

INFO VANGUARD

A WORD FROM THE BOARD OF DIRECTORS OF VANGUARD SCHOOL

As of November 17, 2009, the members of the Corporation of Vanguard School are:

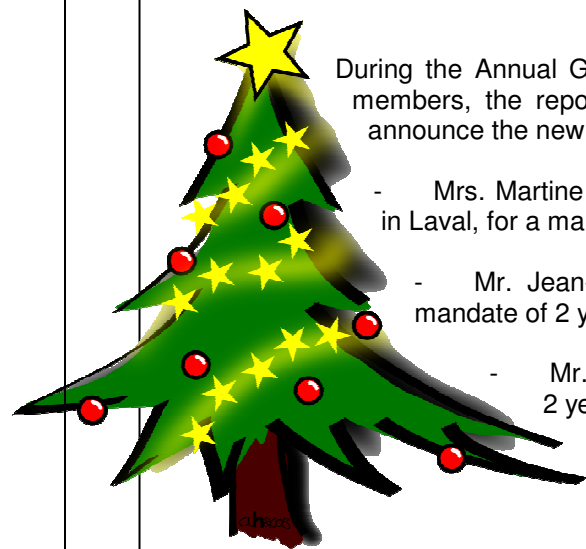
- *The parents or guardians of students attending Vanguard School;*
- *The parents or guardians of former students of Vanguard School who, in the 30 days after the student has left Vanguard School, notify the secretary of the Corporation of their desire to remain a member of the Corporation. These parents, or legal guardians, who, year after year, do not renew their association with the Corporation, will cease to be considered members.*

During the Annual General Meeting, held on December 1, 2010, which was attended by 28 members, the report of the Nomination Committee was accepted and we are pleased to announce the new members to the Board of Directors:

- Mrs. Martine CAZA-LENGHAN, parent of a student at école secondaire Francophone, in Laval, for a mandate of 2 years, renewable at the Annual General Meeting in 2012;
- Mr. Jean-François HALIN, parent of a student at the Elementary school, for a mandate of 2 years, renewable at the Annual General Meeting in 2012;
- Mr. Michel MONFET, retired from the Ministry of Education, for a mandate of 2 years, renewable at the Annual General Meeting in 2012.

The mandates of the following members were renewed at the Annual General Meeting:

- Mr. Jean-Pierre PROULX, from the field of education, for a 1 year mandate, renewable at the Annual General Meeting in 2011;
- Mr. Pierre G. TRUDEAU, from the business sector, for a 1 year mandate, renewable at the Annual General Meeting in 2011;
- Mr. Hugo ST-PIERRE, parent of a student at Vanguard Elementary, for a mandate of 2 years, renewable at the Annual General Meeting in 2012;
- Mrs. Nathalie LÉVESQUE, parent of a student at Vanguard Intercultural High School, for a 1 year mandate, renewable at the Annual General Meeting in 2011.



At the regular Board meeting, immediately following the Annual General Meeting, the members elected the executive committee:

Chairman : Mrs. Nathalie LÉVESQUE
 Vice-Chairman : Mr. Hugo ST-PIERRE
 Treasurer : Mr. Pierre G. TRUDEAU
 Secretary : Mrs. Carolyn COFFIN-CAPUTO

Board members:

Mrs. Danièle BELLEMARE
 Mrs. Martine CAZA-LENGHAN
 Mr. Jean-François HALIN
 Mr. Michel MONFET
 Mrs. Blandine PIQUET-GAUTHIER
 Mr. Pierre POUPART
 Mr. Jean-Pierre PROULX



We would like to take this opportunity to thank all of the members of the Vanguard family (students, parents, employees) for their continued interest and support for Vanguard School.

In closing, on behalf of all Board members, we would like to wish you a wonderful holiday season and a new year filled with good health and happiness.

Nathalie Lévesque
 Chairman, Board of Directors

Carolyn Coffin-Caputo
 Director General and
 Secretary of the Board of Directors

A WORD FROM THE VANGUARD DEVELOPMENT FUND

The Vanguard Development Fund is a dynamic organization, thanks to the active implication of its members, all dedicated to Vanguard School.

Currently, the members of the Board executive are:

Chairman : Mr. André PICARD, parent of a student at the high school
 Vice-Chairman : Mrs. Solange DUGAS, parent of a former student
 Treasurer : Mrs. Nathalie LE PROHON, guardian of a student at the high school
 Secretary : Mrs. Carolyn COFFIN-CAPUTO, Director General



Other Board members:

Mrs. Danièle BELLEMARE, parent of a student at .École secondaire Francophone
 Mr. André CHARRON, parent of a former student
 Mr. Roger GUERTIN, parent of a student at Vanguard Intercultural High School
 Mrs. Lise-Anne RHÉAUME, parent of a former student
 Mrs. Sonia RIVERIN, parent of a student at École secondaire Francophone

The Vanguard Development Fund will hold its Annual General Meeting on January 26, 2011, at which time members will review the 2009-2010 objectives and will receive the various committee reports.

A WORD FROM THE PRESIDENT OF THE BOARD OF DIRECTORS

I would like to take this opportunity to sincerely thank all members of the Board of Directors of the Vanguard Development Fund.

During the 2009-2010 school year, Board members organized and participated in various fund-raising activities and we invite you to consult the Vanguard Report of Activities 2009-2010 for more details.

Please note that, in 2011, the Vanguard Development Fund will inaugurate its new web site, which will be accessible through the site for Vanguard School. Our new web site will have different rubrics, including;

- The history of the Foundation
- How to contribute to the Fund
- Various fund-raising activities
- Other topics of interest to donors

We invite you to visit our new site, which should be operational by mid-end January 2011.

FOR YOUR INFORMATION

If you have any questions or comments about the Vanguard Development Fund, you are invited to call:

Mrs. Suzanne Langlais, Events Coordinator slanglais@vanguardquebec.qc.ca

Mrs. Florence Arseneault, Administration/Finances farseneault@vanguardquebec.qc.ca

In closing, we would like to wish you all a very happy holiday season and a new year filled with good health, joy and happiness.

André Picard, Chairman
Vanguard Development Fund

/fma

**MERRY CHRISTMAS AND
HAPPY NEW YEAR**

STRATEGIC DEVELOPMENT PLAN

OUR MISSION

Vanguard School is an educational institution which enables students with severe learning disabilities to achieve their full potential through an education that fosters academic success, self-esteem, and harmonious integration into society.

Vanguard School is also an educational institution open to research activities, professional development and exchange of expertise.

OUR VISION

By the quality of services to its students, by the expertise developed by its staff, by the quality of its infrastructures and by the excellence of the research and training for and with its partners, Vanguard School will be recognized by specialized centers, universities, school boards, government bodies and the general population, as the center of excellence for the education of students with severe learning disabilities.

From its beginnings in 1973, when our Elementary School first opened with 30 students, both English and French, Vanguard has continued to grow to meet the needs of students with learning disabilities. We currently welcome 761 students within our 3 schools at both the elementary and high school levels.

During our history, there have been several times when important decisions needed to be made regarding the future of our school and, without exception, we have always succeeded in maintaining the quality and the expertise of Vanguard, and in maintaining the “family” spirit of our School.

We have, once again, arrived at another crossroads in our history and, on December 1, General Administration invited all parents to an Information Session regarding the future of Vanguard School – our Strategic Development Plan – a plan approved by our staff and by the Board of Directors. The implementation of this plan fulfils our mission and works toward the achievement of our vision.

THE KEYS TO OUR SUCCESS

Vanguard School has been a model of success for almost 40 years.

The dedication of our staff members and their continuous efforts in striving to meet the needs of our students with severe learning disabilities is, unquestionably, one of our most important assets.

As well, our staff members have developed an expertise with a particular focus on language difficulties. The Ministry of Education, Leisure and Sports noted, in a recent document:

“The ministry data for the rate of Vanguard students obtaining a high school leaving diploma and for their dropout rate indicate that, in comparison to provincial data, the School stands out very favourably with regards to the success of students with learning disabilities.”⁽¹⁾ (translation)

Furthermore, the Montreal Economic Institute noted that our two high schools rated amongst the best high schools in Quebec (placing 9th and 64th out of 462 high schools in Quebec)⁽²⁾ – a result which clearly indicates that our daily interventions with our students have a significant impact on their success.

⁽¹⁾ COMMISSION CONSULTATIVE DE L'ENSEIGNEMENT PRIVÉ (MELS), 40^e Rapport annuel, 2008-2009

⁽²⁾ BOYER, Marcel et LABERGE, Mathieu de l'INSTITUT ÉCONOMIQUE DE MONTRÉAL, *Portrait des écoles secondaires du Québec 2008*, octobre 2008

It is also important to note the increase of the number of requests for admission to Vanguard School from school boards and from parents. More than 450 admission requests remained on our wait-list for the 2010-2011 school year, and this included 68 requests with ententes from school boards.

This increase of the number of admission requests, combined with the remarkable academic results of our students, are indicative of a solid foundation, and with this basis, we should not be fearful of moving forward with ambitious projects, designed to better meet the needs of our students.

OUR CHALLENGES

To continue our development, 4 challenges each with specific objectives, were determined by the Strategic Planning Committee and approved by the staff members and by members of the Board of Directors.

➤ First Challenge: to increase the expertise of staff members

At Vanguard, we can currently rely on a highly specialized staff, an expertise which is rare within the field of education. However, we need to ensure that our staff members continue their professional development.

In order to do this, we have determined two objectives:

- To generalize a Vanguard intervention model, based on best practices (Strategy Instruction), focusing on the active participation of students in their learning. Many of our staff members currently use this approach, in varying degrees and our goal is to ensure that all staff member are familiar with and knowledgeable about this intervention model.
- To increase the expertise of our staff members and to develop trained experts on staff, notably by encouraging our special education teachers to take Masters level programs focusing on one core area.

The successful implementation of these objectives will allow us to respond to the ever-increasing expectations for students at the Ministry level, and to better meet the needs of students with particular profiles, such as those with non-verbal learning disabilities and with dyscalculia.

As well as these pedagogical objectives, we also have an objective directly related to the IEP (Individualized Education Plan):

- To have a standardized intervention plan, based on the utilization of a user-friendly data base.

This will facilitate the development and implementation of the IEP and will be more user-friendly, and less time-consuming, for our staff members.

➤ Second Challenge: to improve our visibility

In spite of our success, we are, unfortunately, not well-known by businesses, media and some university milieux.

This is not particularly surprising, given that we have never really put much effort into developing a marketing plan or a plan of communication to improve our visibility. However, we are aware that the visibility of an organization is an important factor in future development. It encourages the development of important partnerships and can offer opportunities for financial support.

Consequently, our objective is:

- To develop and implement a communication plan, focusing on the promotion of our image and our values.

This implicates, of course, a significant change to our current communication tools.

➤ **Third Challenge: to improve our financial situation**

Our financial situation is a recurring problem at Vanguard. Every year, we maintain a balanced budget and are able to keep our services in place. However, any possibility of development is limited, given that 85% of our expenses are for our mass salary.

It is important to note that our sources of revenue are limited. The yearly increase of the amount allocated to us in the annual Ministry budget rules does not keep up with the increase of our mass salary. As well, with our legal status of a private school, declared in the public interest, the maximum tuition which can be charged to parents is \$150 per year, and only for those students without an agreement with their school boards. Consequently, our most important source of additional revenue is from the Vanguard Development Fund.

Given this particular situation, it is clear that we need to count on ourselves to generate additional revenue. Given the ever-increasing request for our services, the members of the Strategic Development Committee consider that we can meet the expressed needs of the community and, at the same time, generate funds for the School.

Consequently, our objective is to:

- Develop a resource / learning center and offer our services to meet the needs expressed by the community, which would result in additional revenue for the School

It is important to note that this will, in no way, compromise the quality of services offered to our students at Vanguard School.

➤ **Fourth Challenge: to have adequate infrastructures**

For the past number of years, our existing infrastructures have presented many challenges. Although functional, they are aging and require continual repair.

Moreover, the physical space available is very limited and we are having difficulty meeting our educational mission with these limitations. We do not have a gym in our school in Laval, and the gym in Westmount does not meet Ministry requirements. Our space is limited for adequate library facilities. We also do not have a school yard at our school in Westmount.

Any possibility for future development on our current sites is non-existent, and we are, as a result, unable to meet the increasing requests for admission to our school.

In light of this situation, our objective is to:

- Have a quality infrastructure for Vanguard School, on one campus

The Strategic Planning Committee, to facilitate the search, has determined certain conditions to be met for the future site of the School.

This site must:

- a. Be centrally located
- b. Be accessible by public transportation (bus, metro)
- c. Be accessible by major highways
- d. Have sufficient space for school yards
- e. Be financially viable
- f. Have the space necessary for classroom, offices, labs, cafeterias, gyms, auditorium, Resource/Learning Center, and all spaces necessary for a school
- g. Have sufficient parking
- h. Maintain a personalized setting, meeting the needs of our students

These different challenges will result in an even more dynamic milieu at Vanguard, with our focus always on the success of each of our students. We are encouraged by the support of our staff members who are ready to actively participate in achieving our objectives within the next three years. And we are confident that we can also count on your support as we move forward.

In closing, if you have any questions or comments, or require additional information, you are invited to contact us at General Administration at 514-747-5500 ext 202.

The Strategic Planning Committee

Mrs. Carolyn Coffin-Caputo, Director General
Mr. Stéphane Proulx, Director of Educational Services
Mrs. Denise Bédard, Principal of the Elementary School
Mrs. Maryse Bessette, Principal of the Intercultural High School
Mr. François Papineau, Principal of École secondaire Francophone
Mr. Gilles Lépine, consultant

