of the Whole
June 27, 2011	4:45 pm	Assumption College Graduation

Date	Time	Meeting/Event
June 28, 2011	7:00 pm	Board Meeting
June 29, 2011		Last Day of Classes
June 29, 2011	7:00 pm	St. John's College Graduation – Sanderson Centre
June 29, 2011	7:00 pm	Holy Trinity Graduation
June 30, 2011		PA Day (system-wide)

TO BE SCHEDULED:

Executive Council Meetings – January to June, 2011

Policy Committee Meetings – January to June, 2011

Budget Committee Meetings - at the call of the Chair