



**COMMITTEE OF THE WHOLE**

**20 March 2018**

**Report No.18-033      International Baccalaureate Program  
Implementation Plan: Consultation**

**Key Contact:** Brett Reynolds, Associate Director (ext. 8252)  
Frank Wiley, Superintendent of Instruction (ext. 8820)

**PURPOSE:**

1. To seek approval of the consultation plan for the implementation of the International Baccalaureate (IB) Program at Merivale High School.

**CONTEXT:**

2. One of the approved recommendations resulting from the Secondary School Program Review (June 2016) included the implementation of a second IB program in the western area of the District. The goals identified in this decision were to provide equity of access to enhanced programming and to address the issue of demand versus available site capacity at Colonel By Secondary School (current home school for the IB Program). The Western Area Accommodation Review identified Merivale High School as the chosen site with a start date of September 2019.

The program is to be implemented incrementally beginning with the pre-IB grade 9 program as the first cohort of students starting in September 2019. That beginning cohort could be in the range of up to 140 students (2-5 cohort classes) depending on initial registration. The upper range of this projected cohort could result in an IB population of approximately 560 students upon a full four year implementation. Combined with the regular community cohort of students, Merivale HS could be between 1,500 and 1,600 students by 2022-2023.

Merivale High School is a semestered grade 7-12 school. The hours of operation are 8:00 a.m. to 2:30 p.m. for grades 7 and 8 and 8:05 a.m. to 2:20 p.m. for grades 9-12. The early start times reflect bus services that have been designed to have Merivale HS as one of the first stops on their daily bus runs.

A rigorous investigation process is conducted by the International Baccalaureate Organization (IBO) to officially accredit a school site to offer IB programming. There are many criteria that must be met which include, but are not limited to: the teachers must be officially trained by the IBO; the site must be able to support the academic requirements of the program; the ability to offer concurrent learning must be evident; and, the school must undergo regularly scheduled recertification. The process can take up to two years to attain full accreditation. The OCDSB has currently filed an application for Merivale HS to be an accredited site.

Colonel By Secondary School currently is the only secondary school in the OCDSB that has been certified as an IB diploma granting school. The program was introduced at the school in 1997 and the school population has grown to a total of 1,136 students in the 2017-2018 school year (702 students in the IB program and 434 students living in the regular catchment area). Due to its capacity, the school has not been able to offer seats to a high percentage of qualified applicants. Last year, out of 700 applicants, only 196 were admitted. The implementation of a second site to help meet the applicant demand will require the establishment of a boundary to equally serve students living in the east and west of the District.

Colonel By SS is the only secondary school in the District that is non-semestered. It is the only high school to retain this structure post amalgamation due to the unique features of the IB program. This structure provides for the concurrency of learning, which is one of the pivotal underpinnings of an IB education.

Concurrency of learning is the principle which promotes the ability to have students deal each year with a balanced curriculum in an interdisciplinary manner.

There is no attendance boundary required as Colonel By SS is the sole home site of an IB program in the District. During the Secondary School Program Review, the final report of the International Baccalaureate Committee (Report No. 16-014) cited that the distribution of students applying for the program reflected a large number residing in the western area of the District. The establishment of a second program requires the creation of a boundary to delineate attendance entitlement.

### 3. Governance

The implementation plan for the IB program at Merivale HS requires a review of three elements of school operations: namely, the program delivery model, the establishment of a boundary for IB student attendance areas, and the start time for the school which now offer a District program.

The IB program is defined as a District program in the *Secondary School Program Framework*. Policy P.105, *Changes to Programs and Program Delivery Structures at Secondary Schools* is very clear that any change in program delivery at a secondary school is to be approved by the Board.

The establishment of program boundaries in the District has historically been within the purview of the Board.

The process for changing bell times at school is governed through the Ottawa Student Transportation Authority (OSTA). Any change to a bell time that is more than ten minutes must go out to the impacted communities for consultation which is managed by OSTA. Potential changes are analyzed for their cost impact on the consortium's efficiency goals and the OSTA Board votes to proceed with the staff recommendation to OCDSB trustees, who hold the final vote on the change.

## **KEY CONSIDERATIONS:**

4. The introduction of a second IB program offers the opportunity for students in the western area of the District to attend a District program in closer proximity to their home. It also provides the opportunity to offer a larger program enrolment for students who look for an enhanced learning opportunity to meet their individual needs. Three issues must be contemplated to introduce the IB program at Merivale HS:
  - a. Should Merivale HS adopt a non-semestered delivery model?
  - b. Where should the boundary for the new IB program be established?, and
  - c. Should there be a later start time for Merivale HS students?

5. Program Delivery Model

The discussion of whether Merivale HS should become de-semestered is not tied to the evaluation of which program delivery model is a better instructional model. There is no definitive research that supports one delivery model over the other in terms of resultant student success. The discussion of this issue is tied to the context of what model best supports the IB learner profile and program expectations.

There are three critical IB Diploma Program requirements:

- a. that the schedule provides for the recommended hours for each standard and higher level subjects;
- b. that the schedule provides for the development of the theory of knowledge course over two years; and
- c. that the schedule respects concurrency of learning in the Diploma Program.

The first two requirements can be scheduled in either a semestered or non-semestered environment. Concurrency of learning means teaching the curriculum in a schedule that consistently exposes the student to all of their subjects over the two years of the program. This allows students and teachers to make links between experiences in the core program and the academic subjects that are being studied. One school of thought is that the concurrency of learning is more suited to a non-semestered approach since the basic principle is that concurrent learning across disparate disciplines will result in a richer, more interdisciplinary learning.

Semestered programming is the predominant provincial structure for the delivery of the Ontario curriculum. Also, the majority of schools offering the International Baccalaureate Program in other districts have opted to retain a semestered

program model. They have met the IBO's requirement to provide concurrent learning and have put processes in place to manage that requirement (such as mentoring, tutoring and other student supports and activities).

While many districts and school authorities offer IB programming, few have enrolment comparable to the OCDSB program. However, two districts have comparators of note. White Oaks Secondary School (Halton DSB) offers an IB program to over 550 students: 300 in pre-IB grade 9, 140 in grade 11 and 110 in grade 12. The school delivers its IB programming within its semestered school year. Turner Fenton Secondary School (Peel DSB) has a total of 598 students in their IB program: 165 students in grades 9, 160 in grade 10, 140 in grade 11 and 133 in grade 12. It delivers IB programming within its semestered school year. This district has 4 schools offering IB programming and has retained semestering in 3 out of the 4 sites.

It should be noted that the OCDSB's program in its current configuration has been deemed one of the most successful secondary IB programs in North America based on the number of successful IB diplomas that are granted. Current and past administration at Colonel By SS cites the de-semestered model as one of the key elements to the success of their students.

As well as examining the philosophy behind concurrency of learning in regard to the delivery model, there are also practical considerations.

IB program final examinations are held in the first week of May, unlike regular Ontario diploma courses that would have final exams at the end of each semester. Students writing higher level IB exams in a semestered school may have taken the course in the first semester which means that there would need to be mechanisms put in place where students may need some support/tutelage in preparation for the May examinations for their first semester subjects.

Merivale HS will offer a number of program streams with the inception of an IB program: namely, OSSD, IB and grades 7 and 8, as well as offering a full French Immersion program. Where the IB program is co-located with a regular Ontario (OSSD) program, a concurrent delivery model offers the greatest flexibility to provide optimum access to differentiated learning spaces (labs, performance areas, etc.) and to timetable for multiple program pathways where needed.

The question of offering a District program through two different delivery program models and two different sites is also a consideration. Parental expectation may well be that the same structure that has proven to be very successful at Colonel By SS should be exactly replicated at a second site.

If a decision was made to move Merivale HS to a non-semestered delivery model, the staff recommendation would include a phased-in approach that would allow current students moving through the school toward graduation to remain in the same delivery model. In the 2019-2020 school year, the incoming cohort of grade 9 students would enter a non-semestered program with grades 10-12 remaining semestered until students graduate from the school.

## 6. Establishment of a New Boundary

The goal of a new IB program boundary will be to provide equitable access to the programs while providing sustainability for both Colonel By SS and Merivale HS programs.

To support the development of boundaries that do so, the following data will be referenced as part of the consultation process: historical IB program enrolment and applicant data; historical OCDSB secondary school enrolment; secondary school-age population data (children aged 14 to 17); and future new residential development/neighbourhood renewal and intensification trends.

Factors which influence the setting of boundary areas for the two IB sites include ensuring that required program enrolment numbers can be met, having regard for student access, and accounting for the geography of the existing Colonel By SS and Merivale HS regular program attendance areas.

Another variable which may come into play is the possibility of setting up feeder boundary areas which would be based on existing secondary school attendance areas. A student's designated IB site would be based upon the regular program secondary school they are designated to attend. Although challenging due to the presence of optional areas in the system, it may be possible to create a set of IB boundaries which would largely conform to existing secondary school boundaries. This methodology may be preferred because it is straightforward, if supportable by the information at hand to ensure robust enrolments at both IB sites.

The starting point for dividing the District in half (east/west) has typically been to use the Rideau River as a boundary. In this case however, preliminary data is indicating the need to push the setting of boundary areas for Colonel By SS westward across the Rideau River in order to achieve a proportional distribution of students across the two sites.

The reason for this is the fact that much of the recent growth in new residential development and school-age population has been centered within the western and southern portions of the District which, if using the river as a dividing point, would be served by the Merivale HS IB site.

An initial draft boundary and the data to support the option will be available prior to the commencement of consultation, as well as information on other options to be considered.

## 7. Merivale High School Start Time

When the new IB program is introduced to Merivale HS, its student catchment area will increase dramatically. Students who are accepted into the IB program may have significant distances to travel. Currently secondary District programs that are offered (Arts at Canterbury HS, IB at Colonel By SS and the adaptive programs at Sir Guy Secondary School and Ottawa Technical Secondary School) all have school starting times that are set at 9:00 a.m. or later in order to facilitate potential longer travelling time that may be needed for students. It will be important to explore a later start time for Merivale HS.

Attaining utmost efficiency in terms of financial transportation consortium goals may need to be taken into consideration in evaluating this issue.

## RESOURCE IMPLICATIONS:

8. The resource implications for the implementation of the IB program involve short term and long term financial commitments. Startup costs for the program involve the formal training of staff, application fees for accreditation, site visits for IBO and any other costs that would be attributed (and normally) tied to growth based on increased school population. Long-term costs have traditionally been covered by the annual fees charged to IB students (all four grades @ \$300 per student per year). Students can expect to pay in the range of \$800 to \$1,200 (USD) in total to challenge the final IB examinations. The cost of the IB coordinator's job is part of the staff recommended budget annually. A full costing estimate of startup costs will be provided with the staff recommendations in the report to Committee of the Whole on 5 June 2018.

It should be noted that there are inherent costs in moving to a non-semestered program delivery model. In a semestered program, any instructional materials can be used twice annually, whereas, in a non-semestered program materials are used once, which can increase costs dramatically for a school's operational budget. There are also inherent additional staffing costs in a non-semestered program, or potential added staffing costs if a phased-in process (mixed semestered and non-semestered) is undertaken.

## COMMUNICATION/CONSULTATION ISSUES:

9. Purpose of the consultation  
The purpose of the consultation is to familiarize parents and students with the IB Diploma Program and to provide opportunities for feedback on the three areas of decision making that need to occur as a result of the implementation of the IB program at Merivale HS: the program delivery model (semestered versus non-semestered); the newly established catchment areas for IB for both Colonel By SS and Merivale HS; and, the start time for the school day at Merivale HS.
10. Timelines  
The information and consultation period is expected to be held from 30 March to 1 May 2018 with final staff recommendations regarding program delivery model and proposed boundary scheduled to be presented to the Committee of the Whole on 5 June 2018. See Appendices A and B for specific timelines.
11. Methodology

### Public Meetings

Two public meetings will be held to provide information about the new IB program at Merivale HS and to elicit feedback on the three previously-identified issues. The public meetings will begin with a plenary session to provide a general overview of the IB program and its application processes. Then participants will be rotated through three breakout groups based on the three issues where there will be a facilitated discussion and an opportunity for participants to provide feedback on the issues. Registration will be required for

the public meetings and a third meeting may be added based on expressed interest.

A webinar of the plenary session will be available. ThoughtExchange™ will be used as the tool to garner feedback on the three areas of discussion.

### **School Council Meetings**

A package of presentation materials will be provided to principals and school councils for all Merivale HS and Colonel By HS feeder schools, as well as all schools with intermediate programs with the request to provide feedback through ThoughtExchange™.

### **Student Feedback**

Student feedback from both Colonel by SS and Merivale HS will be elicited as well as from student trustees and student council presidents.

### **Federations**

The local federations will be consulted on the issue of semestering versus non-semestering at Merivale HS.

As stated previously, OSTA conducts its own consultation process in accordance with OSTA bylaws. While some feedback will be garnered from one of the breakout sessions at the public meeting, the start time consultation process will be undertaken independently and is expected to cover the time period from November 2018 to a staff recommendation being presented to the OSTA board in December, and subsequently presented to OCDSB trustees in January 2019.

## **STRATEGIC LINKS:**

12. The Ottawa-Carleton District School Board is committed to providing equitable access of opportunity for students' individual learning needs.

## **RECOMMENDATION:**

THAT the consultation plan, as outlined in Appendix A to Report18-033, for the implementation of the International Baccalaureate Program at Merivale High School, be approved.

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Brett Reynolds  
Associate Director of  
Education

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Frank Wiley  
Superintendent of  
Instruction

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Jennifer Adams  
Director of Education/  
Secretary of the Board

Appendix A  
Appendix B

Consultation Plan  
Consultation Timelines



# CONSULTATION PLAN

(REFERENCES: POLICY P.110.GOV AND PROCEDURE PR.644.GOV)

<b>DATE:</b>	<b>20 March 2018</b>
<b>PROJECT:</b> (Project name, Letter of Transmittal, etc.)	<b>International Baccalaureate Program: Consultation Plan – Program Delivery Model and Attendance Boundary</b>
<b>CONTACT / PROJECT LEAD</b> (Name, telephone, email):	<b>Brett Reynolds, Associate Director, Ext. 8252 Frank Wiley, Superintendent of Instruction, Ext. 8820</b>
<b>WHAT?</b>	
<b>1. WHAT IS THE PURPOSE OF THE CONSULTATION?</b> (Describe project scope, nature of consultation, decision to be made, and any relevant information)	
<p><b>To provide information on the establishment of the second International Baccalaureate Program at Merivale High School</b></p> <p><b>To seek input for decision making on the future program delivery model for the International Baccalaureate Program at Merivale High School</b></p> <p><b>To seek input for decision making concerning the establishment of a student attendance boundary for the International Baccalaureate Program sites.</b></p>	
<b>WHY?</b>	
<b>2. WHY ARE YOU CONSULTING?</b> (Check all that apply)	
<input checked="" type="checkbox"/> To seek advice, informed opinion or input for consideration prior to decision-making? <input checked="" type="checkbox"/> To share information and/or create awareness about a subject/potential recommendations/decision yet to be made? <input checked="" type="checkbox"/> To share information and awareness about a subject/recommendation/decision that has been made? <input type="checkbox"/> Other? (Please explain)	
<p><b>3. HOW DOES THIS CONSULTATION LINK TO THE OCDSB STRATEGIC PLAN, DISTRICT IMPROVEMENT PLAN, BUDGET, ANNUAL DISTRICT GOALS AND OBJECTIVES AND/OR RELEVANT MINISTRY / OCDSB POLICIES OR PROCEDURES (if applicable)?</b></p> <p><b>The decision to add a second International Baccalaureate Program to the OCDSB was taken to provide equity of access for students who choose an enhanced program opportunity.</b></p>	





# CONSULTATION PLAN

(REFERENCES: POLICY P.110.GOV AND PROCEDURE PR.644.GOV)

## WHO?

### 4. WHO WILL BE CONSULTED? (Key stakeholders) (Check all that apply)

#### OCDSB Community

- Students  
 Parents/guardians  
 School council(s)  
 Ottawa Carleton Assembly of School Councils  
 Advisory committees (Specify below)  
 Special Education Advisory Committee, etc  
 Other \_\_\_\_\_

#### Internal to OCDSB

- Trustees  
 Superintendents  
 Principals and/or Vice-principals  
 Managers  
 District staff  
 Federations  
 Other \_\_\_\_\_ OSTA \_\_\_\_\_

#### External / Other (please identify)

- Agencies/associations \_\_\_\_\_  
 Community groups \_\_\_\_\_  
 General Public \_\_\_\_\_  
 Other governments \_\_\_\_\_  
 Other \_\_\_\_\_

Please describe or expand on who will be consulted and any partners in the consultation:

The immediate communities of Colonel By and Merivale HS will have direct impact on the consultation process regarding the issues of program delivery and boundaries. Developing an understanding of the IB program and provide a forum to gather feedback on the issues under consideration (program delivery model, boundary and school start times).

### 5. HAVE ANY OF THESE STAKEHOLDERS BEEN INVOLVED IN INFORMAL CONSULTATION AS PART OF THE DEVELOPMENT OF THIS PLAN?

In accordance with section 4.3 of Policy P.110.GOV, it is expected that informal consultation has taken place with representative stakeholders to obtain their suggestions prior to finalizing this plan. Please describe below. (If this informal consultation did not take place, explain why it was not feasible.)

The consultation is designed to elicit feedback to help form senior staff's final recommendations to Board.

## HOW?

### 6. HOW WILL STAKEHOLDERS BE MADE AWARE OF THIS CONSULTATION PROCESS? (Check all that apply)

- Media advertisement (print and/or radio)  
 Letter distribution  
 School council(s)  
 Ottawa Carleton Assembly of School Councils  
 School newsletter  
 Website (schools and/or OCDSB sites)  
 Other \_\_\_\_\_

Please describe how stakeholders will be made aware of the consultation process and any special requirements for consultation (translation, alternate formats, etc)?

Merivale High School and Colonel By Secondary School school communities will contacted directly through SchoolConnects to advise them of the consultation process. Principals and school councils will be provided with materials that may be used at a school council meeting for discussion and feedback. ThoughtExchange will be used to manage direct input on the issues.

### 7. HOW WILL THE CONSULTATION BE CARRIED OUT? (Check all that apply)

- Focus groups  
 Interviews  
 Mail-out or email circulation  
 Open houses / workshops / cafes  
 School council(s)  
 Ottawa Carleton Assembly of School Councils  
 Public meetings  
 Survey / questionnaire  
 Web-based notice / Web-based comments  
 Other \_\_\_\_\_

Please describe:



# CONSULTATION PLAN

(REFERENCES: POLICY P.110.GOV AND PROCEDURE PR.644.GOV)

## WHEN?

### 8. PROJECT PLAN FOR CONSULTATION (KEY ACTIVITIES AND COMMUNICATIONS)<sup>1</sup>:

i.e., Identify plan approval dates; Timelines for awareness of consultation; Specific consultation initiatives; Timelines for analysis;  
Date for Committee/Board deliberation; Evaluation of consultation

#### TARGETTED DATE FOR FINAL DECISION:

PROJECTED DATE(S)	ACTIVITY/MILESTONE	NOTES**
20 March 2018	Committee of the Whole: International Consultation Report	
26 March 2018	OSTA Board Meeting : Consultation Plan re Merivale HS Bell Times	
27 March 2018	Board Approval: IB Consultation Plan	
30 March 2018	Consultation Period begins	ThoughtExchange opens
9 April 2018	#1 Public Meeting:	
11 April 2018	SEAC	
18 April 2018	PIC	
19 April 2018	Secondary OCASC	
23 April 2018	#2 Public Meeting	
1 May 2018	Consultation closes	ThoughtExchange closes
28 May 2018	OSTA staff recommendation to OSTA Board re: Merivale Bell Times	
5 June 2018	Committee of the Whole: OCDSB Staff Recommendations re: IB Attendance Boundary and Program Delivery Model, OSTA Recommendation re: Merivale HS Bell Times	
25 June 2018	Board Approval: Program Delivery Model and IB Attendance Boundary	

<sup>1</sup> Outline provides information on the minimal number of activities proposed, which may be amended to intensify the process if required. Further information on the overall project/initiative and the specific consultation plan and process can be provided in the Letter of Transmittal to Board.



# CONSULTATION PLAN

(REFERENCES: POLICY P.110.GOV AND PROCEDURE PR.644.GOV)

<p>**In filling out this chart, please note:</p> <ul style="list-style-type: none"> <li>▪ the materials, reports or resources that will be distributed to stakeholders, either in advance or at the session;</li> <li>▪ any constraints such as necessary deadlines, availability of stakeholders; and</li> <li>▪ the timelines for communicating the outcome/related decisions reached to those consulted.</li> </ul>	
<p><b>9. HOW WILL THE RESULTS OF THE CONSULTATION AND THE RATIONALE OF THE FINAL DECISION BE COMMUNICATED TO ALL CONTRIBUTORS TO THE PROCESS?</b> (Check all that apply)</p>	
<p>_____ Email circulation                  _____ Letter distribution                  _____ Letter of Transmittal to committee/Board</p>	<p>_____ School / principal communications / newsletter                  _____ Website (schools and/or OCDSB sites)                  _____ Media reports                  _____ Other</p>
<p>Please describe:</p>	
<p><b>OTHER</b></p>	
<p><b>10. ESTIMATED COSTS FOR THE CONSULTATION*</b> (i.e., advertising, facilities, translation, materials):</p>	
<p><i>* Note that the consulting body bears responsibility for the costs of the consultation.</i></p>	
<p><b>11. EVALUATION:</b>                  Please specify the method(s) you plan to use to assess the effectiveness and success of this consultation process. (e.g., outcomes/results, satisfaction of participants, debriefs, questionnaires/evaluation sheet collected from participants, peer review, school council meeting discussion with date, etc.)</p>	



## International Baccalaureate Program Consultation

20 March 2018	Committee of the Whole Consultation Report
26 March 2018	OSTA Board Approval of Bell Time Consultation
27 March 2018	Board Approval of Consultation Plan for IB Program Delivery Model and Establishment of Attendance Boundary
30 March 2018	Consultation starts and ThoughtExchange™ opens
9 April 2018	Open House #1
23 April 2018	Open House #2
1 May 2018	Consultation and ThoughtExchange™ closes.
28 May 2018	OSTA staff recommendation to OSTA Board
5 June 2018	Committee of the Whole, staff recommendations re program delivery and attendance boundary
	OSTA recommendation to Committee of the Whole re bell times