



REPORT TO

SPECIAL BOARD

## CONSIDERATION FOR THE RE-ALLOCATION OF ELEMENTARY VICE PRINCIPALS

*All hard work brings a profit, but mere talk leads only to poverty. Proverbs 14:23-24*

Created, Draft	First Tabling	Review
March 3, 2020	July 16, 2020	<a href="#">Click here to enter a date.</a>

Adrian Della Mora – Executive Superintendent of Education, Human Resources and Employee Relations

### INFORMATION REPORT

**Vision:**

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

**Mission:**

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*



Rory McGuckin  
Director of Education

D. Koenig  
Associate Director  
of Academic Affairs

L. Noronha  
Associate Director of Facilities,  
Business and Community  
Development, and  
Chief Financial Officer

## **A. EXECUTIVE SUMMARY**

This report responds to a Board motion, which requests that staff review weighted enrolment figures and current thresholds to address any disparities that exist in the allocation of existing Vice Principals (VP) at the elementary level. The report provides changes in the current allocation of elementary VPs and operational considerations, which will further inform this annual process.

*The cumulative staff time required to prepare this report was 30 hours*

## **B. PURPOSE**

1. At the December 12, 2019, Regular Board Meeting, Trustees approved the following motion:
  - i) That the Staff address the aforementioned disparities at the elementary level immediately adhering to weighted enrolment figures outlined in this report;*
  - ii) That staff report to Board in January on the recommendations of their pending review on threshold levels and any changes in VP allocations at the elementary & secondary levels from those outlined in this report; and*
  - iii) That Staff update Trustees on VP allocations across our Board on an annual basis in March of each year.*
2. This report responds to requests ii) and iii) in the above motion as they relate to the elementary panel. It outlines updated variables and enrolment thresholds, which will inform September 2020 elementary administrator placements. This process is impacted by budgetary restrictions and local variables, and must, therefore, be revisited on an annual basis.
3. The presentation of this report to the Board was delayed because of the need to streamline the frequency of meetings and meeting agendas during the COVID pandemic. Relevant revised information about new or reduced elementary Vice-Principal allocations was shared with the appropriate Trustees in a timely fashion and it informed placement decisions.

## **C. BACKGROUND**

1. The allocation of elementary and secondary vice-principals is impacted by GSN funding, budgetary restrictions, enrolment fluctuations, and informed by local circumstances. The number of vice-principals allocated to schools is determined during the annual Spring budget-setting process.
2. Enrolment fluctuations during September of a new academic year are closely monitored, and this information is used to further inform conversations among the Senior Team regarding possible re-allocations. Respectful of budgetary limitations, intra-area vice-principal re-allocations are reviewed in November and early December to address possible inequities primarily arising out of student enrolment changes. These decisions are made with a heightened sensitivity to the impact on school communities and cognizant of historical and current needs.
3. For staffing purposes, vice-principals complete assignment preference sheets by mid-December of each academic year. These preference sheets are considered over the period March to June of the current academic year when assigning vice-principals to budgeted positions for the following academic year.

## **D. EVIDENCE/RESEARCH/ANALYSIS**

1. Every November, the Research Department provides an assessment of weighted enrolment figures for all elementary schools. This weighted enrolment figure is different than pupil count as it is informed by fluid demographic and local indexes, hence providing more qualitative information about a school. The demographic index is updated via Statistics Canada databases and was currently updated in March 2020. The local index, consisting of areas such as special education, ESL, and attendance-related needs, is updated annually in February.
2. Senior staff has used a revised formulaic approach to establish benchmark weighted enrolment figures for each elementary school on a go-forward basis. This formulaic approach embeds the above-noted indexes and staff's assessment of local community needs.

3. These new weighted enrolment figures will be guided by revised eligibility thresholds, which are informed by GSN funding to meet budgetary requirements. The goal is to budget for an equitable and efficient allocation of vice-principals for the 2020-2021 academic year and beyond. The revised eligibility thresholds for the 2020-2021 academic year are included below:

Elementary .5 VP allocation	450 – 564
Elementary 1.0 VP allocation	565 – 899
Elementary 1.5 VP allocation	900+

4. Based on revised weighted enrolment figures, adjusted threshold parameters, and a Budget recommendation for a one-time 1.0 additional Vice-Principal allocation for the 2020-2021 academic year, **Table A** represents the new elementary VP allocations for each school, summarized by Trustee Ward, for the 2020/2021 academic year compared to the 2019/2020 academic year. Schools allocations that have been changed are highlighted for ease of reference.

**Table A**

Trustee	Ward	Elementary School	2019-20 VP Allocation	2020-21 VP Allocation
J. Martino	1	Holy Child	0.0	0.0
J. Martino	1	Msgr. John Corrigan	0.0	0.0
J. Martino	1	St. Andrew	1.0	1.0
J. Martino	1	St. Angela	1.0	1.0
J. Martino	1	St. Benedict	1.0	1.0
J. Martino	1	St. Dorothy	0.0	0.0
J. Martino	1	St. John Vianney	0.0	0.0
J. Martino	1	St. Stephen	1.0	1.0
M. De Domenico	2	All Saints	1.5	1.0
M. De Domenico	2	Father Serra	0.5	0.5
M. De Domenico	2	Josyf Cardinal Slipyj	1.0	0.5
M. De Domenico	2	Mother Cabrini	0.0	0.0

<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
M. De Domenico	2	Nativity of Our Lord	0.0	0.5
M. De Domenico	2	Our Lady of Peace	1.0	1.0
M. De Domenico	2	St. Clement	0.0	0.0
M. De Domenico	2	St. Demetrius	0.0	0.0
M. De Domenico	2	St. Eugene	0.0	0.5
M. De Domenico	2	St. Gregory	1.0	1.0
M. De Domenico	2	St. Marcellus	0.0	0.5
M. De Domenico	2	St. Maurice	0.0	0.0
M. De Domenico	2	Transfiguration	0.0	0.0
I. Li Preti	3	Blessed Margherita	0.0	0.0
I. Li Preti	3	St. Andre	1.0	1.0
I. Li Preti	3	St. Augustine	1.0	1.0
I. Li Preti	3	St. Charles Garnier	1.0	1.0
I. Li Preti	3	St. Francis de Sales	0.5	0.5
I. Li Preti	3	St. Jane Frances	1.0	1.0
I. Li Preti	3	St. Jude	1.0	1.0
I. Li Preti	3	St. Roch	0.0	0.0
I. Li Preti	3	St. Simon	0.5	1.0
I. Li Preti	3	St. Wilfrid	1.0	1.0
I. Li Preti	3	Venerable John Merlini	0.0	0.0
T. Lubinski	4	Holy Angels	1.0	1.0
T. Lubinski	4	Holy Family	0.0	0.0
T. Lubinski	4	James Culnan	1.0	1.0

<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
T. Lubinski	4	Our Lady of Sorrows	1.0	1.0
T. Lubinski	4	St. Ambrose	0.0	0.0
T. Lubinski	4	St. Cecilia	1.0	1.0
T. Lubinski	4	St. Elizabeth	0.0	0.0
T. Lubinski	4	St. James	0.0	0.0
T. Lubinski	4	St. Josaphat	0.0	0.0
T. Lubinski	4	St. Leo	0.0	0.0
T. Lubinski	4	St. Louis	0.0	0.0
T. Lubinski	4	St. Mark	0.0	0.0
T. Lubinski	4	St. Pius X	0.5	0.5
T. Lubinski	4	St. Vincent de Paul	0.0	0.0
T. Lubinski	4	The Holy Trinity	1.0	1.0
M. Rizzo	5	Blessed Sacrament	0.5	1.0
M. Rizzo	5	Our Lady of the Assumption	0.0	0.0
M. Rizzo	5	Regina Mundi	0.0	0.0
M. Rizzo	5	St. Agnes	0.0	0.0
M. Rizzo	5	St. Antoine Daniel	0.0	0.0
M. Rizzo	5	St. Charles	0.0	0.0
M. Rizzo	5	St. Conrad	1.0	1.0
M. Rizzo	5	St. Cyril	0.0	0.0
M. Rizzo	5	St. Edward	1.0	0.5
M. Rizzo	5	St. Gabriel	0.0	0.0
M. Rizzo	5	St. Jerome	1.0	1.0

<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
M. Rizzo	5	St. Margaret	1.0	1.0
M. Rizzo	5	St. Martha	0.0	0.0
M. Rizzo	5	St. Norbert	0.0	0.0
M. Rizzo	5	St. Paschal Baylon	1.0	1.0
M. Rizzo	5	St. Raphael	1.0	1.0
M. Rizzo	5	St. Robert	1.0	1.0
M. Rizzo	5	Sts. Cosmas and Damian	0.0	0.0
F. D'Amico	6	Bishop Macdonell	0.0	0.0
F. D'Amico	6	St. Anthony	0.0	0.0
F. D'Amico	6	St. Clare	0.0	0.0
F. D'Amico	6	St. Helen	0.5	0.5
F. D'Amico	6	St. John Bosco	0.0	0.0
F. D'Amico	6	St. Luigi	0.0	0.0
F. D'Amico	6	St. Mary of the Angels	0.0	0.0
F. D'Amico	6	St. Nicholas of Bari	1.0	1.0
F. D'Amico	6	St. Paul VI	0.0	0.0
F. D'Amico	6	St. Rita	0.0	0.0
F. D'Amico	6	St. Sebastian	0.0	0.0
F. D'Amico	6	Stella Maris	0.0	0.0
M. Del Grande	7	Epiphany of Our Lord	0.0	0.0
M. Del Grande	7	Holy Spirit	0.5	0.5
M. Del Grande	7	Our Lady of Wisdom	0.0	0.0
M. Del Grande	7	Precious Blood	1.0	1.0

<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
M. Del Grande	7	St. Aidan	0.0	0.0
M. Del Grande	7	St. Albert	0.5	0.5
M. Del Grande	7	St. Henry	0.0	0.0
M. Del Grande	7	St. Kevin	0.0	0.0
M. Del Grande	7	St. Lawrence	0.5	0.5
M. Del Grande	7	St. Nicholas	0.0	0.0
M. Del Grande	7	St. Sylvester	0.0	0.0
M. Del Grande	7	St. Victor	0.0	0.0
G. Tanuan	8	Blessed Pier Giorgio Frassati	0.0	0.0
G. Tanuan	8	Cardinal Leger	0.0	0.0
G. Tanuan	8	Our Lady of Grace	0.0	0.0
G. Tanuan	8	Prince of Peace	0.0	0.0
G. Tanuan	8	Sacred Heart	0.0	0.0
G. Tanuan	8	St. Barnabas	0.0	0.0
G. Tanuan	8	St. Bartholomew	0.0	0.0
G. Tanuan	8	St. Bede	0.0	0.0
G. Tanuan	8	St. Brendan	1.0	0.5
G. Tanuan	8	St. Columba	0.0	0.0
G. Tanuan	8	St. Dominic Savio	0.0	0.0
G. Tanuan	8	St. Elizabeth Seton	0.0	0.0
G. Tanuan	8	St. Florence	0.0	0.0
G. Tanuan	8	St. Gabriel Lalemant	0.0	0.0
G. Tanuan	8	St. Ignatius of Loyola	0.0	0.0



<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
G. Tanuan	8	St. Jean de Brebeuf	0.0	0.0
G. Tanuan	8	St. Malachy	0.0	0.0
G. Tanuan	8	St. Marguerite Bourgeoys	0.0	0.0
G. Tanuan	8	St. Martin de Porres	0.5	0.5
G. Tanuan	8	St. Rene Goupil	0.0	0.0
G. Tanuan	8	The Divine Infant	0.0	0.0
N. Di Pasquale	9	D'Arcy McGee	0.0	0.0
N. Di Pasquale	9	Holy Rosary	0.0	0.0
N. Di Pasquale	9	Our Lady of Lourdes	1.0	1.0
N. Di Pasquale	9	Our Lady of Perpetual Help	0.0	0.0
N. Di Pasquale	9	Pope Francis	0.0	0.0
N. Di Pasquale	9	St. Alphonsus	0.0	0.0
N. Di Pasquale	9	St. Bruno - St. Raymond	0.0	0.0
N. Di Pasquale	9	St. Francis of Assisi	0.0	0.0
N. Di Pasquale	9	St. Mary	0.0	0.0
N. Di Pasquale	9	St. Michael	0.0	0.0
N. Di Pasquale	9	St. Michael's Choir (Jr)	0.0	0.0
N. Di Pasquale	9	St. Paul	0.0	0.0
N. Di Pasquale	9	St. Thomas Aquinas	1.0	1.0
D. Di Giorgio	10	Immaculate Conception	1.0	1.0
D. Di Giorgio	10	Our Lady of Victory	1.0	1.0
D. Di Giorgio	10	Santa Maria	0.0	0.0
D. Di Giorgio	10	St. Bernard	1.0	1.0

<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
D. Di Giorgio	10	St. Fidelis	1.0	1.0
D. Di Giorgio	10	St. Francis Xavier	1.0	1.0
D. Di Giorgio	10	St. John the Evangelist	0.5	1.0
D. Di Giorgio	10	St. Matthew	1.0	1.0
A. Kennedy	11	Annunciation	0.0	0.0
A. Kennedy	11	Blessed Trinity	0.0	0.0
A. Kennedy	11	Canadian Martyrs	0.0	0.0
A. Kennedy	11	Holy Cross	0.0	0.0
A. Kennedy	11	Holy Name	0.0	0.0
A. Kennedy	11	Our Lady of Guadalupe	0.0	0.0
A. Kennedy	11	St. Anselm	0.0	0.0
A. Kennedy	11	St. Bonaventure	1.0	1.0
A. Kennedy	11	St. Brigid	1.0	1.0
A. Kennedy	11	St. Catherine	0.0	0.0
A. Kennedy	11	St. Denis	0.0	0.0
A. Kennedy	11	St. Gerald	0.0	0.0
A. Kennedy	11	St. Isaac Jogues	0.0	0.0
A. Kennedy	11	St. John	0.0	0.0
A. Kennedy	11	St. John XXIII	0.5	0.5
A. Kennedy	11	St. Joseph	0.0	0.0
A. Kennedy	11	St. Kateri Tekakwitha	0.0	0.0
A. Kennedy	11	St. Matthias	0.0	0.0
A. Kennedy	11	St. Monica	0.0	0.0

<b>Trustee</b>	<b>Ward</b>	<b>Elementary School</b>	<b>2019-20 VP Allocation</b>	<b>2020-21 VP Allocation</b>
A. Kennedy	11	St. Timothy	1.0	1.0
N. Crawford	12	Immaculate Heart of Mary	0.0	0.0
N. Crawford	12	Our Lady of Fatima	1.0	1.0
N. Crawford	12	St. Agatha	0.5	0.5
N. Crawford	12	St. Barbara	0.0	0.0
N. Crawford	12	St. Boniface	0.0	0.0
N. Crawford	12	St. Dunstan	0.0	0.0
N. Crawford	12	St. Edmund Campion	0.0	0.0
N. Crawford	12	St. Joachim	0.0	0.0
N. Crawford	12	St. Maria Goretti	1.5	1.5
N. Crawford	12	St. Richard	0.5	0.5
N. Crawford	12	St. Rose of Lima	0.5	0.5
N. Crawford	12	St. Theresa Shrine	0.0	0.0
N. Crawford	12	St. Thomas More	0.0	0.0
N. Crawford	12	St. Ursula	0.0	0.0

5. Threshold parameters will be established on an annual basis with a heightened awareness of GSN funding changes and the need to efficiently allocate these resources subject to all of the factors cited in this report. In light of the connection to variable GSN funding and the fluid nature of factors, threshold parameters are subject to change.
6. Staff will continue to consider the following factors when exploring possible operational re-allocations:
  - Demographic and local indexes and the related impact on weighted enrolment

- Historical considerations – i.e. enrolment fluctuations linked to transiency or boundary changes
- Recent exigent circumstances – i.e. safety concerns and police involvement, and the influx of newcomers
- Student success initiatives requiring targeted support
- Level of principal experience in the role – need for possible vice-principal support during the first-year transition
- Proactive succession planning – allocating .5 vice-principal positions allowing one vice-principal to benefit from serving in two communities
- Sensitivity to workplace accommodations, which can involve both the principal and vice-principal.
- Providing a school community with stability given their exposure to rotating retired principal/vice-principals covering for short-term leaves.

## **E. METRICS AND ACCOUNTABILITY**

1. The Senior Team will continue to review data provided by the Research Department and will use it to inform the potential re-allocation of vice-principals on an annual basis.
2. The historic thresholds will be reviewed and updated to reflect current educational realities.
3. The Executive Superintendent of Human Resources will liaise with all field and central Superintendents to maintain a working knowledge of local factors that may impact vice-principal allocations.
4. The Executive Superintendent of Human Resources will update Trustees if VP re-allocations are required during the academic year and will update Trustees on VP allocations across our Board in March 2021.

## **F. CONCLUDING STATEMENT**

This report is for the consideration of the Board.